Agenda Item 5

Committee: Children and Young People Overview and Scrutiny Panel

13th January 2015

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 draft revenue savings proposals, draft service plans, draft equalities assessments and latest amendments to the capital programme.

2. That the Overview and Scrutiny Commission considers the comments of the Panels and provides a response on the issues raised to Cabinet when it meets on the 16 February 2015.

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 draft revenue savings, draft service plans, draft equalities assessments and latest amendments to the capital programme.and feedback comments to the Overview and Scrutiny Commission.
- 1.2 The Overview and Scrutiny Commission will consider the comments of the Panels and provide a response on the draft proposals to Cabinet when it meets on the 16 February 2015.

2. Details - Revenue

- 2.1 The Cabinet of 10 November 2014 received a report on the Business Plan 2015-19. This included amendments to savings which were incorporated into the MTFS. Details of these are provided in Appendix 1 to this report
- 2.2 The Cabinet of 8 December 2014 received a report on the business plan for 2015-19. This included details of draft savings proposals, latest amendments to the draft Capital Programme 2015-19 and agreed the council tax base for 2015/16.

2.3 It was resolved:

That Cabinet:

- A) agrees the savings/income proposals put forward by officers and refers them to the Overview and Scrutiny panels and Commission for consideration in January 2015 (Appendix 1).
- B) agrees the latest amendments to the draft Capital Programme 2015-2019 which was considered by Cabinet on 20 October 2014 and on 10 November 2014, and scrutiny in November 2014.
- C) agrees the Council Tax Base for 2015/16 set out in paragraph 2.6 and Appendix 3.
- D) has considered the proposed deferral of a saving previously agreed. (Appendix 5)
- E) has considered the latest drafts of the service plans.(Appendix 10)
- 2.4 Since the Cabinet meeting on 8 December 2014, draft equalities assessments for each of the new savings proposals have been prepared for the panels and commission to scrutinise. (Appendix 2)

3. **Alternative Options**

3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 8 December 2013 sets out the progress made towards setting a balanced budget. This identified the current budget position that needs to be addressed between now and the next report to Cabinet on 19 January 2015, 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 2014-18

4.1 Details of the draft Capital Programme 2015-19 were agreed by Cabinet on 20 October 2014 and subject to scrutiny in November 2014. There was a scheme added in at the 10 November 2014 Cabinet, and the latest amendments were included in the report to Cabinet on 8 December 2014 which is attached as Appendix 3.

5. Consultation undertaken or proposed

5.1 Further work will be undertaken as the process develops.

6. Timetable

6.1 The timetable for the Business Plan 2015/19 was agreed by Cabinet on 20 October 2014. Following this round of scrutiny, there will be further reports on the Business Plan 2015-19 to Cabinet on 16 February 2015 and Council on 4 March 2015.

7. Financial, resource and property implications

7.1 These are set out in the Cabinet report for 8 December 2014.

8. Legal and statutory implications

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

9. Human Rights, Equalities and Community Cohesion Implications

- 9.1 All relevant implications will be addressed in Cabinet reports on the business planning process.
- 9.2 Equalities Assessments for each new saving proposal are attached 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: Amendment to savings agreed by Cabinet on 10

November 2014

Appendix 2: Equalities Assessments

Appendix 3: Cabinet report 8 December 2014: Business Plan

Update 2015-19

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

REPORT AUTHOR

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DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2014-04		Youth Services	583	100					
		Description	Reduced investment in commissioned and in-house you services.						Medium	Medium
		Service Implication	reduced budget for central and partnership commissioned							
			youth activities possibly part offset by income/fundraising. Remaining offer will be targeted to young people from							
			areas of highest deprivation. Reduced support for sector							
			capacity building to protect direct provision.							
		Staffing Implications	Redundancy of both in-house and commissioned services staff.							
		Business Plan	Reduced service offering. Potential impact on youth justice							
		implications	and crime.							
		•	Potential impact on Housing advice.							
		departments	NACH in a set on a second of the set of the							
		Equalities	Will impact on young people from disadvantaged groups							
		Implications	within the community but residual offer will continue to be targeted to these groups.							
Total C	hildren, Schoo	ols and Families Savin	• • •		100	0	0	0		

Previously agreed savings and/or current budget pressures

DEPARTMENT: ENVIRONMENT AND REGENERATION

Budget Process	Ref		Description of Saving	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Additional Budget Pressure	TOTAL
2012/15	ER25	Level 1 1)	150	250				250		
2015/18	Description Increfund progress Service Implication Staffing Implications Business Plan Non implications Impact on other departments					250		-250		
Budget Pressure Only Budget Pressure	Service/Section Description Service/Section Description		Traffic & Highways As a result of a clearer understanding of guidelines and actual patterns of expenditure the section charges a lower level of highways maintenance spend to Capital than previously and, as a result, incurs increased revenue costs that are not sustainable. Parking Services Capital costs of c£1.3m are required in 2015/16, which will be funded from			1,300	-1,300		464	
Only Budget Pressure Only		Service/Section Description	anticipated fines from moving traffic contraventions in the first year of operation. An adjustment to the capital programme will be made. Parking Services The proposed Deregulation Bill regarding the enforcement of static contraventions using CCTV, wil result in the net loss to the authority of around £550K.						550	
			Total Environment and Regeneration	150	250	1,550	-1,300	-250	1,264	1,664

1,664

Budget Process Ref Description of Saving	2013/14 £000 2014. £00		2016/17 £000	2017/18 £000	Additional Budget Pressure	TOTAL
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Alternative savings proposal and budget pressure mitigation

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref		Description of Saving	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2016/17 £000
	EV12	Service/Section Description	Parking Services Earlier Introduction of unattended automatic number plate recognition CCTV parking enforcement cameras at fixed locations. This has been agreed in previous budget setting for 16/17 financial year and is proposed to be brought forward following clarification of investment needs and procedures.ANPR will deliver efficient management of moving traffic offences and improve congestion , road safety , bus journey times and traffic flow through the borough			3,214	-1,300	-250
		Service Implication Staffing Implications	None This new system has the ability to free up enforcement staff from the CCTV PCN verifying process, releasing those officers to carry out more enforcement which will improve the free flow of traffic and reduce congestion. Additional staff will be required and the cost has been netted off the income					
		Business Plan implications	Capital costs of c£1.3m are required which will be funded from anticipated fines from moving traffic contraventions in the first year of operation. An adjustment to the capital programme will be made.					
		Impact on other departments Equalities	None					
		Lydunitos	Total Environment and Regeneration	0	0	3,214	-1,300	-250

DEPARTMENT: COMMUNITY & HOUSING - 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
НС&ОР	CH01	Service Description	Adult Social Care Access and Assessment Below Inflation uplift to third party suppliers (This will be a total of 7 years at 0% or below inflation uplift to 16/17. There has been resistance and challenge from providers who require that clients are removed from their care and support, or refuse to take newly referred clients. To date Merton has been acting consistently with neighbouring authorities but re-negotiations are on-going.)	37,621	150	0	0	0	н	н
НС&ОР	CH03	Description	Brokerage Efficiency Savings. Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need.				0	0	Н	Н
			Commissioning							
HC&OP	ASC18	Description	2,392	50	0	0	0	M	М	
Total Con	nmunity & Ho	using Savings	from 2014/15		400	0	0	0		·

DEPARTMENT: COMMUNITY & HOUSING - REPLACEMENT SAVINGS

			G - REPEACEMENT SAVINGS	Baseline						
Panel	Ref		Description of Saving	Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
		Service	Adult Social Care							
			Access and Assessment							
HC&OP	CH11	Description		125	125	0	0	0	M	Н
			First Contact service							
		Service Implication Staffing Implications	Reduce in-house provsion of a first contact screening and assessment service, and have this provided within the voluntary sector within the overall costs the sector currently operate within.							
		otaning implications								
		Business Plan implications Impact on other departments	Reduction in staffing (4.5 FTE) No specific Implications None							
		Equalities Implications	qualities Implications See overall EIA							
				Baseline						
Daniel	D-f		Description of Saving			2016/17	2017/18	2018/19	Risk Analysis	Risk Analysis Reputational
Panel	Panel Ref		Description of Saving	14/15	£000	£000	£000	£000	Deliverability	Impact
				£000						IIIIpuot
нс&ор	CH12	Service Description	Access and Assessment Review of Care Packages							
110001	0.1112	Service Implication	Intensify programme of reviews of existing support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have got through the initial event such as a hospital admission	37,621	75	0	0	0	н	н
		Staffing Implications	None							
		Business Plan implications	No specific Implications							
		Impact on other departments Equalities Implications	None See overall EIA							
HC&OP	HC&OP CH13 Service Description Service Implication Change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to make an overall reduction in the level of support being offered. Reduction in staffing No specific Implications Impact on other departments Equalities Implications See overall EIA		Day care services Change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to make an overall	1,612	200	0	0	0	М	н
Total Con	nmunity & Ho	using Savings			400	0	0	0		

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Equality Analysis



		1111					
What are the propo assessed?	sals being	Savings in CSF Youth Services (CSF2014-04)					
Which Department/responsibility for thi		Children Schools and Families, Education Division, Education inclusion					
Stage 1: Overview	,						
Name and job title of lead officer	Keith Shipman, Service	e Manager Education Inclusion					
What are the aims, objectives and desired outcomes of your	· ·	in commissioned and in-house youth services.					
proposal? (Also explain proposals e.g. preduction/removal of service, deletion of posts, changing criteria	Reduced budget for central and partnership commissioned voluntary sector youth activities The youth offer will be reduced. Remaining offer will be targeted to young people from areas of highest deprivation as the savings are larger in areas of least deprivation. Reduced support for sector capacity building to protect direct provision and support the organizations that are delivering the youth work reducing their capacity to expand the youth offer and the effectiveness of the youth partnership model.						
etc)	Redundancy of both in-house and commissioned services staff.						
	Reduced service offering. Potential impact on youth justice and crime.						
	Decommissioning of housing advice.						
	Will impact on young targeted at these gro	people from disadvantaged groups within the community but residual offer will continue to be ups.					
2. How does this contribute to the council's corporate	It doesn't contribute to	corporate targets					

priorities?	APPENDIX 1
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Young people at risk of homelessness- there is a risk of increased housing presentations – however needs analysis shows that most of the housing service users are out of borough residents studying at South Thames College Merton. Young people - there will be less activities for young people to do Voluntary sector youth groups and MVSC who will have reduced capacity Less part time youth workers in the council as we will reduce offer at Pollards Hill or Phipps Bridge youth centres unless we can raise other income.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Merton Youth Partnership are delivers of the youth offer in the voluntary sector Housing advice is provided at South Thames College.

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).

Usage and take up of commissioned youth services by area of residence in borough and out of borough.

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 whi	ich applies	s Tick which applies		Reason
(equality group)	Positive impact		Potential negative impact		Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		✓	✓		Youth services work with 10 – 19 year olds.
Disability		✓	√		Youth services have a disproportionately high number of children with special needs attending sessions.
Gender Reassignment		✓		✓	
Marriage and Civil		✓		✓	
Partnership					
Pregnancy and Maternity		✓		✓	
U Race		✓		✓	
Religion/ belief		✓		✓	
PSex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	√		Resources are targeted at need and volume of young people.

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

Income targets will be set for partnerships to cover savings

Young people from Merton can present at Merton housing or seek advice fro the Insight centre in Mitcham.

Savings will be graduated so that the largest savings are for Wimbledon then Morden then Mitcham.

Stage 4: Conclusion of the Equality Analysis

8.	Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
	Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.
	Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.
✓	Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.
	Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

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?
Age	Income targets will be set for partnerships to cover savings	Funding for partnerships will be monitored through commissioning visits. Partnerships will be supported to seek funding, however the Voluntary sector capacity to support is also being reduced.	April 16	Seek sources of additional income.	KS/LW	
യHousing need o o o o	Young people from Merton can present at Merton housing or seek advice at the Insight Centre in Mitcham. A meeting between the commissioner and South Thames College where the advice services runs will consider alternative signposting.	Meeting at South Thames College to agree	Jan 15		KS/LW	
Deprivation – there will still be an impact this is graduating the impact.	Savings will be graduated so that the largest savings are for Wimbledon then Morden then Mitcham.	Partnerships informed of savings.	Jan 15		KS	

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 3 Assessment

There will be a serious impact on the capacity of the youth partnerships to deliver the youth partnership model without MVSC support and with reduced resources. The actions taken above may off set some impact - but effect may still be significant ie less night of youth work.

Stage 7: Sign off by Director/ Assistant Director									
Assessment completed by	Keith Shipman, Education Inclusion	Signature:	Date:24/10/2014						
Improvement action plan signed off by Director/ Assistant	Jan Martin, AD Education	Signature:	Date: 24/10/2014						

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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?	EV12: Earlier introduction of unattended Automatic Number Plate Recognition cameras (ANPR) to ease traffic congestion.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Public Protection

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals	The introduction of ANPR will greatly improve the Council's ability to manage traffic flows, congestion, and traffic pollution, free flow of buses and emergency vehicles as well as ensuring increased safety for pedestrians, particularly around schools.
Pe.g. reduction/removal of service, eletion of posts, changing criteria etc)	There is no reduction in the level of service and it is envisaged that there will be no deletion of posts.
2. How does this contribute to the council's corporate priorities?	Resident surveys have listed traffic congestion as one of the top 5 concerns in the borough and it has increased as a concern in the recent past . For the reason outlined above, the introduction of ANPR will significantly help address this concern.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Initially, motorists who do not comply with the parking regulations will be affected by the issue of a Penalty Charge Notice.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

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).

Surveys were carried at different locations within the borough with the aim of identifying how efficient and effective the existing enforcement methods are for capturing parking contraventions. These surveys clearly showed that the current methods of enforcement are not as efficient as they should be. The survey was carried out in June 2014 at 24 locations (bus lanes and Moving Traffic Locations) for a period of 1week at each location. The survey data showed that the installation of ANPR cameras at these locations would significantly improve compliance.

Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick wh	ich applies	es Tick which applies		Reason
equality group)	Positive impact		Potential negative impact		Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age	X	NO	163	X	With the expected improvement in compliance by the motorists of the parking regulations pedestrian safety will improve for the older and infirmed in general and children particularly outside schools.
Disability	х			Х	As above improvement in compliance will positively affect people with disabilities.
Gender Reassignment	Х			Х	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Marriage and Civil Partnership	х			Х	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Pregnancy and Maternity	х			Х	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Race	Х			Х	Whilst there will be an effect I am not aware of the level of effect on this

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			group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Religion/ belief	Х	Х	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Sex (Gender)	х	Х	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Sexual orientation	Х	х	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Socio-economic status	Х	х	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows

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

If negative impacts are identified through any monitoring then an action plan will try to address this as far as is practicable.

Stage 4: Conclusion of the Equality Analysis

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

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

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

Outcome 2. The EA has identified adjustments to remove possitive impact or to better promote equality. Actions you propose to take to

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?
If any identified through changes in charges for services	Action plan to mitigate	Measuring customer feedback through contact and forums	2015	Existing	Paul Walshe	Included as part of service review plan.
D						

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

The introduction of ANPR camera enforcement will positively affect all groups listed above by reducing congestion, traffic flows, bus journey times, pollution, and safety for pedestrians and children.

Whilst feedback from customers in the form of contact and Council forums will be monitored it is too early to indicate the level and degree of the positive effects.

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Stage 7: Sign off by Director/ Head of Service						
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 29/10/2014			
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection	Signature: John F. Hull	Date:			

Equality Analysis



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

What are the proposals being assessed?	Proposed replacement savings within the Adult Social Care Service Plan for 2015-16
Which Department/ Division has the responsibility for this?	Adult Social Care (Access & Assessment, Direct Provision and Commissioning) within the Community & Housing Department

Stage 1: Overview	
Name and job title of lead officer	Douglas Russell, Adult Social Care, Programme Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim of the efficiencies is to ensure that the division meets its savings targets over the next 4 years. The objective is to ensure that cashable efficiencies have minimal adverse impact on the customers of Adult Social Care
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan contributes to the Council's Merton 2015 priorities and will ensure that the savings targets are achieved in line with the Corporate Business Plan and the Medium Term Financial Strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Our stakeholders include: customers, carers, faith groups, customer representative groups (e.g. Your Shout, Merton People First, Speak Out Group, Merton centre for Independent Living (MCIL), customer groups within Day Services), Voluntary Sector organisations (e.g. MVSC, and other organisations making up Involve), Merton Clinical Commissioning Group, partnership groups (e.g. LD and Transition Partnership Boards, the Health and Wellbeing Board, Healthwatch, and staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Adult Social Care will take overall responsibility for its savings.

Stage 2: Collecting evidence/ data

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

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

We will adopt a similar approach as for previous savings, consulting with groups representing various care groups and faith groups; the voluntary sector through INVOLVE on the need to have a 3 year plan on delivering services that meet the needs of the Adult Social Care service plan for 2015 - 2018.

We will adopt a similar approach as for previous savings and will use the following information to support our decision:

- Surveys with customers and carers.
- Joint Strategic Needs Analysis (JSNA) to identify future needs of adults and carers with potential social care needs.
- Contract Monitoring and where savings can be made without impact on service users.
- Consultation with Healthwatch
- Consultation with Service Users and Carers Groups
- Consultation with Service Providers Voluntary Sector Task Force, Provider forums and 1:1 consultation with third party providers. This information, as per the past, will be used to identify how and at what cost the provider market can meet the needs of the Council, service users and carers. We will analyse the information to establish which service will be more effective and provide value for money.
- Best practice research and reports with ADASS and other national and government groups.
- Benchmarking across London and South West London.
- In-house data analysis and performance indicators.
- Demographic data.
- Information from the Office of National Statistics (ON).

Generally the savings proposed are continued changes to the way in which we deliver our services with reduced budgets, whilst ensuring our ability to deliver our statutory responsibilities. These proposals include reduction in services as well as services being delivered differently, so there may be some impact on some of the equality groups. The FACS criteria are not being amended, so there will no change in statutory entitlement to support, however there may be a decrease in the options on offer.

A comprehensive consultation exercise on these proposals will be on-going as part of the ASC Service Redesign process. The outcome of which will inform the way we progress the proposals.

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	Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
(equality group)					
	Yes	No	Yes	No	
Age	√			V	Commissioning: First Contact Service - reduce in-house provision of a first contact screening and assessment service and have this provided within the voluntary sector with the overall costs the sector currently operate within. Access and Assessment:
Po	V		√		Review of Care Packages - intensify programme of reviews of existing support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have through the initial event such as a hospital admission. Direct Provision:
Page 36	\checkmark		√		Day Care Services - change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to ensure that the appropriate level of care and support is provided. Some of this provision might come in a different form, for example sessions provided by volunteers rather than paid staff, or a community trip rather than a day at a centre. All packages will be agreed with customers and carers.
Disability	V			V	Commissioning: First Contact Service - reduce in-house provision of a first contact screening and assessment service and have this provided within the voluntary sector with the overall costs the sector currently operate within. Access and Assessment: Review of Care Packages - intensify programme of reviews of existing
	V		√		support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have through the initial event such as a hospital admission. **Day Care Services* - change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Both and All Scients. Support packages will be reviewed to
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	ensure that the appropriate level of care and support is provided. Some of this provision might come in a different form, for example sessions provided by volunteers rather than paid staff, or a community trip rather
	than a day at a centre. All packages will be agreed with customers and
	carers.
Gender Reassignment	N/A
Marriage and Civil	N/A
Partnership	
Pregnancy and Maternity	N/A
Race	N/A
Religion/ belief	N/A
Sex (Gender)	N/A
Sexual orientation	N/A
Socio-economic status	N/A

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

Potential impact of change

Mitigation Plan

A comprehensive consultation exercise to ensure customers and other stakeholders understand the rationale for the position the council is taking.

Potential impact on level of service for customer

Mitigation Plan

In addition to the comprehensive consultation exercise, there will be a through implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and a comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? E.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential impact of change	Consultation planned up to end of March 2015.	Meetings held and outcome recorded.	March 2015	Established	RAM/JB/ JR/AOS	Yes
Potential impact on level of service for customer Page 39	As well as consultation, a through implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.	Savings target in Service Plan	On- going and up to March 2018	Yes	JB/JR	Yes

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

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 2 Assessment

The key findings of this initial assessment are:

- A comprehensive consultation exercise is required to inform customers and other stakeholders of the proposed changes and to ensure all the risks and negative impacts are clearly identified.
- In terms of positive key impacts Adult Social Care solutions will continue to be person centred and delivered both more efficiently and cost effectively. In terms of negative key impacts, they are outlined in Section 7 above.
- Merton's vulnerable residents are affected, in particular older people and people with disabilities.
- The course of action being proposed as a result of this assessment is detailed in section 9 above.

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Stage 7: Sign off by Director/ Head of Service				
Assessment completed by	Douglas Russell ASC Programme Manager	Signature:	Date:	
Improvement action plan signed off by Director/ Head of Service	Simon Williams Director of Community & Housing	Signature:	Date:	

Equality Analysis



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

What are the proposals being assessed?	Budget Saving 480,000
Which Department/ Division has the responsibility for this?	Education – Youth Service

Stage 1: Overview	
Name and job title of lead officer	Janet Martin Assistant Director -Education
1. What are the aims, objectives	To save 480,000 by ceasing to provide a Youth Service. This funding currently provides:
and desired outcomes of your proposal? (Also explain proposals	3 area based voluntary sector partnerships 244,655
e.g. reduction/removal of service, deletion of posts, changing criteria	Council youth provision: Pollards Hill and Phipps Bridge centres and Magic Youth Club for young people with disabilities. 235,345
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, stakeholders, the workforce etc.	The proposals will mean that the only youth services left in the borough will be those provided in the purely voluntary sector i.e. uniformed youth or at a charge to parents. There will be a significant loss of service in areas of the highest need in the borough. Current participants are 2000 young people regularly attending who will no longer have access to a youth service. The Council have a statutory duty to provide sufficient positive activities and to promote them. This includes leisure services. Communities may be impacted as the young people will not be positively engaged. Police will have less opportunity for positive engagement and mediation with young people. Less provision for disabled young people. Schools may be affected in that youth services provide education and learning opportunities - homework support – through ICT access; career opportunities for young people by offering access to music making and ICT; reduction in life skills through cooking, baby sitting classes; first aid training, volunteering etc. Community cohesion activities between centres to bring young people together will cease. Gyms and sports provision that is free will cease which may have a long term negative health effect. 2 Youth centres will be empty in Pollards Hill and Phipps Bridge. Voluntary sector organisation provide the bulk of the youth offer and may close, especially those who are reliant on council funding and will be making people redundant.

	APPENDIX 2
	Redundancies of 2 full time workers and approx. 20 part time staff in the council
4. Is the responsibility shared with	Merton Youth Partnership leads the provision of youth work in Merton – currently there are 15 funded
another department, authority or	partners who deliver the youth offer who will cease to be funded. 2 Council buildings will be empty and
organisation? If so, who are the	consideration for their role agreed so that they do not remain empty sites in areas of high need.
1 0	consideration for their fole agreed so that they do not remain empty sites in areas of high need.
partners and who has overall	
responsibility?	

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).

Take up for services
The Youth Needs analysis
Commissioning reviews of services
Merton Youth Partnership meetings

Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick whi	ch applies	Tick which	n applies	Reason
(equality group)	Positiv	e impact	Potential negative impact		Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age			Yes		This will cease the majority of youth services for young people
Disability			Yes		Magic will close and youth centres already attract a higher than average proportion of young people with SEN needs
Gender Reassignment				no	
Marriage and Civil				no	
Partnership					

Pregnancy and Maternity		no	APPENDIX 2
Race	Yes		Disproportionate effect in specific communities that access youth work - Black African, Black Caribbean and White British
Religion/ belief		no	
Sex (Gender)		no	
Sexual orientation	yes		A small LGBT group is being started at one centre and will cease.
Socio-economic status	yes		Services currently provided are all in areas of high socio economic need and will adversely impact on those communities. All remaining youth offer will require parental payment to access.

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

We will review how we can continue to support a youth offer in Merton by seeking alternative funding for the youth offer. We will work with each organisation to consider if there is a way to mitigate the savings and maintain some service.

We will seek organisations that may want to run the two youth centre buildings on zero funding.

**B. Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required. Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan. Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice. Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Reduction on services for young people in areas of high need	Seek alternative funders/ organisations wanting to access the two buildings at zero funding.	Organisations identified Existing organisations survive with new funding			Youth Service	

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 3 Assessment

• The key effect is reducing access to a youth service for young people. We will map what offer remains and publicize it and seek alternative funding plans with organizations. The impact is highly likely to be negative and the actions may support some residual targeted offer.

Stage 7: Sign off by Director/ Head of Service				
Assessment completed by	Keith Shipman/ Education Inclusion Manager	Signature:	Date:19/11/14	
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:	



Equality Analysis



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

What are the proposals being assessed?	A saving of £400.000 in 2016/7
Which Department/ Division has the responsibility for this?	CSF Department

Stage 1: Overview				
Name and job title of lead officer	Jan Martin Assistant Director in CSF			
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria detc)	Option 1 is to generate the full amount as income from schools Option 2 in the event that this is not deliverable would be through deletion of posts and reduction of services.			
2. How does this contribute to the council's corporate priorities?	Informed by July principles, CYPP and the Council's MTFS			
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Schools, children and young people, Governors and CSF workforce.			
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Services in CSF are heavily regulated and the duties and regulations will have to be taken into account and risks prioritised. Other Council departments provide services to schools but are not currently in scope for this proposal.			

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).

CSF provides a range of services to schools, core services and other provided through SLAs. Work has started to examine the current charging regime and to identify benchmarks in order to determine scope for increasing charges. Cambridge Education carried out a piece of work which concluded the CSF teams provided good value for money so there may be scope for increasing charges. However most services are partly funded through the retained DSG already so it would not be possible to assume savings to core funding.

Schools will have received extra funding through the DSG in 2015 which might mitigate increased SLA charges. However if schools are unwilling or unable to pay increased charges the LA offer would retract to the statutory minimum resulting in a significant reduction of posts and a negative impact on services to vulnerable schools, families and children.

Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
		Positive impact		ntial	
	- X		negative impact		
	Yes	No	Yes	No	
Age			+		Impact on school age CYP
Disability			+		Potential reduction of specialist services
Gender Reassignment					
Marriage and Civil					
Partnership					
Pregnancy and Maternity					
Race			+		Potential reduction of services to EAL pupils
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status			+		Although a focus on early support would remain the scale of the savings means that protected services could be affected.

APPENDIX 2

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

Decisions will be taken on detailed analysis of customers and the impacts on protected groups. Work will take place to re-align services where possible but if the schools cannot absorb the increases services will cease.

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination	ation or n	egative 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.

Page ₄

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).

						NDIX 2
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?
Reduction of services	Analysis of reduced offer and impact of changed thresholds	Proposals team by team to address this	During 15/16	Not known	AD	If required.
Workforce downsizing	Impact analysis	Proposals team by team to address this	15/16	Not known	AD	If required

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

വ 0. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

Savings could have a negative impact of significant groups.

Detailed EIA and risk assessments will be carried out

Safeguarding will be prioritized but wider statutory duties may be affected

Stage 7: Sign off by Director/ He	ead of Service		
Assessment completed by	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

Equality Analysis



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

What are the proposals being assessed? Page 5	The proposals are in accordance with the service transformation and the savings target of £550,000 between 2016 – 2018 The proposals are to deliver savings in accordance with the CSF TOM and transformation programme for early years. Phase 1 • to close/outsource daycare and childcare services in various locations across the borough • reduce the core delivery offer from some Children's Centres reducing access for some families and partner agencies/VCS, • to further reduce the support/advice/guidance/improvement offer for good and outstanding providers of funded education – safeguarding and early intervention only • to further reduce staff numbers – back office and those delivering
	 direct services Phase 2 to further reduce staff who work directly with families through Children's Centres and staff who work directly with early years and education providers
	to reduce the number of managers across the service in light of above reduction of services
	 increase self serve and income generation Further reduce remaining Children's Centre service offer in some geographical areas of the borough (based on need)
Which Department/ Division has the responsibility for this?	Children, Schools and Families, early years

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	Stage 1: Overview	ALL LINDIX Z
ľ	Name and job title of lead officer	Add in name and job title of lead officer
=	1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To review the range of services and staff structures in 2 phases. Phase 1 will be a reduction in daycare services, children's centre services and associated infrastructure/back office support functions and phase 2 reduction in children's centre offer, reduction in support for the PVI sector and associated infrastructure/back office support. Phase 1 completion by March 2017 and phase 2 completion March 2018. The proposals will be shaped and underpinned by the agreed principles of our CSF TOMs Early Years strand.
		Given the savings targets there will need to be significant downsizing/outsourcing with the priority to: reduce the number of day-care places /nurseries that the council delivers directly – closure or outsourcing
		 reduce the range of services available via Children's Centres across the borough
		 further reduce the early years Quality Improvement work and support to PVI provides reduce number of staff providing back office and infrastructure support
70.060	Page 52	We will focus on delivering statutory duties and functions to a minimal level continuing to prioritise evidenced based work at a preventative level to support families with babies and very young children in accordance with assessed need and at specified levels of our well being model. We will provide economies of scale through our locality working and partnerships with health and voluntary sector partners. We will manage the market in accordance with our statutory duties and responsibilities for securing sufficient good quality early education funded places, We will further develop setting to setting early years improvement support, and further develop sound business planning for charged services. We will focus our work on providing targeted services that support the wider aims of the CSF department, ensuring that they are provided in the most economic and efficient way
	2. How does this contribute to the council's corporate priorities?	Our work will be informed by the July principles, The Children and Young People's Plan, MSCB priorities and the Health and Well Being Strategy
	3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This proposal with impact on external and internal customers, partners agencies, children and families, early years providers, council staff, schools
	4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The early years service has a wide range of duties and functions covering early intervention, safeguarding, early education, sector support, direct service delivery including daycare and Children's Centres. The services are underpinned by statutory duties, although there is local discretion in how these are delivered. There are key interdependencies in the delivery of services including our work with Children's Social Care, SENDiS and health. Any reduction in services will need to be managed accordingly as there are these key

interdependencies which would impact upon midwifery, health (HV, therapy services) and a wide range of community and voluntary sector services who use the buildings across core working hours, as well as weekends and evenings. The Council has overall responsibility, with a duty to work in partnership with key agencies to improve outcomes for children aged 0-5.



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).

Early Years has a wealth of data which it will use to inform all service transformation programmes . For each part of the proposal decisions will be made based on the data and a robust needs and risk assessment

Stage 3: Assessing impact and analysis

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

ס				
Protected characteristic		ch applies	Tick which ap	
Protected characteristic (equality group)	Positiv	e impact	Potentia	Briony explain what positive of negative impact has been identified
(D			negative in	npact
4	Yes	No	Yes	No
Age			y	Most of the early years services are targeted at vulnerable groups, with
Disability			у	support for all families via partnership working with key agencies. All
Gender Reassignment				babies and very young children are vulnerable due to their age. Detailed
Marriage and Civil				assessments will be made for each service area regarding the impact on
Partnership				very young children and their families and vulnerable/targeted groups.
Pregnancy and Maternity			у	Within the available budget the service will target resources in accordance
Race			У	with departmental priorities and best practice. The service offer will be
Religion/ belief				reduced for some families in relation to those living in specific
Sex (Gender)			у	geographical areas using specific services and families with particular
Sexual orientation				characteristics. There will be a greater impact on mothers/women as they
Socio-economic status	у		У	are the main users of services and therefore these proposals will have a greater and significant impact on women and their children.
				A detailed impact assessment on staff will be carried out for each area. The anticipated impact will be on female staff, some part time and mostly at officer level. As the majority of our staff are female then the reduction in staffing will impact significantly on the female workforce in part-time and lower paid roles



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

We will take actions and decisions based on detailed analysis of customers and the capacity of the market to respond to any service gaps due to this reduction. We will continue to target our work with our priority groups and those families who are at risk of becoming vulnerable in accordance with identified need. We will maximise the universal offer that is delivered via partners ie midwifery, health, community and voluntary sector and early years education providers. We will work in partnership with the PVI sector to develop charging policies and quality improvement frameworks that are more cost efficient and targeted. We will work with partners to attempt to align resources in a complimentary way where this is practicable. We will reshape in accordance with CSF priorities, needs assessments and evidenced based practice. We will improve self serve and access to information and advice via the website and in partnership with partners and families.

Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

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

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Closure/outsource of services	Work with sector to reduce the impact	Families have access to services from alternative providers	March 2016	Existing – additional expertise may be required regarding the process	AJ	Plans to be developed
Reduction of other services – Children's Centres, PVI Support	Detailed analysis of service users and of impact of reducing the service Work in partnership with statutory, PVI and VCS to codeliver and maximise resources	Proposals for this area to address this explicitly	As proposal s develop through 2016	Discussion to be had as part of Council's transformati on programme	AJ	Plans to be developed for each area depending on scope
Workforce downsizing	Detailed analysis of impact	Proposals for this area to address this explicitly	As proposal s develop through 2016	Discussion to be had as part of Council's transformati on programme	AJ	Plans to be developed for each area depending on scope

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

Given the range and breadth of the current services and the level of savings it is apparent that there will be a significant reduction in services for some families. It is not possible to produce this level of savings without the closure and reduction of some of the services that are delivered. However, the priority groups will remain and it is intended that the transformation of the service will impact more significantly on families that may present at a lower level of need of the Merton Well Being Model.

There will be detailed risk assessments including equalities impact assessments on all aspects of the proposals, and it is intended that safeguarding and early intervention will be prioritized. We will stop delivering income generating full daycare services that the market can directly deliver itself and it is anticipated that the risk associated with this proposal will be primarily reputational and will not impact significantly on vulnerable groups, but will contribute to making the required efficiencies.

There will be closer working with partner agencies and in particular health visiting as we move to a new commissioning model. It is anticipated that this will provide greater scope for co-working and some sharing of resources and the developing economies of scale. We will reduce the number of services offered through Children's Centres and reduce the opening hours in areas of lower need and whilst this is a reduction in services at a community/universal level, the targeted services in areas of deprivation will be prioritized.

upport to the PVI sector will be reduced only meeting the statutory duties so that support is focused on poorer quality providers of early years provision and that there a is a focus on safeguarding and early intervention advice and support only

It is anticipated that some groups will be disproportionality affected due to these proposals and further analysis and assessments will be carried out regarding this. It is inevitable that this level of savings will impact on some families in a negative way, and whilst we will ensure that risk assessment and EIA are in place, there will continue to be some challenging impacts for some families and some providers of early years services

It is recommended that these proposals go ahead but that it is recognised that further detailed analysis wile be required to mitigate the risks associated with this level of savings and reduction in services.

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Stage 7: Sign off by Director/ He	ad of Service		
Assessment completed by	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:



Equality Analysis



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

What are the proposals being assessed?	Proposed savings from CSF Commissioning Budgets for 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
What are the aims, objectives and desired outcomes of your	£400,000 savings from Early Intervention and Prevention (EIP) commissioning and salary budgets in 2016- 17. (nb this is in addition to £40,000 savings proposal already agreed in earlier savings proposal)
proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria (Petc)	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 reduce the commissioning budget by c£340,000 from an available £704,000 and, predicated on this decision, delete one commissioning manager post achieving a further c£60,000.
80	The overall impact of the saving would be the reduction in CSF department's ability to either recommission existing early help services or commission new services. The deletion of the commissioning manager post would reduce the capacity to procure and monitor commissioned services.
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, stakeholders, the workforce etc.	Within Merton's established Child Wellbeing Model, early help services are provided to families following CASA or Single Assessment where intervention is designed to prevent the escalation of need into more specialist and potentially intrusive services. For many years Merton has commissioned such services, largely from the local community and voluntary sectors, aiming to increase resilience and coping capacity in families and reduce pressures on statutory social care services. The savings proposed will significantly reduce early help commissioning budgets, are likely to result in increased pressures on social care teams, and will impact on employment both of council and CVS staff.
	Current early help services in scope for the savings proposal include those for families with parental mental health problems or learning difficulties; domestic violence; young carers; children with disabilities; practical family support and positive activities for young refugee and asylum seekers. Specific decisions will be made following evaluation of all services currently provided and ongoing needs analysis.
	If the savings from commissioning budgets are agreed, the post of one staff member from a small commissioning team will also be deleted.

4. Is the responsibility shared with another department, authority or organisation? If so, who are the
partners and who has overall responsibility?

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. Data and information is required from providers to enable the council to monitor performance and monitoring meetings with providers are held. All services are currently meeting specified outputs. Providers are expected to deliver services equitably and monitoring data suggests that equalities groups are benefitting from fair access. Some specific services are targeted to specific equalities groups and all are targeted at more vulnerable families with identified needs including those from the more deprived parts of the borough. The proposal is, therefore, likely to impact negatively on amilies living in poverty and those with specific protected characteristics.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)		ch applies e impact	Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age			yes		All services are designed to support children with forms of vulnerability
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					
Pregnancy and Maternity			yes		Most services are designed to strengthen parenting including during early

			APPENDIX 2
			years. Some are specifically targeted at improving maternal health.
Race	yes		One service works specifically with refugees and asylum seeking young people
Religion/ belief		no	
Sex (Gender)	yes		All current commissioning manager postholders are female
Sexual orientation		no	
Socio-economic status	yes		Services are predominantly supporting families in challenging socio- economic circumstances

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

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

⊃äge 62	Which of the following statements best describe the outcome of the EA (Tick one box only) Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal
N	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.
V	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 2016, the range and number of Early Intervention and Prevention services will be significantly reduced	Use of evidence-based interventions wherever possible to ensure maximum effectiveness, focusing delivery at ages and stages that can have maximum impact.	Monitoring of pressures on statutory social care services – eg Children in Need, LAC and CP cases	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
- Proposals for savings in 2016/17 could affect a significant number of children and families as this would mean a major 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.

Stage 7: Sign off by Director/ Head of Service							
Assessment completed by	Leanne Wallder	Signature:	Date: 18/11/14				
Improvement action plan signed off by Director/ Head of Service	Paul Ballatt	Signature:	Date: 18/11/14				



Cabinet

8 December 2014

Agenda item:

Business Plan Update 2015-2019

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

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

Contact officer: Paul Dale

Urgent report:

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 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 considers and agrees the savings/income proposals put forward by officers and refers them to the Overview and Scrutiny panels and Commission for consideration in January 2015 (Appendix 1).
- 2. That Cabinet agrees the latest amendments to the draft Capital Programme 2015-2019 which was considered by Cabinet on 20 October 2014 and on 10 November 2014, and scrutiny in November 2014.
- 3. That Cabinet agrees the Council Tax Base for 2015/16 set out in paragraph 2.6 and Appendix 3.
- 4. That Cabinet considers the proposed deferral of a saving previously agreed. (Appendix 5)
- 5. That Cabinet consider the latest drafts of the service plans.(Appendix 10)

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 This report provides an update to Cabinet on the Business Planning process for 2015-19 and in particular on the progress made so far towards setting a balanced revenue budget for 2015/16 and over the MTFS period as a whole.

- 1.2 Specifically, the report provides details of revenue savings and income proposals put forward by officers in order to meet the savings/income targets agreed by Cabinet in October 2014.
- 1.3 The report also provides an update on the capital programme for 2015-19 and the financial implications for the MTFS.
- 1.4 The report provides a general update on all the latest information relating to the Business Planning process for 2015-19 including a proposed Council Tax Base for 2015/16 and an assessment of the implications for the Medium Term Financial Strategy 2015-2019.
- 1.5 This report is one of the budget updates through the financial year and will be referred to the Overview and Scrutiny Panels and Commission in January 2015.

2. **DETAILS**

Introduction

- 2.1 A review of assumptions in the MTFS was undertaken and reported to Cabinet on 20 October 2014. There was also a report to Cabinet on 10 November 2014 which provided an update on progress made towards achieving savings previously agreed and proposed some amendments to these.
- 2.2 Taking into account the information contained in both the October and November Cabinet reports, the overall position of the MTFS reported to Cabinet on 10 November 2014 is summarised as follows:-

	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000
Revised Gap after October & November	732	10,663	23,941	31,968
Cabinets				

2.3 Review of Assumptions

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

2.3.1 Pay

The latest estimates of pay inflation are:-

	2015/16	2016/17	2017/18	2018/19
Pay inflation in MTFS (%)	1%	1%	1.5%	1.5%
Estimate (cumulative £000)	837	2,093	3,349	4,605

The pay award has now been agreed. It is a two-year deal up to 31 March 2016 which equates to an increase of around 2.35% on average. It will be in the form of a basic pay increase from 1 January 2015 - to last 15 months; plus lump sums for December 2014 and April 2015 but will be paid to staff in December 2014. Further work is currently underway to calculate the financial implications for 2014/15 and the implications for pay budgets over the period of the MTFS and this information will be included in future reports.

2.3.2 Prices

The current assumptions regarding price inflation incorporated into the MTFS are

	2015/16	2016/17	2017/18	2018/19
Price inflation in MTFS (%)	1.5%	1.5%	1.5%	1.5%
Estimate (cumulative £000)	2,342	4,686	7,032	9,376

CPI annual inflation was 1.3% in October 2014, which is up from 1.2% in September 2014. Smaller falls in transport costs than a year ago – notably for motor fuels and air fares, and price rises for computer games were the main contributors to the rise in the rate of inflation. CPIH, the measure of consumer price inflation including owner occupiers' housing costs, grew by 1.3% in the year to October 2014, up from 1.2% in September 2014. Owner occupiers' housing costs increased by 0.1% between October 2014 and September 2014.

RPI annual inflation stands at 2.3% in October 2014, unchanged from September 2014.

In the quarterly inflation report for November, the Bank of England's Monetary Policy Committee commented in respect of inflation and noted that "inflation has fallen further below the MPC's 2% target, reflecting the impact of lower food, energy and import prices and some continued drag from domestic slack. Inflation is expected to remain below the target in the near term, and is more likely than not to fall temporarily below 1% at some point over the next six months. It then rises gradually back to the target as external pressures fade and unit labour cost growth picks up."

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

2.3.3 Inflation > 1.5%:

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

	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 current levels of inflation were applied un-damped across the period then the budget gap would not change significantly by 2018/19.

2.3.4 Income

In a change to the methodology this year, service departments can meet their targets from a combination of savings and additional income. The targets include an element which takes into account each department's capacity to generate additional income based on a 2% increase in income on 2013/14 fees and charges. The indicative income targets are:-

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

2.3.5 Growth

There is no further provision for growth at this stage.

2.3.6 <u>Taxicards and Freedom Passes</u>

These schemes are administered by London Councils on behalf of London boroughs. Initial information from London councils indicates that there is more than sufficient provision in the latest draft MTFS to fund the cost of these schemes in 2015/16. The latest available details are set out in the following table:-

Freedom Passes and Taxicards 2015/16	
Budget 2014/15	£
Freedom Passes	8,852,160
Taxicards	169,540
Total Budget 2014/15	9,021,700
Increase allowed for in MTFS in 2015/16	436,436
Total Provision 2014/15 in latest draft MTFS	9,458,136
Latest Details from London Councils	
Charge to Merton for Freedom Passes	(8,998,976)
Charge to Merton for Taxicards	(180,000)
Latest Estimated Cost for 2015/16	(9,178,976)
Estimated Surplus Provision in MTFS	(279,160)

2.3.7 Collection Fund

As reported to Cabinet in October, 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, a net deficit of £0.421m will be included in the draft MTFS for 2015/16.

2.4 Revenuisation

In recent budgets it has been recognised that some expenditure formerly included in the capital programme could no longer be justified as it did not meet the definition of expenditure for capital purposes. Nevertheless, it is important that some of this expenditure takes place and the following amounts have been included in the latest MTFS for 2015-19:-

	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Revenuisation	1,602	1,500	1,500	1,500

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

2.5 Capital Financing Costs

- 2.5.1 As previously reported the Capital Programme has been reviewed and revised and a draft programme for 2015-2019 was approved by Cabinet on 20 October 2014, along with an indicative programme for 2019-24.
- 2.5.2 Section 5 of this report sets out details of progress made towards preparing the draft capital programme 2015-19.
- 2.5.3 The estimated capital financing costs based on the latest draft programme, which includes the best estimate of new schemes commencing in 2018/19, the effect of estimated government grant funding and slippage/reprofiling based on 2013/14 outturn and latest monitoring information are set out in the following table. This also includes an element of revenue contribution to fund short-life assets:-

Capital financing costs (net	2015/16	2016/17	2017/18	2018/19
of investment income)	£000	£000	£000	£000
MRP	7,407	8,178	9,223	10,131
Interest	6,696	6,696	6,893	7,680
Capital Financing Costs	14,103	14,874	16,116	17,811
Investment Income	(469)	(250)	(145)	(125)
Net	13,634	14,624	15,971	17,686

2.6 Council Tax Base

- 2.6.1 The Council Tax Base is a key factor which is required by levying bodies and the Council for setting the levies and Council Tax for 2015/16. The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax Base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2015/16. The Council is required to determine its Council Tax Base by 31 January 2015.
- 2.6.2 Regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.
- 2.6.3 The Council Tax Base Return to central Government takes into account reductions in Council Tax Base due to the Council Tax Support Scheme and also reflects the latest criteria set for discounts and exemptions. The CTB Return for October 2014 is the basis for the calculation of the Council Tax Base for 2015/16.
- 2.6.4 Details of how the Council Tax Base is calculated are set out in Appendix 3. A summary of the Council Tax Bases for the Merton general area and the addition for properties within the Wimbledon and Putney Commons Conservators area for 2015/16 compared to 2014/15 is set out in the following table:-

Council Tax Base	2014/15	2015/16	Change
			%
Whole Area	68,087.4	69,638.0	2.3%
Wimbledon & Putney Common	10,708.8	10,880.0	1.6%
Conservators			

2.6.5 The Council Tax Base for Wimbledon and Putney Conservators is currently under review and may change. Members will be updated when further information is available.

2.7 Proposed Amendments to Previously Agreed Savings

2.7.1 Cabinet on 20 October 2014 and 10 November 2014 agreed some proposed amendments to savings which had been agreed in previous year's budgets and also agreed that the financial implications should be incorporated into the draft MTFS 2015-19.

2.7.2 There is one additional proposed deferral of a previously agreed E&R department saving. This is due to a delay in project implementation of GPS. Details are included in Appendix 5.

2.8 Provisional Local Government Finance Settlement 2014/15

- 2.8.1 The Chancellor of the Exchequer will announce the Autumn Statement for 2014 on 3 December 2014. The statement provides an update on the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility. These forecasts will be published alongside the Autumn Statement on 3 December.
- 2.8.2 The provisional Local Government Finance Settlement is usually published about two weeks later so is expected around 17 December 2014.
- 2.8.3 The estimates for central Government funding currently included in the draft MTFS are based on the latest information available from the DCLG's Local Government Finance Settlement Technical Consultation, and analysis of the Spending Review 2013 and Budget 2014 but an initial update will be provided in the Business Plan Update report to Cabinet in January 2015.

3. FEEDBACK FROM THE OVERVIEW AND SCRUTINY PROCESS IN NOVEMBER 2014

- 3.1 The information available on the Business Planning process reported to Cabinet on 20 October 2014 was reviewed by the Overview and Scrutiny Panels and Commission in November 2014.
- 3.2 Feedback is included in a separate report to Cabinet on the agenda.

4. SAVINGS PROPOSALS 2015-19 AND SERVICE PLANNING

Controllable budgets and Savings Targets for 2015-19

4.1 Cabinet on 20 October 2014 agreed departmental targets to be met from savings and income proposals. This included a £0.1m shortfall on replacement savings in Children, Schools and Families which was addressed in the report to Cabinet in November. There has also been a small adjustment in the income element of the target to reflect change in responsibilities between departments. The targets are:-

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	99	1,691	2,180	1,445	5,415
Children, Schools & Families	50	1,872	1,839	1,063	4,824
Environment & Regeneration	363	4,329	4,866	2,290	11,848
Community & Housing	220	2,935	4,136	2,590	9,881
Total Savings/Income Proposals	732	10,827	13,021	7,388	31,968
Cumulative	732	11,559	24,580	31,968	

- 4.2 Since then service departments have been reviewing their budgets and formulating proposals to address their targets. The progress made to date is set out in this report.
- 4.3 Proposals that Cabinet agree at this meeting will be referred to the Overview and Scrutiny Commission and panels for review and comment in January 2015.
- 4.4 The proposals submitted by each department are summarised in the following table and set out in detail in Appendix 1.

SAVINGS/INCOME PROPOSALS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	130	1,660	1,163	165	3,118
Children, Schools & Families	0	1,934	296	0	2,230
Environment & Regeneration	363	4,196	810	(212)	5,157
Community & Housing	220	2,935	1,736	1,195	6,086
Total Savings/Income Proposals	713	10,725	4,005	1,148	16,591
Cumulative	713	11,438	15,443	16,591	

- 4.5 Summary of progress to date
- 4.5.1 If all of the proposals are accepted, the balance remaining to find is:-

SAVINGS/INCOME PROPOSALS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	(31)	31	1,017	1,280	2,297
Children, Schools & Families	50	(62)	1,543	1,063	2,594
Environment & Regeneration	0	133	4,056	2,502	6,691
Community & Housing	0	0	2,400	1,395	3,795
Total Savings/Income Proposals	19	102	9,016	6,240	15,377
Cumulative	19	121	9,137	15,377	

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

4.7 To give an indication of what balancing the budget in future years means in the context of reduction of posts, this is set out, purely for indicative purposes, in the following table:-

Balancing Figures	2014/15 Base FTEs	2016/17 FTEs	2017/18 FTEs	2018/19 FTEs	Total FTEs
Corporate Services	501.1	0	27	33	60
Children, Schools & Families	520.9	0	36	27	63
Environment & Regeneration	637.0	3	98	63	164
Community & Housing	555.3	0	48	32	80
Total	2,214.3	3	209	155	367

4.8 Rejected Savings

4.8.1 Savings that have previously been rejected by Cabinet and not subsequently taken have been included for information only. See Appendix 2 for details.

4.9 Service Plans

4.9.1 Draft Service Plans are included in Appendix 10.

4.14 Equality Assessments

4.14.1 These will be circulated with the papers for Overview and Scrutiny Panels and the Commission.

4.11 Summary

- 4.11.1 The draft MTFS 2015-19 has been updated based on the latest information discussed in this report and is included in Appendix 4.
- 4.11.2 Draft Service department budget summaries based on the information in this report are attached as Appendix 7.

5. **CAPITAL PROGRAMME 2015-19: UPDATE**

- 5.1 The proposed draft Capital Programme 2015-19 and an Indicative Capital Programme 2019-24 were presented to Cabinet on 20 October 2014.
- The programme has been reviewed by scrutiny panels. The Commission noted that the impact of the capital programme on the revenue budget is predicted to rise over the next 4-5 years. It therefore recommended that Cabinet ensure that the capital programme continues to be challenged vigorously and items removed if they are not going to be used.

- 5.3 Monthly monitoring of the approved programme for 2014/15 has been ongoing and there will inevitably be further changes arising from slippage, reprofiling and the announcement of capital grants as part of the local government finance settlement which has yet to be announced.
- 5.4 The following changes have been made to the proposed capital programme since it was presented to Cabinet in October 2014

Scheme	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£000's								
Invest to Save	1,500	0	0	0	0	0	0	0	0
Priests House	300		0	0	0	0	0	0	0
Parks Investment		(60)							
P&D Machines	60								
Leisure Centres	0	0	0	150	150	150	150	150	150
Total	1,860	(60)	0	150	150	150	150	150	150

- 5.5 The latest draft Capital Programme 2015-19 and indicative draft Capital Programme 2019-2024 are detailed in Appendix 4.
- 5.6 The estimated revenue implications of funding the draft capital programme are summarised in paragraph 2.5.3 and these have been incorporated into the latest draft MTFS 2015-19.

6. CONSULTATION UNDERTAKEN OR PROPOSED

- 6.1 There will be extensive consultation as the business plan process develops. This will include the Overview and Scrutiny panels and Commission, business ratepayers and all other relevant parties.
- 6.2 In accordance with statute, consultation is taking place with business ratepayers and a meeting will be arranged for early in 2015.

8. TIMETABLE

8.1 In accordance with current financial reporting timetables.

9. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

9.1 All relevant implications have been addressed in the report.

10. LEGAL AND STATUTORY IMPLICATIONS

10.1 All relevant implications have been addressed in the report.

11. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

11.1 The equalities assessments of the savings proposals are currently being produced and will be included in the report to Cabinet on 8 December 2014.

12. CRIME AND DISORDER IMPLICATIONS

12.1 Not applicable

13. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

13.1 Not applicable

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

Appendix 1: Draft Savings proposals 2015-19

Appendix 2: Savings proposals rejected by Cabinet in 2013/14 and 2014/15

Appendix 3: Council Tax Base 2015/16

Appendix 4: Draft Capital Programme 2015-19 and Indicative Capital Programme 2019-24

Appendix 5: Proposed deferral of previously agreed saving (E&R)

Appendix 6: Update of MTFS 2015-19

Appendix 7: Draft Departmental Budget Summaries 2015/19

Appendix 8: Glossary and Acronyms

Appendix 9: Standard Subjective Analysis

Appendix 10: Draft Service Plans

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

REPORT AUTHOR

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SAVINGS ANALYSIS All Savings - All Departments

		2015/16 £'000		2017/18 £000	2018/19 £000
	Corporate Services	130	1,660	1,163	165
	Children, Schools and Families	0	1,934	296	0
	Community and Housing	220	2,935	1,736	1,195
Page 7	Environment and Regeneration	363	4,196	810	(212)
6	Savings Presented to Cabinet 8 December 2014	713	10,725	4,005	1,148
	2015-19: Cumulative Savings	713	11,438	15,443	16,591

Total Savings

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	34	1,110	315	16
SI2	Income: increase arising from expansion of existing service/new service	451	2,495	-1,396	-415
SS1	Staffing: reduction in costs due to efficiency	34	1,076	200	49
SS2	Staffing: reduction in costs due to deletion/reduction in service	10	1,896	1,664	870
SNS1	Non - Staffing: reduction in costs due to efficiency	181	457	367	81
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	3	2,452	840	4
SP1	Procurement / Third Party arrangements - efficiency	0	346	1,859	100
SP2		0	440	156	425
SG1	Grants: Existing service funded by new grant	0	400	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	53	0	18
		713	10,725	4,005	1,148

Total Savings by Type

			2015/16	2016/17	2017/18	2018/19
			£000	£000	£000	£000
	SI1	Income: increase in current level of charges	34	1,110	315	16
	SI2	Income: increase arising from expansion of existing service/new service	451	2,495	-1,396	-415
	SS1	Staffing: reduction in costs due to efficiency	34	1,076	200	49
	SS2	Staffing: reduction in costs due to deletion/reduction in service	10	1,896	1,664	870
	SNS1	Non - Staffing: reduction in costs due to efficiency	181	457	367	81
,	SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	3	2,452	840	4
	SP1	Procurement / Third Party arrangements - efficiency	0	346	1,859	100
, ,	SP2	Procurement / Third Party arrangements - deletion/reduction in service	0	440	156	425
	SG1	Grants: Existing service funded by new grant	0	400	0	0
	SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
	SPROP	Reduction in Property related costs	0	53	0	18
		TOTAL	713	10,725	4,005	1,148

SAVINGS ANALYSIS - OVERVIEW AND SCRUTINY COMMISSION

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	34	191	274	16
SI2	Income: increase arising from expansion of existing service/new service	31	100	0	0
SS1	Staffing: reduction in costs due to efficiency	34	315	200	49
SS2	Staffing: reduction in costs due to deletion/reduction in service	10	239	248	100
SNS1	Non - Staffing: reduction in costs due to efficiency	18	197	231	0
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	3	327	76	0
SP1	Procurement / Third Party arrangements - efficiency	0	291	134	0
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	0	0	0
SG1	Grants: Existing service funded by new grant	0	0	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	0	0	0
		130	1,660	1,163	165

SAVINGS ANALYSIS - CHILDREN & YOUNGER PEOPLE PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	200	0	0
SI2	Income: increase arising from expansion of existing service/new service	0	0	0	0
SS1	Staffing: reduction in costs due to efficiency	0	0	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	694	296	0
SNS1	Non - Staffing: reduction in costs due to efficiency	0	0	0	0
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	200	0	0
SP1	Procurement / Third Party arrangements - efficiency	0	0	0	0
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	440	0	0
SG1	Grants: Existing service funded by new grant	0	400	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	0	0	0
		0	1,934	296	0

SAVINGS ANALYSIS SUSTAINABLE COMMUNITIES PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	719	41	0
SI2	Income: increase arising from expansion of existing service/new service	200	2,395	-1,396	-415
SS1	Staffing: reduction in costs due to efficiency	0	250	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	367	260	0
SNS1	Non - Staffing: reduction in costs due to efficiency	163	180	136	81
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	177	44	4
SP1	Procurement / Third Party arrangements - efficiency	0	55	1,725	100
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	0	0	0
SG1	Grants: Existing service funded by new grant	0	0	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	53	0	18
		363	4,196	810	-212

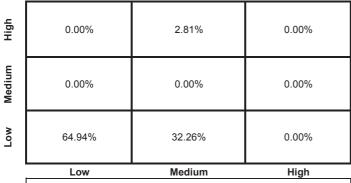
SAVINGS ANALYSIS - HEALTHIER COMMUNITIES & OLDER PEOPLE PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	0	0	0
SI2	Income: increase arising from expansion of existing service/new service	220	0	0	0
SS1	Staffing: reduction in costs due to efficiency	0	511	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	596	860	770
SNS1	Non - Staffing: reduction in costs due to efficiency	0	80	0	0
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	1,748	720	0
SP1	Procurement / Third Party arrangements - efficiency	0	0	0	0
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	0	156	425
SG1	Grants: Existing service funded by new grant	0	0	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	0	0	0
		220	2,935	1,736	1,195

SUMMARY OF TOTAL RISKS

2015/16 RISKS

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REPUTATIONAL RISK

2016 /17 RISKS

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	DE	DUTATIONAL DI	CIZ
	Low	Medium	High
Low	10.81%	9.19%	14.86%
Medium	5.82%	9.86%	28.97%
High	2.70%	0.93%	16.86%

REPUTATIONAL RISK

2017 /18 RISKS

DELIVERABILITY RISK

•	Low	Medium	High
Low	9.31%	2.02%	14.31%
Medium	10.24%	56.10%	-22.15%
High	0.25%	0.00%	29.91%

REPUTATIONAL RISK

2018 /19 RISKS

DELIVERABILITY RISK

Low	11.85%	0.00%	42.07%
Medium	14.63%	0.00%	-39.29%
High	0.00%	0.00%	70.73%

REPUTATIONAL RISK

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e I	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD1	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments	Infrastructure & Transactions Increase FM's external fee income target associated with schools service level agreements and associated project works None None as additional work will be absorbed by existing resources within the FM team None None	0	31				L	L	SI2
		Equalities Implications	None								
Page 84	CSD2	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Infrastructure & Transactions Energy Savings (Subject to agreed investment of £1.5M) None None Will contribute towards improving performance in respect to business plan targets for the reduction of CO2 emissions from the Councils buildings. None None	ТВС		150	150		М	L	SNS1
O&S	CSD3	Division Description Service Implication	Infrastructure & Transactions Rationalise IT Service Delivery support & maintenance contracts. Implementing saving should have minimal impact on service delivery as a detailed analysis and risk assessment will be completed prior to termination of any support and maintenance contract.	Various - see cell note		86			L	L	SNS2
		Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None None None None								

P a n e I	Ref		tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
O&S	CSD4	Division Description Service Implication	Infrastructure & Transactions Rationalise Facilities Management Building Repairs & Maintenance budgets. Requests for building repairs and maintenance works will be assessed and where possible grouped together with planned maintenance activities to reduce cost.	617		15			L	L	SNS2
		Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None None Some delays may be experienced in respect to the time taken to complete non urgent repair and maintenance works. None								
os Page 85		Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Infrastructure & Transactions Increase income generation from external bookings at Chaucer centre. None None None None None None	-12		40			М	L	SI2
0&\$	CSD6	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Infrastructure & Transactions Reduction in the number of vehicles operated by Infrastructure & Transactions division from three to two. None None None None None None None	10		5			L	L	SNS1

P a n e I	Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Infrastructure & Transactions						_	_	
O&S	CSD7	Description	Restructure Post & Print section and delete 2 FTE posts.	382		47			L	L	SS2
		Service Implication	The reduction in resources will increase the time taken								
			to process both incoming and outgoing items of post,								
			which may become critical during peak periods such as Council Tax billing.								
		Staffing Implications	Delete 2 FTE posts which will result in two staff								
			redundancies.								
		Business Plan implications	None								
		Impact on other departments	Reduction in current level of service may impact some								
			time critical processes.								
		Equalities Implications	None								
age		Division	Infrastructure & Transactions								
Page 86	CSD8	Description	Restructure IT Service Delivery section and delete 1 FTE post.	489		40			L	L	SS2
		Service Implication	The reduction in resources will have a direct impact on the sections ability to support and maintain the Councils IT infrastructure and equipment								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	Requests for IT works and services will be assessed and prioritised for completion on the basis of business need.								
		Equalities Implications	None								
Total In	ofrastructure & Transactions Services Savings				31	383	150	0	_		<u>' </u>

P a n e I	Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	Customer Services								
	CSD9	Description	Ending of e-Capture Service	53		9			L	L	SNS2
		Service Implication	This service currently converts DWP benefit claims into on-line claims for the HB system. With Universal Credit commencing rollout from Feb 15 we will receive fewer of these types of claims. Sampling of the existing claims indicates that from February next year as little as 20% of cases will still be received and these can be input manually								
		Staffing Implications	None								
		Business Plan implications	None								
τ		Impact on other departments	None								
Tag		Equalities Implications	None								

P a n e I	Ref		tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	<u>Customer Services</u>								
	CSD10	Description	Ending of Risk Based Verification	53		22			L	L	SNS2
		Service Implication	The service currently assesses new HB claims with a low, medium or high rating for error. With Universal Credit being rolled out from February 15 the Council will receive fewer new claims and over the period of the roll out will reduce down to a low amount. We will revert back to manual verification of all evidence for the reduced number of new claims								
		Staffing Implications	None								
τ	ן ז	Business Plan implications	None								
rage		Impact on other departments Equalities Implications	None								
8 88	CSD11	Division Description	<u>Customer Services</u> Terminate the Experian trace and search system contract	12		10			L	L	SNS2
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Will have to procure there own service								
	CSD12	Division Description	Customer Services Rationalisation of Divisional Budgets (E02180 DJ04 £6k, DE03 £5k, AB02 £4k	24	15				L	L	SNS1
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None None								

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD13	Division Description	Customer Services Reduce Customer Access Point Assistant by 0.6FTE	566	15				L	L	SS1
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None due to improved channel migration 0.6 redundancy None None								
	CSD14	<u>Division</u> Description	Customer Services Reduction of 1 FTE Revenues Officer	1240		30					SS1
		Service Implication Staffing Implications	Automated processes will be implemented in 15/16 which will reduce manual intervention on some changes 1 FTE Redundancy unless there is a vacant post within the next 10 months	1240		30				_	331
Page		Business Plan implications Impact on other departments Equalities Implications									
88		<u>Division</u> Description	Customer Services Increase in Court Costs (council tax) - Increase from £110.00 to £115.00	-930		40			L	М	SI1
		Service Implication									
		Staffing Implications									
		Business Plan implications									
		Impact on other departments									
		Equalities Implications									

Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
CSD16	<u>Division</u>	Customer Services Reduction in discretionary relief	316		231			_	-	
00010	Description	reduction in disorctionary relief	310		201			_	_	SP1
	Service Implication	None								
	Staffing Implications	None								
	Business Plan implications	None								
	Impact on other departments	None								
	Equalities Implications	None								
Customer Se	ervices Savings			30	342	0	0			
	Division	<u>Communications</u>								
CSD17	Description	Reduce Marketing budget - Increase self service by		3		73		L	L	SNS2
	Service Implication	reduce designer costs for smaller marketing jobs.								
	Staffing Implications									
\$	Business Plan implications									
	Impact on other departments									
	Equalities Implications									
	Division	<u>Communications</u>								
CSD18	Description	My Merton and staff reductions - Renegotiate supplier costs for My Merton	99		32			L	L	SNS1
	Service Implication									
	Staffing Implications									
	Business Plan implications									
	Impact on other departments									
	Equalities Implications									
֡	CSD16 Customer Se	CSD16 Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications Customer Services Savings Division Description Service Implications Business Plan implications Impact on other departments Equalities Implications Impact on other departments Equalities Implications Division CSD18 Description Service Implication Staffing Implications Business Plan implications Business Plan implications Business Plan implications	CSD16 Division Description Reduction in discretionary relief Service Implication Staffing Implications Impact on other departments Equalities Implication Services Savings CSD17 CSD17 Division Service Implications Business Plan implications Reduce Marketing budget - Increase self service by using Panacea - marketing solution software in order to reduce designer costs for smaller marketing jobs. CSD18 Division Staffing Implications Impact on other departments Equalities Implications Division Service Implications Impact on other departments Equalities Implications Service Implications Impact on other departments Equalities Implications Service Implication Service Implication Service Implication Service Implications Impact on other departments	Ref Description of Saving Budget 14/15 £000 CSD16 Division Description Reduction in discretionary relief 316 Service Implication None None None None None None None No	Ref Description of Saving Budget 14/15 £000 2000 2000 2000 2000 2000 2000 200	Ref Description of Saving Budget 2016/17 £000 2016/17 £00	Ref Description of Saving Sudget 14/15 E000 2017/16 2000 2000 2000 2017/18 E000 2017/18 E0000 2017/18 E000 20	Ref Description of Saving Budget 14/15 £000 2000 2000 2000 2000 2000 2000 200	Ref Description of Saving Budget 2015 2000 2000 2000 2000 2000 2000 2000	Ref Description of Saving Budget 14/15 E000 2000 2000 2000 2000 2000 2000 200

P a n e I	Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u> Description	Communications My Merton and staff reductions - Delete 1 FTE - Communication Asisstant	256		25		49	М	М	SS1
		Service Implication									
		Staffing Implications									
		Business Plan implications									
		Impact on other departments									
		Equalities Implications									
Total C		ion Services Savings			3	57	73	49		-	
		Division	Resources						_	_	
l -		Description	Increased income		14	16	16	16	L	L	SI1
a		Service Implication	None Directly								
e		Staffing Implications	None								
Page 91		Business Plan implications	Consistent with Business Plan								
]		Impact on other departments	None								
		Equalities Implications	None								
		Division	Resources								
	CSD21	Description	Rephase existing Savings			42			L	L	sp1
		Service Implication	None Directly								
		Staffing Implications	None								
		Business Plan implications	Consistent with Business Plan								
		Impact on other departments	None								
		Equalities Implications	None								

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	<u>Resources</u>								
	CSD22	Description	Treasury Management/Interest income			60			М	М	SI2
		Service Implication	None Directly								
		Staffing Implications	None								
		Business Plan implications	Consistent with Business Plan								
		Impact on other departments	None								
		Equalities Implications	None								
		Division	Resources								
	CSD23	Description	Cut Running costs budgets	102		30	3		L	М	SNS2
ן ק	י	Service Implication	Some reduction in level of departmental support								
Page		Staffing Implications	None								
O		Business Plan implications	Not significant								
92		Impact on other departments	Some reduction in level of departmental support								
		Equalities Implications	None								
		Division	Resources								
	CSD24	Description	Consultancy Budget	206		100			L	М	SNS2
		Service Implication	The ability to engage specialist external skills will be reduced								
		Staffing Implications	Ability to use interim staff will be reduced								
		Business Plan implications	Deliverables will need to be revised to accommodate this								
		Impact on other departments	There will be a substantial reduction in the ability to advise on more complex projects								
		Equalities Implications	None								

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Resources								
		Description	Increased Charge to Pension Fund			20			L	L	SNS2
		Service Implication	None Directly								
		Staffing Implications	None								
		Business Plan implications	Consistent with Business Plan								
		Impact on other departments	None								
		Equalities Implications	None								
		Division	Resources								
	CSD26	Description	Delete 1 Business Partner	233			78		L	М	SS2
		Service Implication	Reduction in level of departmental support								
Ψ,	J	Staffing Implications	Reduction of 1 post								
Page		Business Plan implications	Deliverables will need to be revised to accommodate this								
(0)	Impact on other departments	Reduction in the level of support								
93)	Equalities Implications	The reduction will be carried out in a manner that is consistent with the council's equalities policies.								
		Division	Resources								
	CSD27	Description	Further Restructuring	2,391				100	н	н	SS2
		Service Implication	Reduction in level of departmental support								
		Staffing Implications	TBD but in the order of 2 to 4 posts								
		Business Plan implications	Deliverables will need to be revised to accommodate this								
		Impact on other departments	Reduction in the level of support as core central legal responsibilities will have to form an increasing								
		Equalities Implications	proportion of the work carried out. The reduction will be carried out in a manner that is consistent with the council's equalities policies.								
Total: F	Resources S	sources Savings				268	97	116			I

P a n e I	Ref	Description	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Human Resources								
	CSD28	Description	COT review	425		38			М	М	SS2
		Service Implication	Reduced business suppotr								
		Staffing Implications	Reduced staffing levels								
		Business Plan implications	Less transactional support								
		Impact on other departments	Less transactional support								
		Equalities Implications	Proposals affect a female workforce								
		Division	Human Resources								
۱ -	CSD29	Description	Recruitment and DBS review	425		50			М	M	SS1
Page		Service Implication	Reduction in HR managerial support								
Je		Staffing Implications	Reduction in staffing								
94		Business Plan implications	Reduction in transactional support								
-		Impact on other departments	Reduction in transactional support								
		Equalities Implications	Impacts on a largely female workforce								
		Division	Human Resources								
	CSD30	Description	Schools COT support (delivery of schools buy-back service)	425			152		н	Н	SS2
		Service Implication	Removal of dedicated COT support for schools								
		Staffing Implications	Post reductions								
		Business Plan implications	No dedicated COT service								
		Impact on other departments	No dedicated COT service								
		Equalities Implications	Impacts on female workforce								

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	<u>Human Resources</u>								
	CSD31	Description	Review of HR business support	90	19				L	L	SS1
		Service Implication	Less business suppor for HR								
		Staffing Implications	Reduction in posts								
		Business Plan implications	Less business suppor for HR								
		Impact on other departments	Possibly less effincy of response								
		Equalities Implications	Impacts upon a largely female workforce								
		Division	Human Resources								
	CSD32	Description	Review of HR business support (printing and stationery)	20		5			L	L	SNS1
1]	Service Implication	Less business suppor for HR								
a		Staffing Implications	Reduction in posts								
Page		Business Plan implications	Less business suppor for HR								
95		Impact on other departments	Possibly less efficiency of response								
G	1	Equalities Implications	Impacts upon a largely female workforce								

P a n e I	Ref	Descrip	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	<u>Human Resources</u>								
	CSD33	Description	HR transactional service income generation		20				Н	М	SI1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		Division	Human Resources								
		Description	Learning &Development admin support	169			18		M	М	SS2
7	J	Service Implication	Reduction in transactional support shared with LBS								
rage		Staffing Implications	Reduction in posts								
		Business Plan implications	Reduction in transactional support								
96	Ś	Impact on other departments	Possible reduction in responsiveness								
		Equalities Implications	Impacts on a female workforce								

DEPA	KIMENI	CORPORATE SERVICES SAVINGS -	BUDGET PROCESS 2015/16							1	
P a n e I	Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Human Resources								
	CSD35	Description	Learning and Development budget	630		18	134		М	М	SP1
		Service Implication	Targeted L&D offer								
		Staffing Implications	None								
		Business Plan implications	Need to ensure underpins TOM's/business plan								
		Impact on other departments	Need to ensure targeted L&D activity								
		Equalities Implications	Ensure equal access to L&D								
Total I	IR Savings				39	111	304	0			
		Division	Business Improvement						1		
	CSD36	Description	Business Systems Team Restructure Phase 1	1,125	10				L	М	SS2
מ	י	Service Implication	Reduction in avaialbility for any support work other than non-essential fix-on-fail and potential decrease in								
rage 97		Staffing Implications	Reduction: 1FTE 15/16; 2 FTE 17/8								
9	1	Business Plan implications	Incorporated within business plan - assumes reduction in number/customisation of IT Systems through IT								
		Impact on other departments	Reduction in capacity for adhoc improvement and requires les customised automation in line of business								
		Equalities Implications	None								
		Division	Business Improvement								
	CSD37	Description	PO Restructure	209		64			L	М	SS2
		Service Implication	Reduction in level of coordination, assurance and support for corporate transformation/change.								
		Staffing Implications	Loss of 1.5 FTE; Regrading of 1.5 FTE								
		Business Plan implications	OCPB reserves secured for short term transformation needs. Reduced support available for change/transfmoraiton coordination beyond 16/7								
		Impact on other departments	Reduced coordination of change projects - interdependencies, benefits, critical paths and delivery assurance support not available.								
		Equalities Implications	None								

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Business Improvement								
	CSD38	Description	Reduction in support budget								
		Service Implication	Reduced resource for hardware/software costs			5			L	L	SNS1
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Hage 98	<i></i>	Division	Business Improvement								
0	CSD39	Description	Business Systems Team Restructure Phase 2	1,125		50			н	М	SS2
8	5	Service Implication	Reduction in availability/increase in response times for 'fix-on-fail' supprot								
		Staffing Implications	Reduction by 1 FTE								
		Business Plan implications	Availability for support calls will be reduced and response times affected. Increase in single points of failure for system support likely.								
		Impact on other departments	Availability for support calls will be reduced and response times affected. Increase in single points of failure for system support likely.								
		Equalities Implications	None								

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Business Improvement								
	CSD40	Description	Secure additional income generated through gazetteer maintenance and Street Naming/Numbering	0		30			М	н	SI1
		Service Implication	Move to cost-neutral gazetteer maintenance								
		Staffing Implications	Sustains 1 existing FTE								
		Business Plan implications	None								
Page 99)	Impact on other departments	Requires agreement with E&R where income from gazetter is largely generated.								
999)	Equalities Implications	None								
		Division	Business Improvement								
	CSD41	Description	Consolidation of systems support	0		20			М	M	SS1
		Service Implication	Seeks to achieve economies of scale with minimal impact on services through centralisation								
		Staffing Implications	TBC - rationalisation of functions will be sought								
		Business Plan implications	Widen support responsibilities within the Business Systems Team								
		Impact on other departments	Migrates technical support arrangements to CS. May offer some dept savings.								
		Equalities Implications	None								

P a n e I	Ref	Descript	cion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Business Improvement								
	CSD42	Description	Restructure functions delete 1 AD and other elements of management	0			170		М	М	SS1
		Service Implication	Seeks to achieve economies of scale with minimal impact on services through centralisation								
		Staffing Implications	TBC - rationalisation of functions will be sought								
		Business Plan implications	Widen support responsibilities within the Business Systems Team								
Page	י	Impact on other departments	Migrates technical support arrangements to CS. May offer some dept savings.								
,		Equalities Implications	None								
_	Services	Savings			10	169	170	0		İ	1
	7	Division	Corporate Governance								
	CSD43	Description	Share FOI and information governance policy with another Council.	322	0	40	10	0	н	L	SS1
		Service Implication	Reduction in management capacity								
		Staffing Implications	loss of 1FTE								
		Business Plan implications	none								
		Impact on other departments	reduction in capacity								
		Equalities Implications	none								

P a n e I	Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Corporate Governance								
	CSD44	Description	Stop web casting meetings, Remove scrutiny support fund and reduce other supplies and services	68	0	35	0	0	L	М	SNS2
		Service Implication	Reduce support to members								
		Staffing Implications									
		Business Plan implications	none								
		Impact on other departments	reduction in capacity								
		Equalities Implications	none								

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P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Corporate Governance								
	CSD45	Description	share audit and investigation service	465	0	60	20	0	М	M	SS1
		Service Implication	reduction in management capacity for the authority. Reduction in audit and investigation capacity								
		Staffing Implications	reduction in 0.5 FTE manager and 1fte auditor								
		Business Plan implications	impact on audit assurance capacity								
rage)	Impact on other departments	reduced audit resource								
_	,	Equalities Implications	none								
	Porporate Governance Savings					135	30	0			

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Policy Unit							
	CSD46	Description	Reduce budget for LCGS to match actual contribution	1,090	3		81	L	L	SNS1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
۵	J	Impact on other departments	None							
Page		Equalities Implications								

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Policy Unit								
	CSD47	Description	Delete 1 post	275		50			L	L	SS1
		Service Implication	Small reduction in capacity								
		Staffing Implications	Delete 1 post								
		Business Plan implications	None								
72	י	Impact on other departments	None								
Page 1		Equalities Implications	None								
Total R	Rolicy Unit Savings				3	50	81	0			

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Other								
	CSD48	Description	CHAS Dividend	0		145	258		L	L	SI
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Total (ther Saving	s/Income	1		0	145	258	0			
C	1	Total - Corporate Services			130	1,660	1,163	165			
		Total - Corporate Services (cumulative)			130	1,790	2,953	3,118			

DEPARTMENT: CHILDREN. SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

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	Type of Saving (see key)
C&YP	CSF2014-05	Service Description Service Implication Staffing Implications	Commissioning, Strategy and Performance Reduction in commissioning of early intervention and prevention services. The council would not re-commission a number of early help services historically provided by local VCS providers. Residual early help commissioning would be restricted to evidence based models unlikely to be provided by local providers due to the nature of the work. Reduced investment in early help services could result in increased pressure on children's social care services. Reductions in staffing, both in-house and voluntary organisations. Potential risk to sustainability of some local	700		400			Medium	High	SS2 & SP2
Page		Business Plan implications Impact on other departments Equalities Implications	VCS organisations. Potential for increased workloads in children's social care services. Reduced service offer for children and families in Merton. None. Likely to have a disproportionate impact on disadvantaged groups within the community.								
⊕ 106	CSF2014-06	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Young people will be signposted to VCS youth provision. The Council's minimal youth offer will be targeted to young people at highest risk. Cease commissioned local youth VCS and continue small highly targeted provision to young people at risk. Redundancy of both in house and commissioned services staff, circa 12 FTEs. Reduced service offering. Potential impact on youth justice and crime. Possible property implications. Likely to have a disproportionate impact on young people from disadvantaged groups within the community.	480		480			Medium	High	SS2 & SP2

DEPARTMENT: CHILDREN. SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

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	Type of Saving (see key)
C&YP	CSF2014-07	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Public Health Children's centres deliver the widest outcomes for under fives and getting a good start in life is key to narrowing inequalities in health outcomes. The use of Public Health funding to deliver health outcomes for under fives will enable our children centres to maintain a wider offer than childcare, delivering health outcomes to children and families. None. Continued offer to improve health outcomes for children, young people and families. Realignment of Public Health spend but still focussed on health outcomes in line with health and wellbeing strategy priority 1. None.			400			Low	Medium	SG1
Page 107	CSF2014-08	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Schools Increased income from schools and/or reduced LA service offer to schools The LA provides some statutory services for schools and 'trades' via SLAs for additional services. This proposal would be achieved through greater income generation from schools and/or reduction of some services to statutory minima thus reducing staffing required. Potential redundancy of staff providing LA support services to schools. If the entire saving was made from staffing, it would equate to an estimated 10 FTEs. Changes in the LA's relationship with schools None. Potential for lesser LA support to schools could impact negatively on equalities and disadvantaged groups	688 917		400			Medium	Medium	SI1/SNS2

DEPARTMENT: CHILDREN. SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

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	Type of Saving (see key)
C&YP		Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Early Years We are working on the detailed proposals which will in essence reduce the service to paid-for childcare (parents and DSG) with a very limited targeted service for highly vulnerable families. If the entire saving was made from staffing, it would equate to an estimated 9 FTEs in 2016/17 and 10 FTEs in 2017/18. There will be a pressure on CSF children social care services if early intervention on 0-5 year olds is radically reduced. Many vulnerable families will not receive an early intervention service.	3,640		254	296		Medium	High	SS2
Total C	hildren, Schoo	ls and Families Saving	S		0	1,934	296	0		ı	1

Sayings Type Staffing: reduction in costs due to efficiency O&S Staffing: reduction in costs due to deletion/reduction in service SNS1 Non - Staffing: reduction in costs due to efficiency SN Non - Staffing: reduction in costs due to deletion/reduction in service SC SP₂ SP₂ Procurement / Third Party arrangements - efficiency

SG1 Grants: Existing service funded by new grant SG2

Grants: Improved Efficiency of existing service currently funded by unringfenced grant

Procurement / Third Party arrangements - deletion/reduction in service

SPROP Reduction in Property related costs SI1

Income - increase in current level of charges

SI2 Income - increase arising from expansion of existing service/new service

<u>Panel</u> C&YP HC&OP

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	Type of Saving (see key)
sc		Staffing Implications Business Plan implications Impact on other departments	Various In order to meet the division's inflation on income target, savings on associated expenditure budgets will be implemented i.e. the annual inflationary increase (c£200k), and the PCN budget (c£163k) will be adjusted accordingly. None None None None		363			Low	Low	SI2/SNS1
		Equalities Implications	on Savings	363	0	0				

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

<u>Panel</u>

O&S Overview & Scrutiny C&YP Children & Young People **Corporate Capacity** CC

HC&OP Healthier Communities & Older People

SC **Sustainable Communities**

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R1	Service/Section Description Service Implication Staffing	Leisure & Culture Development Team Arts Development - further reduce Polka Theatre core grant This continues the year-on-year reductions that we have been requiring Polka Theatre to take and would require this to continue in a planned way for a further 3yrs requiring them to generate this shortfall through alternative funding sources and income generation. This core grant ensures that Polka are able to lever in a significant Arts Council Grant as a Regionally Funded Body of £570k per annum for 2015-18 None	74	5	5	4	Low	Low	SNS2
_		Implications Business Plan implications Impact on other departments Equalities Implications	This is in line with the Leisure & Culture Development Team's TOM. None None							
ge 110		Service/Section Description Service Implication Staffing Implications	Leisure & Culture Development Team Water sports Centre - Additional income from new business - Marine College & educational activities. This is a new business development as part of the teams transformation work. There will be less capacity in the team and within the facilities available for community type activities, rather more emphasis will be towards commercial products. Increased staff will be required should the business fully develop, but these costs would be covered within the business plan, still returning the surpluses included in this savings plan.	(367)	10	10	5	Medium	Low	SI2
		Business Plan implications Impact on other departments Equalities Implications	This is in line with the Leisure & Culture Development Team's TOM. None None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R3	Service/Section	Leisure & Culture Development Team							
		Description	Various Budgets - Reduction in supplies & services &/or increased income over expenditure	175		16		Low	Low	SNS1
		Service Implication Staffing Implications	Savings from implementation of the team's TOM making continuous improvement via such activities as movement to online bookings & payments, use of social media, changing the channels by which we deliver services thus seeing reductions in letters, postage, printing, etc. Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM							
		Business Plan implications	This is in line with the Leisure & Culture Development Team's TOM							
		Impact on other departments	Efficiencies made in this team will assist in some savings in the corporate centre e.g. income collection, cheque handling, invoicing,etc. Also as the team changes the way it works there will be less capacity to support other team's projects unless it is also part of our business plans.							
Page		Equalities Implications	The team recognise that not all our customers will be able to change at the same rate and therefore we will need to put in place arrangements to assist some customers through a transition period							
sc ^O	E&R4	Service/Section Description Service Implication	Leisure & Culture Morden Leisure Centre The new Morden Leisure Centre (MLC) is due to be completed in the Spring of 2018 and this will result in a Deed of Variation with the contractors Greenwich Leisure Limited (GLL) to discontinue operation of the existing Morden Park Pools (MPP) and move to operate the new MLC. In doing this we expect to be making savings on the contract sum	233			100	Low	Low	SP1
		Staffing Implications	None							
		Business Plan implications	This is in line with the Council's Strategic Plans and is included within the team's Service and Transformation Plans							
		Impact on other departments	None None							
		Equalities Implications	INORE							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R5	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Property Management Team transformation and asset review Leaner team structure potential reduction of at least one post [estates surveyor]but compensated by graduates Some Increased income from non operational portfolio. Reduced service as resource directed to increased income None	270		82		Medium	Low	SS2 &SI1
⊮ Page 112		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Property Management Reduced costs incurred as a result of sub-leasing Stouthall until 2024. In summary the Council is saving £38k p.a. for three years, and thereafter £57k p.a. as the rent repayment begins. None None None None None	139	39		18	Low	Low	SPROP

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R7	Service/Section Description	Parking Services Due to additional requests from residents, the budget will be adjusted to reflect the demand for and ongoing expansion of Controlled Parking Zone coverage in the borough. CPZs are only implemented where a majority of residents ask for them and there will be a corresponding increase in PCN fines and permits. There is greater certainty in earlier years where we know of CPZs that are being requested and consulted upon.	(7,176)	260	163	163	Medium	Low	SI2/SNS1
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None None None None None							
⊬age 113		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Parking Services In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR. Improvement of traffic enforcement efficiency and compliance by motorists Expansion of FTEs in PCN processing and Debt Registration teams by up to 100% Increase in fines from PCNs and expenditure and a need for more accommodation Corporate Services: increasing accommodation will require Facilities input along with support from Business Improvement and IT infrastructure None	(5,446)	1,700	-1,540	-500	Medium	High	SI2

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R9	Service/Section Description	Parking Services Change in on-street bay suspension pricing structure. £42 per week change to £25 per day with one off admin fee of £25. This is consistent with the approach of other boroughs.	(215)	500			Low	High	SI1
		Service Implication Staffing Implications	Implement a daily charge for suspensions rather than a weekly one to benefit residents by ensuring suspensions are not in place for longer than necessary none							
		Business Plan implications Impact on other	none change to charges for skip approval applications will impact on Traffic & Highways							
		departments Equalities Implications	administration none							
^{sc} Page	E&R10	Service/Section Description Service Implication	Parking Services Back office reorganisation Review the current back office structure	1,177	80			Low	Low	SS1
9 114	•	Staffing Implications Business Plan implications Impact on other departments	Reduction in staff Improve efficiencies by reducing revenue expenditure None							
		Equalities Implications	None							
SC	E&R11	Service/Section Description Service Implication	Parking Services Enforcement of pavement parking This saving is as a result of regular complaints from the public. We are currently assessing all roads where this problem exists and adjusting our enforcement policy so that we enforce in roads where vehicles could safely park on the highway but instead choose to park on the pavement.	(5,446)	60			Medium	High	SI2
		Staffing Implications	None There will be an increase in PCN fines for contraventions but that will change as							
		Business Plan implications Impact on other	compliance by the motorist improves None							
		departments Equalities Implications	This will improve as it is often the public with disabilities and children in buggies that are adversely affected by pavement parking							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R12	Service/Section Description Service Implication	Parking Services End lease of Wycliffe Road This location was an additional a base for the Civil Enforcement Officers a decision was made to make a saving by ending the lease with the officers using their main base at Civic Centre	14	14			Low	Low	SPROP
		Staffing Implications	None							
		Business Plan implications	reduction in expenditure							
		Impact on other departments Equalities Implications	Reduction in the corporate maintenance and IT needs None							
SC	E&R13	Service/Section	Regulatory Services							
		Description	Increase income from discretionary fees & charges; Charge for business advice including pre-application planning advice;	(344)	50			Medium	Medium	SI1
Page	I	Service Implication	Slight increase in time taken for provision of officer advice.							
Q		Staffing	None							
		Implications	In line with Reg.Services TOM							
115	•	Business Plan implications	III lille with Reg. Services TOW							
5		Impact on other	None							
		departments								
		Equalities Implications	None							
SC	E&R14	Service/Section Description Service Implication	Regulatory Services Further expansion of the shared service. This is new business development associated with potential new partners joining the existing shared regulatory services partnership. The estimate is based on two new boroughs joining the partnership.	1,278	100			Medium	Low	SS1/ SNS1
		Staffing Implications	None							
		Business Plan implications	In line with Reg.Services TOM							
		Impact on other	None							
		departments Equalities	None							
		Implications								

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R15	Service/Section Description	Regulatory Services Alter funding of post dedicated to investigating potential recovery of funds under the POCA, to be funded from costs recovered.	50	50			High	Medium	SS1
		Service Implication	None							
		Staffing	None							
		Implications Business Plan	None							
		implications								
		Impact on other	None							
		departments Equalities	None							
		Implications								
SC	E&R16	Service/Section	Waste Services - Joint procurement							
		Description	joint procurement of waste, street cleansing, winter maintenance and fleet maintenance services (Phase C)	8,037		1,500		Medium	Medium	SP1
Page	•	Service Implication	Potential harmonising of services across the Partnership							
ge		Staffing	TUPE arrangement to be in place to transfer staff to new contractor.							
	•	Implications Business Plan	To be confirmed							
116		implications								
		Impact on other departments	Impact on Parks and Waste services.							
		Equalities	to be confirmed prior to award of contract							
		Implications								
SC	E&R17	Service/Section	Street Cleansing To reduce the costs of the contine and maintain current standards of cleaning within	0.704	457			1	NA o olivvoo	000
		Description	To reduce the costs of the service and maintain current standards of cleaning within Merton it is proposed to alter how we deploy our resources by reducing residential	2,764	157			Low	Medium	SS2
			solo sweepers and alter the use of mechanical sweepers by investing in electric							
			sweepers (Gluttons). Still concentrating on the issues that are important to residents such as Litter and Fly tipping. Detritus will continue to be managed in a							
			programmed way.							
		Service Implication	proposal alters how we deploy our resources allowing the mobile teams to be reactive, moving away from a routine schedule							
		Staffing	7 staff reduction							
		Implications Business Plan	This is consistent with the Transformation plan entions							
		implications	This is consistent with the Transformation plan options							
		Impact on other	Possible impact on enforcement							
		departments Equalities	None identified							
		Implications								

Panel	Ref		Description of Saving	Baseline Budget 14/15	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational	Type of Saving (see key)
				£000	2000	2000	2000	Deliverability	Impact	Key)
sc	E&R18	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Waste Services - Caddy Liners Cease the distribution of food caddy liners Caddy liners will be procured by the service and available for collection by the residents Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM Impact on recycling target Libraries may be able to provide a central collection point for liners. This may be a internal recharge. Residual waste may increase resulting in higher landfill cost. Impacts on the 52% of residents that partake in the service	137	70			Low	Medium	SNS2
SC	E&R19	Service/Section Description	Waste Services Align income budget to levels of income being generated from the sale of Textiles.	N/A	50			Low	Low	SI2
Page	ı	Service Implication Staffing Implications	None as collected by contractor DM Recycling None							
9117	i	Business Plan implications Impact on other departments Equalities Implications	None None None							
sc	E&R20	Service/Section Description	Waste Services To contribute to a cleaner borough, enforcement of litter dropping under EPA/ ASB legislation with FPN fines for contraventions. This follows on from the Pilot private enforcement and in advance of any decisions on future procurement. Litter dropping by residents remains a significant issue and a big factor in the level of cleanliness on our streets.	(242)	20	-3	-2	Low	Low	SI2
		Staffing Implications	Fluctuating resource availability for education and encouragement activities Training and support to existing internal staff							
		Business Plan implications Impact on other	Cleaner borough Legal services - cost of prosecution for non payment							
		departments Equalities Implications	Full Qualities Impact assessment needs to be undertaken and approved							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R21	Service/Section Description Service Implication	Waste Services HRRC Site operations procured to external provider. Contractual savings . None - Continuation of externalised service - current procurement in progress	629	30			Low	Low	SP1
		Staffing Implications	TUPE and impact on transfer station.							
		Business Plan implications	None							
		Impact on other departments Equalities Implications	None None							
sc	E&R22	Service/Section Description Service Implication	Waste Services - Dog Waste Option 1 Removal of borough wide dog bins including Parks High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.	42	42			Low	Medium	SNS2
Page	,	Staffing Implications Business Plan	Reduction of 1 driver Impact on Cleaner borough							
118		implications Impact on other	Parks							
α)	departments Equalities Implications	None							
sc	E&R23	Service/Section Description Service Implication	Waste Services - Dog Waste Option 2 Removal of dog bins from the highway whilst retaining within parks High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.	42	12			Low	Medium	SNS2
		Staffing Implications Business Plan implications	None Impact on Cleaner borough							
		Impact on other departments Equalities Implications	Parks - How would this waste be collected None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R24	Description Service Implication Staffing Implications Business Plan implications	Greenspaces Reduction in current levels of staffing in the Greenspaces grounds maintenance and horticulture and sports teams. Reduction in maintenance standards in some parks Reduction in staff by 4 FTEs Staff establishment is projected to decline over the period of the plan None directly All sections of the community affected	1,723	130			Medium	High	SS2
» Page 119		-	Greenspaces Joint procurement of greenspace services as part 2 of the Phase C SLWP procurement contract with LB Sutton Potential harmonising of services. TUPE arrangement to be in place to transfer to new contractor. To be confirmed Impact on Parks and allied services To be confirmed prior to award of contract	3,689		160		Medium	Medium	SP1

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000		2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R26	Service/Section Description	Greenspaces Introduction of P&D within certain parks responding to demand for the management of parking and controlling excess demand for spaces/ commuter parking . This will require reprofiling of capital investment of £60k.	N/A	60			Medium	Medium	SI2
		Service Implication	Visitors will be required to pay to park in parks' car parks for some periods							
		Staffing Implications	None							
		Business Plan implications	consistent with Transformation plan / commercial approach							
		Impact on other departments	Impacts for Parking Services who will manage the controls/FPNs							
	1	Equalities Implications	Yes - possible adverse implications for park users on low incomes							
gge 120	E&R27	Service/Section Description Service Implication	Greenspaces Additional property rental income Re-letting of vacant parks properties within commercial property market. Rent review and increase for existing service tenancy properties.	(341)	44			Medium	Low	SI1
))	Staffing Implications	No direct impact upon staff establishment							
		Business Plan implications	Integral to commercialisation agenda							
		Impact on other departments	Possible impact upon Housing: local rehousing need for some existing tenants							
		Equalities Implications	Not in respect of front-lines services. Tenants affected are predominantly current or former LBM staff who have retired or are near retirement							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Bage 121		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Building and Development Control Proposed shared services with Wandsworth incorporating: 1) Shared enforcement and admin teams and investigation of other shared service options 2) Increased income generation from planning performance agreements and revised pre application charging 3) Joint re-procurement of M3 Northgate systems 4) Improved efficiency and resilience with larger teams. 5) Eliminate postal consultations 6) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements 7) Potential outsourcing of admin scanning functions At this stage it would be premature to predict exactly how the savings will be delivered. However, a consultant has been appointed and is starting the assessment. Still to be determined as the scope of the review is still to be finalised. Shared services joint review commissioned with Wandsworth and due to be finalised early 2015. Saving spread over 2 years in same way as Shared regulatory service to allow for management restructure followed by frontline and process savings. Still to be determined through the shared services report. Likely impact on management levels, enforcement and admin functions and working arrangements. consistent with Transformation Plan unknown at present unknown at present	1575 (884)		157		Medium	High	SS2, SNS1, SNS2, SP1
SC	E&R29	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Building & Development Control Enhanced pre-application process. This is in addition to previous savings proposals. Generating more additional income from Planning Performance Agreements as opposed to the normal pre-application process The additional work pressure may impact on performance and delivery of regeneration projects as the PPA income is meant to be reinvested in the service to deliver such projects and this will not be the case. No changes although there will be additional pressure on existing staff to deliver. Potential impact on performance figures especially in relation to major schemes. Reduced ability to deliver regeneration projects in the borough. none	(56)	40			Low	High	SI2

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R30	Service/Section Description Service Implication Staffing Implications	Building & Development Control - Planning Enforcement Reduce staffing levels within the enforcement team by 2 FTE's There are currently 4 FTE's dealing with enforcement so the team will be halved resulting in insufficient resources available to undertake the current work load. A significant backlog will quickly develop. Reduce the staff dealing with enforcement investigations in the team by 1 team leader and 1 officer.	190	80			Low	High	SS2
		Business Plan implications	It will not be possible to investigate the current level of enforcement cases and a backlog will quickly develop resulting in more complaints and possible ombudsman awards against the Council							
_		Impact on other departments Equalities Implications	Joint enforcement investigations will be severely hindered. none							
sege .		Service/Section Description Service Implication	Senior Management & Support Deletion of the 2 management support posts and absorption into existing resources. Less resource available to support service managers.	755	70			Low	Low	SS1
122		Staffing Implications Business Plan implications	Both posts are recently vacant and are delivering in year savings. Some of the budget will be used to deliver transformation projects in 15/16 None							
		Impact on other departments Equalities Implications	None None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R32	Service/Section Description Service Implication	Wifi Concessionary Contract Income from wifi concessionary contract to be let from 2015/16 Pan London contract into which Merton have joined will deliver income from public wifi service operated by private contractor utilising LBM street assets [principally lamp columns in town centres]. Some guaranteed and some non-guaranteed income.	N/A	20	5		Medium	Low	SI2
		Staffing Implications Business Plan implications	None Consistent with transformation Plan							
		Impact on other departments	Traffic and highways will be required to asses structural integrity and this is factored in. The non-guaranteed income element would sit with Corporate Services (Communications).							
		Equalities Implications								
» Page	E&R33	Service/Section Description	Various Budgets - Increase in income from commercialisation of services Increase in commercial income across a range of budgets following recruitment of commercial sales manager from 15/16. This includes events in parks / commercial waste / leisure/ building control and other income streams to be developed	N/A	250			High	Low	SI1/SI2
je í		Service Implication	Will work closely with Business managers in EandR and across Council							
123		Staffing Implications Business Plan implications	2 year Fixed term contract due to commence early 2015 funded from Transformation budgets alongside Marketing Manager. Consistent with transformation Plan							
		Impact on other departments Equalities	Will work with other income generating staff across the council None anticipated							
	F0 B04	Implications								
SC	E&R34	Service/Section Description Service Implication	Traffic & Highways Alternative delivery model of highway safety inspection service Further review of Highway Safety Inspection Service	99		30		Medium	Medium	SS2
		Staffing Implications	Review of JDs, working practices and working hours. Increased level of complaints and work load and may result in an increase in Insurance claims. Potential reduction of 1fte.							
		Business Plan implications	Reduction in Service Delivery with a focus on maintaining Statutory Duties.							
		Impact on other departments	Increase in Third Party insurance claims							
		Equalities Implications	May have an impact on vulnerable road users such as the elderly and the disabled.							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R35	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Traffic & Highways Reduce street lighting contract costs Development of Specification and preparation of Tender and Contract Documents. Reduced specification No in-house resource to develop specifications and tender documents. The new Contract will need to include all Council owned lighting (lighting in car parks, parks etc.) to stimulate a better response from the market. We will require input from Procurement Team None	335	25	25		Medium	Medium	SP1
⊮ Page 124		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Traffic & Highways Reduction in reactive work budget Some non urgent repairs such as replacement of damaged posts and bollards will no longer take place and other repairs will take longer. Increase in complaints against the Council Increase in whole Life costing of Highway asset. Increase with dis-satisfaction with the Council Increase in Third Party insurance claims None	650	60			High	High	SNS2
SC	E&R37	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Traffic & Highways Introduction of Lane rental appraoch to Highways works to assist in reducing congestion. Development of Lane Rental Scheme in Merton to manage street work activities and reduce impact of street work on congestion and traffic flows through Merton . Will require external support and advice to develop and implement the scheme Lane Rental would involve charging those working in the street for the time they occupy the Highway. Lane Rental has only operated as Pilot Scheme in London at present (except on TfL Road Network) Legal Services None	N/A		50		Medium	Medium	SI2

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R38	Service/Section Description	Traffic & Highways Income from Section 278/Developers agreements where traffc works are required as part of development . Charging for work currently not charged for	N/A	50			Medium	Medium	SI2
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities	transition from Highway permitting to minimise duration and volume of highway openings. None - delivered within existing resources Increased income Will require close liaison with DC/BC team None							
		Implications								
SC	E&R39	Service/Section Description	Traffic & Highways Pre-application income. This is in addition to any previous pre-app savings proposal.	N/A	50			Medium	Medium	SI2
J	1	Service Implication	Charging for pre-application services inputted from the T&H service as part of the pre application service.							
Page		Staffing Implications Business Plan	Delivered within existing resources Increased income							
125		implications Impact on other departments	Will require close liaison with DC/BC team							
		Equalities Implications	None							
sc	E&R40	Service/Section Description Service Implication	Future Merton Consultancy income. This is in addition to any previous savings proposal. Limited capacity for staff to attract work to the team and b. to complete new work against pressures of an existing challenging work programme	N/A	60			Medium	Medium	SI2
		Staffing Implications	Capacity implications on other priorities							
		Business Plan implications	Impact on ability to deliver regeneration programme							
		Impact on other departments Equalities Implications	Housing supply and Planning support impacts							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R41	Staffing Implications Business Plan implications	Future Merton Staff restructure Restructure with T&H already underway - only deliverable with a cut in the work programme 2 FTEs Reduced capacity to deliver regeneration and growth Planning, Facilities, Highways, Building Control and Partnership groups	1,023		80		Medium	Medium	SS2
Page 126		Implications Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Future Merton Align Vestry Hall income budget with current levels of income being achieved. None None None None	(211)	20			Low	Low	SI2

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	E&R43	Service/Section	Safer Merton							
		Description	Reductions in staffing across Safer Merton	840		70		High	High	SS2
		Service Implication	Reduction of our Community Safety offer to a statutory minimum which would be ASB, Annual Strategic Assessment, some Domestic Violence work, and limited strategic / partnership activity.							
		Staffing Implications	2-3 FTEs to be deleted							
		Business Plan	This is in line with the team's TOM.							
		implications	Significant reductions in work on offenders and victims, neighbourhood watch and crime analysis.Partnership work would reduce including joint operations, LMAPs work, Neighbourhood Watch coordination.							
		Impact on other departments	Council wide							
		Equalities Implications	Crime affects all members of the Community . Higher levels of crime are reported in more deprived parts of the borough and any reduction in capacity would potentially affect these areas more .							
ס			Total Environment and Regeneratio	n Savings	4,196	810	-212			•
<u>a</u>								•		
age			Total Environment and Regeneration Savir	ngs Target	4,333	4,876	2,302			
12			(SURPLUS)/ SH	IORTFALL	137	4.066	2,514	1		

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Sa	Wir	าตร	Tv	me

SI1 Income - increase	in current	level of	charges
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SI2 Income - increase arising from expansion of existing service/new service

SS1 Staffing: reduction in costs due to efficiency

SS2 Staffing: reduction in costs due to deletion/reduction in service

SNS1 Non - Staffing: reduction in costs due to efficiency

SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service

SP1 Procurement / Third Party arrangements - efficiency

SP2 Procurement / Third Party arrangements - deletion/reduction in service

SG1 Grants: Existing service funded by new grant

SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

SPROP Reduction in Property related costs

<u>Panel</u>

O&S Overview & Scrutiny
C&YP Children & Young People

HC&OP Healthier Communities & Older People

SC Sustainable Communities

			IT AND HOUSING SAVINGS - BUDGET PRO		. 5/ 10						
Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
			Adult Social Care								
нс&ор	CH19	Service	Placements Income								
		Description	Realignment of Placements Income Budgets . Client and CCG contribution income budgets are currently under-stated and will be adjusted to meet this income savings target.	(11,666)	220	0	0	0	L	М	SI2
		Service Implication	None								
		Staffing Implications	None								
			None								
		implications	Maria								
			None								
		departments	None								
		Equalities Implications	None								
HC&OP	CH20	Service	Access and Assessment Employees								
HC&OP Dag		Description	Staff Savings - 12 FTE to be deleted in 2016/17, 12 FTE in								
ge 128		Service Implication	17/18, 12 FTE in 18/19 - These savings will come from across Access and Assessment, covering all service areas. Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments.	6,200	0	511	500	483	L	н	SS2
			Redundancies - Some staff would be subject to redundancy								
		P	This will have an impact on the department's ability to meet it's statutory duties. Conceivable implications include longer waiting lists, delays in assessments and other support and a potential reduction in reviews which may in turn impact our finances. Work will be done to mitigate this impact.								
		•	The primary impact is on service users and partners, such as the NHS.								
		Equalities Implications	These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget	2015/16		2017/18	2018/19	Risk Analysis	Risk Analysis Reputational	Type of Saving (see
			·	2015/16 £000	£000	£000	£000	£000	Deliverability	Impact	key)
НС&ОР	CH21	<u>Service</u>	Direct Provision Employees								
		Description	Staff Savings - 11 FTE to be deleted	1,706	0	274	0	0	L	н	SS2
			Less activities available both at day centres and in the community. Clients would spend more time in larger congregated settings with less choice of activities. These savings would be made across the three LD and PD day centres.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy								
		implications	Our business plan talks about working with people to promote independence. This model would reduce the ability to deliver that enhanced service. We will try to mitigate this by working closely with the voluntary sector and with volunteers.								
		Impact on other departments	The primary impact is on service users.								
Page		Equalities Implications	These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
HC8 %	CH22	Service	Commissioning Employees								
9			Staff Savings - 4 FTE to be deleted	996	0	156	0	0		н	SS2
		Service Implication	Reduced capacity to monitor quality within provider services, reduced capacity to monitor performance within services and a reduced capacity to proactively work to sustain and develop a local provider market.	990		150	0	•	L	n	332
		Staffing Implications	Redundancies - Some staff would be subject to redundancy								
		implications	Would impact on our statutory duties under the Care Act - we would attempt to mitigate this by investigating alternative models of quality and performance monitoring.								
		departments	None - main impact is on service users, carers and providers								
		Implications	As staff would be at risk there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР		<u>Service</u> Description	Directorate Staff Savings - 0.46 FTE to be deleted	657	0	21	0	0	L	L	SS2 / SNS1
		Service Implication Staffing Implications	None, post now funded by Public Health None								
		Business Plan implications	None								
		departments	None None								
НС&ОР	CH24	Service	Learning Disabilities - High Cost Packages								
Page 1		Service Implication	Review of High Cost Packages using the progression model This would be a holistic review of 17 identified high cost placements (those receiving packages of care of over £1,500 per week and not health funded). We will use the progression model as the basis of these reviews. We are designing these	1,618	0	100	0	0	н	н	SNS2
30		Staffing Implications	figures based on a 6% reduction in support for the identified client group. Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
			All reviews will be based around promoting independence using the progression model which is in line with the business plan.								
		departments Equalities Implications	None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

			TI AND HOUSING SAVINGS - BUDGLI FRO	Baseline	,						Time of
Panel	Ref		Description of Saving	Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР	CH25	Service Description	Learning Disabilities - Medium Cost Packages Review of Medium Cost Support Packages (£400 - £1,500 per	7,019	0	400	0	0	н	н	SNS2
			week) using the progression model This would be a holistic review of identified medium cost placements (those receiving packages of care of between £400 - £1,500 per week and not health funded). We will use the progression model as the basis of these reviews. We are designing these figures based on a 10% reduction in support for the relevant clients within the identified client group.	7,010		400	· ·				01102
		Staffing Implications	Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
		Business Plan implications	All reviews will be based around promoting independence using the progression model which is in line with the business plan.								
_		Impact on other departments	None								
		Equalities	There is an equalities implication in terms of service users. An								
Page			EA would be undertaken and where appropriate work will be done to mitigate the impact.								
нс&ор	CH26	Service	Learning Disabilities - Direct Payments								
$\frac{\omega}{\omega}$		Description	Review of all Direct Payments in Learning Disabilities using the progression model.	704	0	£50	£0	£0	н	н	SNS2
		·	We will review the Direct payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the progression model as the basis of these reviews. We anticipate this being a reduction of 7% for individual support packages within this client group. There are currently 98 packages in this group.								
		Staffing Implications	Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
		Business Plan implications	All reviews will be based around promoting independence using the progression model which is in line with the business plan.								
		Impact on other departments	None								
		Equalities Implications	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
CH27	Description Service Implication	Review of support packages within all areas of Mental Health services. We anticipate this being a reduction of 5% across all support packages and will include a review of Direct Payments within this area. Options include less use of residential placements	1,554	0	76	0	0	н	н	SNS2
	Business Plan	be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way. All reviews will be based around promoting independence using								
	Impact on other departments Equalities Implications	None; the impact will primarily be on service users. There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be								
CH28	Service Implication Staffing Implications	There are currently 596 Older People within Merton receiving home care within their support packages. This represents an average reduction of 9% in home care support packages. Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new	4,455	0	387	0	0	Н	н	SNS2
	Business Plan implications Impact on other departments Equalities	All reviews will be based around promoting independence using the enablement model which is in line with the business plan. None There is an equalities implication in terms of service users. An								
	CH27	CH27 Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications CH28 Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Impact on other departments Equalities	CH27 Service Description Service Implication Review of support packages within all areas of Mental Health services. We anticipate this being a reduction of 5% across all support packages and will include a review of Direct Payments within this area. Options include less use of residential placements and quicker reviews as part of a recovery model. Staffing Implications Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way. Business Plan implications Impact on other departments Equalities Implications There is an equalities implication in terms of service users. An Implications EA would be undertaken and where appropriate work will be done to mitigate the impact. CH28 Service Description Service Implication Staffing Implications Staffing Implications Staffing Implications Staffing Implications Impact on other departments All reviews will be based around promoting independence using the enablement model which is in line with the mack. CH28 Service Description Service Implication All reviews will be based around promoting independence using home care within their support packages. Staffing Implications Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way. Business Plan implications Impact on other departments Equalities There is an equalities implication in terms of service users. An other departments Equalities There is an equalities implication in terms of service users. An other departments Equalities There is an equalities implication in terms of service users. An other departments Equalities There is an equalities implication in terms of service users. An other departments Equalities There is an equalities implication in terms of service users. An other departments Equalities There is an equalities in pl	CH27 Service Description Review of support packages within all areas of Mental Health services. Service Implication We anticipate this being a reduction of 5% across all support packages and will include a review of Direct Payments within this area. Options include less use of residential placements and quicker reviews as part of a recovery model.	CH27 CH27 CH27 CH27 CH28 CH28 CH28 CH28 CH28 CH28 CH28 CH28 CH28 CH29 CH27 Service Description Service Implications Staffing Implications Impact on other departments Equalities Service Implication Service Implication Staffing Implications Staffing Implications Staffing Implications Impact on other departments Staffing Implications Staffing Implications Service Implication CH28 Service Description Service Implications Impact on other departments Equalities Staffing Implications Staffing Implications CH28 Service Description Service Implication CH28 Service Description Service Implications Staffing Implications Impact on other departments Equalities Implications CH28 Service Description Service Implication Staffing Implications Impact on other departments Equalities Implications Impact on other departments Implications Staffing Implications All reviews will be based around promoting independence using interested work will be done to mitigate the impact. CH28 Service Description Service Implication Staffing Implications Staffing Implications Staffing Implications None departments Equalities There is an equalities implication interms of service users. An interest work will be done to mitigate the impact. Staffing Implications Staffing Implications Staffing Implications There is an equalities implication interms of service users an average reduction of 9% in home care support packages. This represents an average reduction of 9% in home care support packages. Staff would need to conduct these reviews, which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way. Business Plan Impact on other departments Equalities There is an equalities implication in terms of service users. An increase in the packages. This represents an average reduction of 9% in home care support packages. Impact on other departments Equalities There is an equalities implication in terms of service users. An increase in the packages in the packages. This represents an average reduction of 9% in home care	CH27 Service Description of Saving Budget 2015/16 £000 2017/18 £000 2	CH27 Service Description of Saving Description of Saving Description Service Description Review of support packages within all areas of Mental Health services. Service Implication We anticipate this being a reduction of 5% across all support packages and will include a review of Direct Payments within this area. Options include less use of residential placements and quicker reviews as part of a recovery model.	Ref Description of Saving Service Description Post Post Post Description Post Po	Ref Description of Saving Budget 2015/16 E000 2017/16 2000 2018/18 Plak Analysis Equational Place (2015) 16 E000 2018/18 E000 2018/18 E0000 Plackages (2015) 16 E000 2018/18 E0000 Plackages (2015) 16 E0000 Plackage (2015)	

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор	CH29	Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Older People - Managing Crisis Managing crisis (including hospital discharge) admissions to residential care. This would include a number of activities designed to reduce admissions to residential care placements. We would be looking to families to continue to support people at home for longer. This would fit in with our overall approach to enable independence. This would require more intensive work from staff. Any new processes would be based around promoting independence using the enablement model which is in line with the business plan. None; the impact will primarily be on service users. There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be	5,267	0	125	0	0	Н	Н	SNS2
Page 133	CH30	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Older People - Direct Payments Review of Direct Payments support packages Review of all Direct Payments in Older People using the enablement model. We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the enablement model as the basis of these reviews. We anticipate this being an average reduction of 15% for individual support packages within this client group. There are currently 225 packages Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way. All reviews will be based around promoting independence using the enablement model which is in line with the business plan. None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.	2,338	0	345	0	0	Н	Н	SNS2

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР	CH31		Physical Disabilities - Direct Payments Review of all Direct Payments for clients with physical disabilities using the progression model.	1,414	0	134	0	0	н	н	SNS2
		Service Implication	We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the progression model as the basis of these reviews. We anticipate this being a reduction of 10% for individual support packages within this client group. There are currently 150 packages of this type.								
			Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
			All reviews will be based around promoting independence using the enablement model which is in line with the business plan.								
Page		Impact on other departments	None								
e 13			There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
нса р е	CH32	Service Description Service Implication	Physical Disabilities - Home Care Review of Home Care within support packages The saving would be delivered through a review of home care provision within support packages. There are currently 89 Physical Disabilities clients within Merton receiving home care within their support packages. The proposed savings represents an average reduction of 8% in home care for this group.	595	0	48	0	0	н	н	SNS2
			Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
		Business Plan	All reviews will be based around promoting independence using the enablement model which is in line with the business plan.								
		departments Equalities Implications	None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор		Service Implication Staffing Implications	Physical Disabilities - High Cost Packages Review of PD Residential and 1-1 packages This saving would be delivered through a targeted review of a small number of PD customers in residential care. These reviews would look at renegotiating unit costs, transferring users to other types of accommodation in the community and reducing or removing 1-1 costs Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new	856	0	£60	0	0	н	н	SNS2
		Business Plan implications Impact on other departments Equalities Implications	way. All reviews will be based around promoting independence using the enablement model which is in line with the business plan. None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
Page 135	CH34	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Substance Misuse Placements Actively manage throughput in residential rehab placements A reduction in the placements available for Substance misuse clients This would require more intensive work from staff. This would have an impact on the services provided for this client group None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.	128	0	6	0	0	Н	н	SNS2

Panel	Ref		Description of Saving	2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	CSF Supporting People contracts We would reduce funding for contracts within the Supporting People area which support vulnerable young people There would be reduced support available for young people - both in terms of the numbers we could support and the range of support we would be able to offer to those we could accommodate. None Less resources to be called off by those services which support vulnerable young people. There is a potential impact on the CSF department. There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.	162	0	0	100	0	Н	Н	SP2
Page 136		Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Single homeless contracts (YMCA, Spear, Grenfell) Reduce funding for contracts within the Supporting People area which support single homeless people Reduced support available for single homeless people - both in terms of the numbers we could support and the range of support we could provide. In turn this would reduce their housing options	734	0	£0	£56	£200	Н	Н	SP2

Panel	Ref		Description of Saving	Baseline	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР	CH37	<u>Service</u>	Direct Provision	1,266	0	0	£200		M	Н	SS2
		Description	Residential and supported living management - staff reductions								
		·	We would expect to keep front line support staff but reduce management. This would mean less resource to provide outreach and the emphasis would be primarily on providing core services.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy. Fewer posts and potentially more responsibility for remaining staff.								
		implications	Emphasis is on providing core services as outlined in the business plan None								
		Equalities Implications	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
нс «Ф age	CH38		Assessment and Commissioning Placements budget reductions - An overall reduction in the placements budget of about 2% (NB: other savings from specific elements of the placements budget are listed above)	34,392	0	£17	£720	£0	н	н	SNS2
137		·	We anticipate this being a further reduction of 2% across all support packages although this will be targeted. The exact areas of reduction would be based on the previous work looking at specific areas to be delivered in advance of 2016/17.								
			Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
		implications Impact on other	We would continue to follow the appropriate model of promoting independence for the client group. None								
			There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
<u>Service</u>	Extra Care Sheltered Housing								
Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities	provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. There would be potential redundancies within the in-house provision This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria. None There is an equalities implication in terms of service users. An	753	0	£0	£0	£450	н	н	SP2 / SS2
	done to mitigate the impact.		220	2 710	1 576	1 122			
ciai care savings			220	2,710	1,570	1,133			
<u>Service</u>	Housing Strategy								
Service Implication Staffing Implications Business Plan implications Impact on other departments	Delays in completing key research that provide essential Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014 Delayed production of statutory strategies Reduced joint working on future cross departmental strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people. Reduced monitoring of Equalities data in relation to the housing	94	0	43	0	0	L	М	SS2
	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications Decial Care Savings Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments	Service Description A review of, and reduction in, the extra care sheltered housing provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. Staffing Implications There would be potential redundancies within the in-house provision This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria. None departments Equalities There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact. Delays in completing key research that provide essential Staffing Implications Business Plan implications Impact on other departments Delayed production of statutory strategies Reduced joint working on future cross departmental strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people. Reduced monitoring of Equalities data in relation to the housing	Service Extra Care Sheltered Housing 753	Service Extra Care Sheltered Housing Poscription A review of, and reduction in, the extra care sheltered housing provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. Staffing Implications There would be potential redundancies within the in-house provision Business Plan implications After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria. Impact on other departments Equalities There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.	Service Extra Care Sheltered Housing A review of, and reduction in, the extra care sheltered housing provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. There would be potential redundancies within the in-house provision This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria. Impact on other departments There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.	Service Extra Care Sheltered Housing 753 0	Service Description A review of, and reduction in, the extra care sheltered housing provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. There would be potential redundancies within the in-house provision This provision is currently an alternative to residential care. This provision is currently an alternative to residential care. Impact on other departments Equalities There is an equalities implications There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.	Service Extra Care Sheltered Housing A review of, and reduction in, the extra care sheltered housing provision. Service Implication A review of, and reduction in, the extra care sheltered housing provision. Service Implication A review of, and reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. Staffing Implications This provision is currently an alternative to residential care, implications After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria. Impact on other departments Equalities There is an equalities implication in terms of service users. An Implications EA would be undertaken and where appropriate work will be done to mitigate the impact. Service Housing Strategy Housing Strategy Description Housing Strategy officer - deletion of 1 FTE 94 0 43 0 0 L Service Implication Delays in completing key research that provide essential Housing strategy Page of the educated to one officer. Current post holder will be leaving by end of November 2014 Delayed production of statutory strategies Reduced joint working on future cross departmental strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.	Description of Saving Service Extra Care Sheltered Housing Provision Provision

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		Service	Environmental Health Housing								
НС&ОР	CH41	Service Implication	Environmental health Technical officer deletion of 1 FTE Reduction in response times to service requests from private sector tenants. Less field work carried out and reduced detection and reduction of category one health and safety hazards. Reduction in response times to Disabled Facilities Grant applications. Increase in case loads for EHH officers and redundancy costs.	218	0	33	0	0	L	Н	SS2
		implications Impact on other departments	Reduction in response times. DFG applications at risk. Number of statutory notices served at risk. Poorer standards in private sector housing may have health and social care implications, as well as increased risk of episodes of homelessness due to more health and safety hazards making properties unreasonable to occupy. Other E&R departments may also notice an impact.								
Page			The service users approaching the Council for assistance with disrepair issues and Disabled Facility Grant requests are more likely to be from vulnerable backgrounds i.e. older people, disabled people. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

п				IT AND HOUSING SAVINGS - BODGET PRO								
	Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
			Service	Housing Options								
	нс&ор	CH42	•	Housing options adviser deletion of 1.5 FTE	543	0	53	0	0	M	Н	SS2
			Service Implication	The loss of front line operational staff may affect the Council's								
				ability to respond to housing need particularly in its ability to								
				respond in a timely manner to prevent homelessness. The likely								
				outcome will be a reduction in homelessness preventions and an increased use of temporary accommodation with a								
				corresponding increase in non-controllable general fund								
				expenditure.								
				This will lead to redundancy costs for the Council and possible								
				increases in caseloads for remaining staff.								
			Business Plan	Homelessness Preventions: Currently 550 households								
			implications	prevented from becoming homelessness each year, the								
				reduction of 1.5 officers would see a decrease in the number of								
				homeless preventions being achieved.								
	ס		•	Increased homelessness has impacts in both CSF and adult								
	Page			social care. Increased rough sleeping will impact on crime and disorder.								
	96			BME communities are over represented nationally in homeless								
			•	statistics and this may lead to a further increase in episodes of								
	7			homelessness for these groups. An EA would be undertaken								
	40			and where appropriate work will be done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget	2015/16	2016/17	2017/18	2018/19	Risk Analysis	Risk Analysis Reputational	Type of Saving (see
			·	2015/16 £000	£000	£000	£000	£000	Deliverability	Impact	key)
НС&ОР	CH43	<u>Service</u>	Housing Needs and Enablement Service and Environmental Health Housing	1,102	0	0	100	62	Н	Н	SS2
		Description	Further Staff reductions. This will represent a reduction in staff from any areas of the HNES & EHH.								
		Service Implication	The loss of front line operational staff will affect the Council's ability to respond to housing need, particularly in its ability to respond in a timely manner to prevent homelessness and sustain tenancies in the private rented sector.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy. This would also lead to an increased workload for the remaining staff.								
		Business Plan implications	This would impact services across the division - impacting our ability to prevent homelessness, maintain standards in private sector accommodation and maintain our statutory housing strategies.								
		Impact on other departments	Increased homelessness has impacts in both children and adult social care. Increased rough sleeping will impact on crime and disorder.								
Page 1		Equalities Implications	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact. There would also be an equalities implication in terms of the staff who would be impacted by any redundancies.								
		General Fund Savings				129	100	62			
нс&ор		Service Implication	Library & Heritage Service Deletion of all administrative support All admin functions will be undertaken by managers and staff. General library enquiries will be funnelled through to libraries instead of being managed centrally. All hall bookings will be managed through a new online booking system. Bookstart and other functions will be facilitated by a library.	59	0	26	0	0	М	М	SS2
		Staffing Implications	Deletion of 1xFTE								
			None identified provided that new online hall booking system is installed correctly and does not impact on current income levels.								
		Impact on other departments Equalities Implications	Single point of contact for Bookstart enquiries will be dispersed to a library team with a lead contact. Support will be provided in libraries and by telephone for customers who cannot make online bookings.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор	CH45	Service Implication Staffing Implications Business Plan implications Impact on other departments	Library & Heritage Service Reduction in activities programme Reduced budget available for activities means that they will need to be delivered more efficiently. More cost effective solutions will be pursued for certain schemes. None identified. None identified. All schemes will continue but delivered in more cost effective ways. None identified. None identified.	2	0	2	0	0	L	М	SNS1
НС&ОР	CH46		Library & Heritage Service Withdrawal from annual CIPFA public library user survey	3	0	3	0	0	L	M	SNS1
Page 142		Service Implication	(PLUS) The PLUS survey used to provide informed benchmarking information. However, only a third of London boroughs now participate in the annual survey and benchmarking information can better be obtained through the Annual Residents Survey. The service will continue to undertake user surveys but in a more cost efficient manner. None identified.								
		implications Impact on other departments Equalities	Some impact on benchmarking and ability to measure customer satisfaction but nothing specific. None identified. Reduced information on customer satisfaction although some information can be retrieved through other sources.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор	CH47	Staffing Implications Staffing Implications Business Plan implications Impact on other departments	Library & Heritage Service Reduction in volunteering contract A reduction in the contract to the voluntary sector to provide this service. The proposal will have no effect on the Home Visits Library Service but will mean that the recruitment of volunteers will be fully managed by the library service. The proposal should streamline the volunteer recruitment process but will increase capacity constraints. Some impact on staff meaning that they will have to undertake more administrative processes in the volunteer recruitment process. Volunteering recruitment and retention are key service priorities. It is felt that the changes being proposed would lead to improved recruitment time for volunteers but will increase capacity challenges. None identified.	38	0	20	0	0	M	М	SNS1
Page 143	CH48	Implications Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities	Library & Heritage Service Reduction in media fund The reduction will lead to less stock being procured. Some of this will be managed through improved procurement systems, availability of stock through the wider London network of libraries and the likely transfer of more customers to using e-book services.	239	0	45	0	0	M	M	SNS1

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
was on		Service	Library & Heritage Service								
НС&ОР	CH49	Description	Additional staff savings	1,070	0	0	38	0	М	M	SS2
		Service Implication	Savings to be delivered through process re-engineering and redistributing responsibilities across service structure.								
		Staffing Implications									
		Starring implications	Deletion of 1.5x1 TE								
		Business Plan	No specific implications but could have an effect on usage,								
		implications	customer satisfaction and income.								
		Impact on other	None identified.								
		departments									
		Equalities	More customer support will be provided online and via self-								
		Implications	service. Recruitment of additional volunteers will attempt to								
			mitigate any service reductions.								
нс&ор	CH50	Service Description	Library & Heritage Service Deletion of Projects & Procurement Manager post	184	0	_	22	_	м	м	SS2
110401		Service Implication	The Projects & Procurement Manager post is a fixed term post	104	0	"			IVI	IVI	332
			in place to ensure the smooth rollout of new self-service								
Page			technology and to progress library redevelopments along with								
96			managing efficiency savings already agreed. The contract ends								
-			in March 2017 and the post has been put forward for savings								
			upon its expiry.								
44		Staffing Implications	Deletion of 0.6xFTE								
4											
		Business Plan	The post is crucial to ensuring that efficiency savings are								
		implications	delivered but is proposed to be deleted upon completion of								
			these works.								
			None identified.								
		departments	None identified.								
		Equalities Implications	inone lucituileu.								
Total I		Savings				96	60	_			
		ity & Housing Savings			220						

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

Savings Type

Panel

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

SAVINGS REJECTED BY CABINET 2013/14

SUMMARY

	2013/14	2014/15	2015/16	2016/17	TOTAL
	£000	£000	£000	£000	£000
Service Area					
Corporate Services	0	0	0	0	0
Children, Schools and Families	0	25	0	0	25
Environment and Regeneration	0	122	120	80	322
Community and Housing	0	0	0	0	0
Rejected by Cabinet	0	147	120	80	
Cumulative	0	147	267	347	_

DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref		Description of Saving	Baseline Budget 12/13 £000	2013/14	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverab ility	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
C&YP	CSF06	<u>Service</u>	CSF Children Social Care & Youth Inclusion								
		Description	Duke of Edinburgh reprovide via schools funding	53		25			L	L	SI2
		Service Implication	Seek new partnership with schools to fund DofE work with pupils.								
		Staffing	None if income target met.								
		Business Plan implications	Expansion of sixth forms and RPA could mean more potential GOLD groups and more income required from schools.								
		Impact on other departments	None								
]		Equalities Implications	None								
Sub-tota	I: Children	, Schools and Far	milies Rejected Savings 2013/14		0	25	0	0			

DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

	Panel	Ref		Description of Saving	Baseline Budget 12/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverab ility	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
	sc	EN38	Service/Section Description	Leisure & Culture Development Team Reduction of Core Arts Grants to Attic Theatre - Proposal to further reduce Attic by £1k per annum in each of 2015/16 & 2016/17 financial years	120			1	1	Low	Medium	SNS2
			Service Implication	There are already reductions year on year on this grant and this would continue the reductions for two further years requiring the organisations to generate this shorfall through alternative funding sources and income generation								
			Staffing Implications Business Plan implications	None None								
DO			Impact on other departments Equalities Implications	None None								
7 77	SC	EN44	Service/Section Description Service Implication	Parks, Greenspaces & Cemetries Undertake Public Value Review to drive out savings in parks and green spaces. Potentially a significant reduction of core in-house service establishment. Greater community and voluntary sector inputs to front line service delivery. Has potential to result in reduction of direct local authority control of policy, strategy and quality	1,565		78	119	79	Low	High	SS2
			Staffing Implications Business Plan implications Impact on other departments	standards within affected sites however. Depending on the outcome of the PVR, staff losses of 10-12FTE could be anticipated. Yes. Integral to current service plan projects No significant impact								
			Equalities Implications	Yes								

DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

	Panel	Ref		Description of Saving	Baseline Budget 12/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverab ility	Reniitatio	Type of Saving (see key)
	SC	EN46	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Parks, Greenspaces & Cemetries Introduction of parking fees in 5 key parks (Charges would be in region of £1.00 per hour in line with current car parking fees levied across the borough's other public car parks).(Sites under consideration: Wimbledon Park, Sir Joseph Hood MPF, Abbey RG, Haydons Road RG and Joseph Hood RG) Increased revenue from parking fees.Could however lead to a reduction in park usage and non parking income. No Yes. Integral to current service plan projects Yes, especially Parking Services	1,565		44			Medium	Medium	SI2
-	Sub-total:	Environn	nent and Regener	ration Rejected Savings 2013/14		0	122	120	80			
0 '				Total		0	147	120	80			<u> </u>
				Total - Cumulative		0	147	267	347			

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SAVINGS REJECTED BY CABINET 17 February 2014

SUMMARY

	2015-16	2016-17	2017-18	Total
Service Area	£000	£000	£000	£000
Corporate Services	0	5	0	5
Children, Schools and Families	0	0	239	239
Environment and Regeneration	400	100	0	500
Community and Housing	0	0	0	0
Rejected by Cabinet	400	105	239	744
Cumulative	400	505	744	

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

	P a n e I	Ref		Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	O&S	CS69	Infrastructure &Tra Description	Cease Councillors courier service and send items electronically or via the standard postal system.			5		Low	Low	SNS2
			Service Implication Staffing Implications	None None							
			Business Plan implications	None							
2			Impact on other departments	None							
, , , ,			Equalities Implications	None			_				
٦L	iotal C	orporate	Services Savings			0	5	0			

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

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

³age 15′

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

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

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

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

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

Panel	Ref	Description of Saving		Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV07	Description Service Implication Staffing Implications Business Plan implications Impact on other departments	Building & Development Control Deletion of one planning area team leader post This will lead to a sharp decrease in the sections ability to respond to and provide an acceptable level of service. Loss of one professionally qualified team leader. Significantly reduced ability to progress planning applications on time, with resulting complaints and restriction on economic development in the borough. Potential service performance failure with resulting Gov't intervention Reduced ability to progress councils own developments on time e.g. Schools expansion programme ,Future Merton regeneration initiatives.	126	50			Low	High	SS2
	EV10	Service/Section Description Service Implication	Greenspaces To be determined through TOM, which will generate a series of business cases for volunteering channel shift and commercialisation of service. To be determined through TOM; working with volunteering channel shift to mitigate impact and maintain current level of service delivery; increase income through further commercialisation to offset budget reduction.	2,763	130	100		Medium	High	SP1
		Staffing Implications Business Plan implications Impact on other departments Equalities Implications	To be determined through TOM							
Total Er	Total Environment and Regeneration Savings: REJECTED/DEFERRED SAVINGS				400	100	0			1

Council Tax Base 2015/16

1. INTRODUCTION

- 1.1 The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2015/16. The Council is required to determine its Council Tax Base by 31 January 2015.
- 1.2 In 2013/14 the Council Tax Base calculation was affected by the introduction of the new local council tax support scheme and technical reforms to council tax. On 30 November 2012, new regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) came into force. These regulations ensured that new local council tax support schemes, implemented under the Local Government Finance Act 2012, were fully reflected in the council tax base for all authorities.
- 1.3 At its meeting on 10 November 2014, Cabinet considered two reports which have implications for the Council Tax being, being Council Tax Empty Homes Premium, and the Council Tax Support Scheme 2015/16. At the meeting it was resolved that:-
 - That Cabinet agrees that the Council will implement the council tax empty home premium of an additional charge of 50% on the council tax for long term empty properties (over two years empty) from 1st April 2015.
 - That Cabinet agree to the uprating changes for the 2015/16 council tax support scheme, detailed in the report, in order to maintain low council tax charges for those on lower incomes and other vulnerable residents.
- 1.4 The calculation of the Council Tax Base reflects the changes agreed by Cabinet.

2. CALCULATING THE COUNCIL TAX BASE FOR 2015/16

- 2.1 Under the regulations, the council tax base is the aggregate of the relevant amounts calculated for each valuation band multiplied by the authority's estimated collection rate for the year.
- 2.2 The relevant amounts are calculated as
 - number of chargeable dwellings in each band shown on the valuation list on a specified day of the previous year,
 - adjusted for the number of exemptions, discounts, reductions for disability, and premiums that apply to those dwellings.

- 2.3 All authorities notify the DCLG of their unadjusted Council Tax Base using a CTB Form and the deadline for return was 17 October 2014 and Merton met this deadline.
- 2.4 The CTB form for 2015/16 includes the latest details about the Council Tax Support Scheme and the technical reforms which impacted on discounts and exemptions.
- 2.5 There is a separate council tax base for those properties within the area covered by Wimbledon and Putney Commons Conservators. The Conservators use this, together with the Council Tax bases from RB Kingston, and Wandsworth to calculate the levy which is charged each year. There is currently a review of the WPCC boundaries which may have an impact on the final calculation of the WPCC Council Tax Base.

2.6 Assumptions in the MTFS

- 2.6.1 Other than changes in the actual council tax rates levied, in producing a forecast of council tax yield in future years, there are two key variables to be considered:-
 - the year on year change in Council Tax Base
 - the council tax collection rate
- 2.6.2 The draft MTFS reported to Cabinet on 20 October assumed that the Council Tax Base increases 0.5% per year and that the collection rate is 97.25% in each of the years.
- 2.6.3 The assumptions used in paragraph 2.6.2 will be applied to the latest Council Tax Base information included on the CTB return completed on 17 October 2014.
- 2.7 Information from the October 2013 Council Tax Base Return
- 2.7.1 The Council makes two CTB returns, one for the whole area of the borough and the other for the area covered by the Wimbledon and Putney Common Conservators for which an additional levy is applied.
- 2.7.2 The information in the CTB returns has been used to calculate the council tax bases and these are summarised in the following table compared to 2013/14:-

Council Tax Base	2014/15	2015/16	Change
			%
Whole Area	68,087.4	69,638.0	2.3%
Wimbledon & Putney Common	10,708.8	10,880.0	1.6%
Conservators			

3. IMPLICATIONS FOR COUNCIL TAX YIELD 2014/15

3.1 Assuming that council tax charges remain as for 2014/15 the estimated income compared to 2014/15 and the current assumption in the MTFS are summarised in the following table:-

	2014/15	2015/16	2015/16	2015/16
Council Tax:		MTFS	MTFS	Based
Whole area		Council	Cabinet	on CTB
		5/3/14	20/10/14	Return
Tax Base	68,087.4	68,427.8	68,604.2	69,638.0
Band D Council Tax	£1,102.25	£1,102.25	£1,102.25	£1,102.25
Estimated Yield	£75.05m	£75.43m	£75.62m	£76.76m
Change: 14/15 – latest 15/16				+ £1.71m
Change: Council–latest 15/16				+ £1.33m
Change: Cabinet-latest 15/16				+ £1.14m

- 3.2 Analysis of changes in yield 2014/15 to latest 2015/16
- 3.2.1 There are a number of reasons for the change in estimated yield between 2014/15 and the latest estimate based on the CTB data.
- 3.2.2 Over this period the Council Tax Base increased by 1,550.6 from 68,087.4 to 69,638 which multiplied by the Band D Council Tax of £1,102.55 results in additional yield of £1.709m.
- 3.2.3 An exact reconciliation for the change between years is not possible because of changes in distribution of Council Tax Support and discounts and benefits between years varies and the methodology used in each year is different. However, broadly the changes can be analysed as follows:
 - a) Change in collection rate from 97% to 97.25%
 This increases the Council Tax Base by about 170 per year and equates to additional yield of approximately £0.187m.
 - b) Number of Chargeable Dwellings and Exempt Dwellings
 Between years the number of properties increased by 348 from 82,241 to
 82,589 and the number of exempt dwellings reduced by 89 from 949 to
 860. This means that the number of chargeable dwellings increased by 437
 between years. Based on a full charge, this equates to additional council
 tax of £0.482m.
 - c) Amount of Council Tax Support Reduction
 In 2014/15 there was a reduction of 10,309.31 to the Council Tax Base for the council tax support reduction. This has reduced to 9,686.64 in 2015/16 which is a change of 622.67 and equates additional council tax of about £0.686m.

d) Changes in Discounts and Exemptions

Overall, the level of discounts and exemptions in the 2015/16 calculation is less than that included in 2014/15 resulting in an increase of about 353 in the council tax base which increases yield by around £0.389m

e) <u>Summary</u>

The following puts the individual elements together to show how the potential council tax yield changes between 2014/15 and 2015/16:-

	Approx.	Approx.
	Change in	Change
	Council	in Council
	Tax Base	Tax yield
		£m
Increase Collection Rate: 97% to 97.25%	170	0.187
Increase in number of chargeable dwellings	437	0.482
Change in Council Tax Support Reductions	623	0.686
Change in discounts and exemptions	353	0.389
Balance due to changes in distribution etc.	(32)	(0.035)
Total	1,551	1.709

Approved and Indicative Programme as at October 2014 Monitoring with Proposed Changes

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	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Üpdated
Merton	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
Total Corporate Services	5,935,910	6,500,550	3,862,000	2,881,000	2,757,000	1,500,000	1,760,000	1,645,000	1,435,000	1,450,000
Total Community and Housing	3,019,110	1,806,890	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Total Children, Schools and Families	25,265,200				20,103,800	3,265,600	7,246,800	5,059,580	658,800	658,800
Total Environment and Regeneration	13,097,750	17,470,560	17,274,500	5,500,500	6,378,500	4,873,000	4,654,000		4,654,000	4,654,000
	47,317,970	44,041,560	46,259,640	29,595,860	29,579,300	9,978,600	14,000,800	11,698,580	7,087,800	7,102,800
	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated
Merton	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
Total Corporate Budgets	1,782,500	2,007,000	1,000,000	0	0	0	0	0	0	0
Total Buisness Improvement	1,293,840	1,496,000	1,000,000	0	0	0	0	0	0	0
Total Corporate Governance	9,920	1,430,000	0	0	0	0		Ū	0	0
Total Resources	333,450	228,250	0	0	0	0	0	0	0	0
Total Information Technology	1,105,280	584,000	1,862,000	1,881,000	1,007,000	575,000	860,000	770,000	560,000	575,000
Total Information Technology Total Facilities Management	1,410,920	2,185,300	1,000,000	1,000,000	1,750,000	925,000	900,000	875,000	875,000	875,000
Total Corporate Services	5,935,910	6,500,550	3,862,000		2,757,000	1,500,000	1,760,000	1,645,000	1,435,000	
D	3,333,310	0,300,330	3,802,000	2,881,000	2,737,000	1,300,000	1,760,000	1,045,000	1,433,000	1,450,000
Community and Housing										
Total Adult Social Care	340,980	0	0	0	0	0	0	0	0	0
Total Merton Adult Education	1,980	0	0	0	0	0	0	0	0	0
Housing										
The Gables Mitcham	577,300	0	0	0	0	0	0	0	0	0
8 Wilton Road	489,240	0	0	0	0	0	0	0	0	0
Western Road	760,000	115,000	0	0	0	0	0	0	0	0
Disabled Facilities	839,610	1,341,890	784,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Other Housing	10,000	0	0	0	0	0	0	0	0	0
Total Libraries	0	350,000	550,000	0	0	0	0	0	0	0
Total Community and Housing	3,019,110	1,806,890	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000

Approved and Indicative Programme as a									APPEND APPEND	IX 3
Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Children, Schools and Families										
Total Primary School Expansions	22,561,950	12,414,490	3,792,000	3,848,780	2,575,000	1,600,000	0	0	0	C
Total Secondary School Expansions	100,000	1,650,000	14,395,000	11,500,000	13,954,270	0	6,000,000	4,008,000	0	C
Total SEN	574,780	3,376,610	3,000,000	3,000,000	850,000	850,000	0	0	0	0
Total Other	2,028,470	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,800
Total Children, Schools and Families	25,265,200	18,263,560	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										
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
Total Greenspaces	998,350	461,420	365,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
J otal Highways General Planned Works	714,630	434,600	419,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000
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
Total Leisure Centres	734,290	1,200,000	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000
otal Other E&R	234,340	300,000	0	0	0	0	0	0	0	0
⊅ otal On and Off Street Parking	1,342,910	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	2,382,950	4,658,460	1,922,000	0	0	0	0	0	0	0
Total Plans and Projects	70,000	0	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	290,000
Total Street Scene	80,000	375,190	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Transport for London	2,295,050	1,310,000	1,271,000	0	0	0	0	0	0	0
Total Traffic and Parking Management	216,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Total Transport and Plant	620,000	5,546,890	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total Safer Merton - CCTV & ASB	0	300,000	300,000	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 Environment and Regeneration	13,097,750	17,470,560	17,274,500	5,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000

Corporate Services	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Corporate Budgets												
Acquisitions Budget	CA003MA	OSC	1,042,340	500,000	500,000	0	0	0	0	0	0	0
Transformation Budgets	CT012EAZ	osc	240,160	507,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	CA004MA	osc	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	CT012EM	OSC	300,000	440,000	0	0	0	0	0	0	0	0
Customer Contact Programme	CT021EA	osc	300,000	485,000	0	0	0	0	0	0	0	0
Data Labling	CT023NA	osc	293,840	0	0	0	0	0	0	0	0	0
Replacement SC System	CT007EA	osc	400,000	571,000	0	0	0	0	0	0	0	0
Total Buisness Improvement			1,293,840	1,496,000	0	0	0	0	0	0	0	0
Corporate Governance												
IER Capital Hardware	CT019NC	osc	9,920	0	0	0	0	0	0	0	0	0
Total Corporate Governance			9,920	0	0	0	0	0	0	0	0	0
Resources												
Improving Information Systems	CT020NB	OSC	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	CT003EA	OSC	1,710	0	0	0	0	0	0	0	0	0
Planned Replacement Programme	CT006EA	osc	877,070	299,000	1,412,000	1,686,000	957,000	575,000	860,000	770,000	560,000	575,000
ITSD Enhancements	CT012ED	osc	35,000	85,000	250,000	120,000	50,000	0	0	0	0	0
Multi-Functioning Device (MFD)	CT022EA	osc	125,000	200,000	200,000	75,000	0	0	0	0	0	0
Room and Space Management	CT007EX	osc	66,500	0	0	0	0	0	0	0	0	0
Total Information Technology			1,105,280	584,000	1,862,000	1,881,000	1,007,000	575,000	860,000	770,000	560,000	575,000
Facilities Management												
Civic Centre refurbishment	CF001AB	osc	100,000	0	0	0	0	0	0	0	0	0
Invest to Save Schemes	CF002SA	osc	500,000	1,800,300	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Water Safety Works	CF011FA	osc	0	0	150,000	150,000	100,000	75,000	50,000	25,000	25,000	25,000
Asbestos Safety Works	CF011FB	osc	0	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Capital Works - Facilities	CF004SA	osc	200,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Civic Centre Passenger Lifts	CF001AL	osc	465,000	185,000	0	0	0	0	0	0	0	0
Civic Centre Boilers		osc	0	0	0	0	300,000	0	0	0	0	0
Data Centre Support Equipment		osc	0	0	0	0	300,000	0	0	0	0	0
Civic Centre Staff Entrance Improveme	nts	osc	0	0	0	0	200,000	0	0	0	0	0
Civic Centre Windows	CF001AK	osc	145,920	0	0	0	0	0	0	0	0	0
Total Facilities Management	1		1,410,920	2,185,300	1,000,000	1,000,000	1,750,000	925,000	900,000	875,000	875,000	875,000
TOTAL			5,935,910	6,500,550	3,862,000	2,881,000	2,757,000	1,500,000	1,760,000	1,645,000	1,435,000	1,450,000

APPENDIX 3

			Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated
Community and Housing	Cost Code	Scrutiny Panel	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
Adult Social Care												
Laptops for Other Staff	CC018EB	HCOP	61,880	0	0	0	0	0	0	0	0	0
CareFirst report Development	CC018FA	HCOP	14,000	0	0	0	0	0	0	0	0	0
Excel Add-Ins	CC018FB	HCOP	3,000	0	0	0	0	0	0	0	0	0
Captive E-Learning CareFirst	CC018FC	HCOP	8,350	0	0	0	0	0	0	0	0	0
Adult Social care Collections	CC018MA	HCOP	10,000	0	0	0	0	0	0	0	0	0
Telehealth	CC018MB	HCOP	43,750	0	0	0	0	0	0	0	0	0
JMC Extension	CC018MD	HCOP	200,000	0	0	0	0	0	0	0	0	0
Total Adult Social Care			340,980	0	0	0	0	0	0	0	0	0
Merton Adult Education												
MAH)Finance Lease		SC	1,980	0	0	0	0	0	0	0	0	0
Total Merton Adult Education			1,980	0	0	0	0	0	0	0	0	0
Holeing												
Birehes Close	CC014RA	SC	10,000	0	0	0	0	0	0	0	0	0
Th to ables Mitcham		SC	577,300	0	0	0	0	0	0	0	0	0
8 Wilton Road	CC017AA	SC	489,240	0	0	0	0	0	0	0	0	0
191-193 Western Road		SC	0	115,000	0	0	0	0	0	0	0	0
Western Road *	CC020RA	SC	760,000	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	CC022RA	SC	800,000	1,269,470	724,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Universal Coldbusters		SC	19,610	0	0	0	0	0	0	0	0	
Small Repairs Grant	CC023RA	SC	20,000	72,420	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Total Housing			2,676,150	1,456,890	784,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Libraries												
Relocation of Colliers Wood Library	CC011AA	SC	0	0	550,000	0	0	0	0	0	0	0
Library Self Service	CC011AB	SC	0	350,000	0	0	0	0	0	0	0	0
Total Libraries			0	350,000	550,000	0	0	0	0	0	0	0
TOTAL			3,019,110	1,806,890	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000

Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Primary School Expansions										
	44.250	0	0	0	0	0	0	0	0	0
All Saints/ South Wim YCC exp	14,250	0	0	0	0	0	0	0	0	
Cranmer expansion	2,051,770	0	1 117 000	0	0	0	0	0	0	
Dundonald expansion	788,000	4,218,860	1,117,000	0	0	0	0	0	0	_
Gorringe Park expansion	9,620	0	0	0	0	0	0	0	0	
Hillcross School Expansion	3,216,520	1,623,830	0	0	0	0	0	0	0	
Holy Trinity Expansion	61,000	0	0	0	0	0	0	0	0	
Joseph Hood Permanent Expansn	83,350	0	0	0	0	0	0	0	0	
Liberty expansion	2,620	0	0	0	0	0	0	0	0	0
Merton Abbey	3,621,050	889,710	0	0	0	0	0	0	0	0
Pelham School Expansion	2,992,220	2,523,340	0	0	0	0	0	0	0	0
Poper Permanent Expansion	3,586,740	410,730	0	0	0	0	0	0	0	0
St Hary's expansion	2,786,850	159,190	0	0	0	0	0	0	0	0
Singlegate expansion	2,915,000	2,493,830	0	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	3,580	0	0	0	0	0	0	0	0	0
W	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
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
Total Primary School Expansions	22,561,950	12,414,490	3,792,000	3,848,780	2,575,000	1,600,000	0	0	0	0
Scheme 1 Phased Extra 4fe	20,000	180,000	2,800,000	0	3,677,560	0	0	0	0	0
Scheme 2 Phased Extra 4fe	20,000	180,000	2,800,000	0	2,270,120	0	0	0	0	0
Scheme 3 Phased Extra 4fe reduced to 2fe	20,000	180,000	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	20,000	30,000	1,900,000	3,000,000		0	0	0	0	0
Scheme 4 New School Extra 6fe	20,000	1,080,000	4,000,000	7,000,000	4,478,950	0	6,000,000	4,008,000	0	0
Secondary School Expansions	100,000	1,650,000	14,395,000	11,500,000	13,954,270	0	6,000,000	4,008,000	0	0

Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Cricket Green	20,000	130,050	1,500,000	1,500,000	0	0	0	0	0	0
Primary school autism unit	179,110	836,290	0	0	0	0	0	0	0	0
Perseid	335,670	1,150,270	0	0	850,000	850,000	0	0	0	0
Perseid - 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	574,780	3,376,610	3,000,000	3,000,000	850,000	850,000	0	0	0	0
Other										
Feasibility										
Inflation Contingency	0	172,460	1,952,140	1,875,580	2,074,530	165,600	596,800	401,580	8,800	8,800
De <u>vol</u> ved Formula Capital	408,830	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	666,170	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Men Pk- Entrance adaptation	630	0	0	0	0	0	0	0	0	0
Raynes Park Sports Pavilion	4,770	0	0	0	0	0	0	0	0	0
Fr e School Meals	575,270	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	2,028,470	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,800
TOTAL	25,265,200	18,263,560	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	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Footways Planned Works												
Repairs to Footways	CE029FA	SC	1,000,000	1,000,000		1,000,000						1,000,000
Total Footways Planned Works			1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Greenspaces												
Play Space Pollards Hill - S106	CE013EB	SC	5,000	0	0	0	0	0	0	0	0	0
Parks Investment	CE013SA	SC	216,000	216,000	331,000	216,000	322,500	350,000	350,000	350,000	350,000	350,000
Pay and Display Machines			0	60,000	0	0	0	0	0	0	0	0
Parks Bins - Finance Lease	CE003EA	SC	34,000	34,000	34,000	34,000	27,500	0	0	0	0	0
King George Rec Play Area	CE110CB	SC	9,990	0	0	0	0	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	CE110CE	SC	4,420	0	0	0	0	0	0	0	0	0
Sir Joseph Hood Crazy Golf	CE110CF	SC	4,670	0	0	0	0	0	0	0	0	0
Wimbledon Park Crazy Golf	CE110CG	SC	30,000	0	0	0	0	0	0	0	0	0
Al © ints Play Area	CE110CH	SC	2,970	0	0	0	0	0	0	0	0	0
Nelson Gardens Community Space	CE110CJ	SC	14,700	0	0	0	0	0	0	0	0	0
Mosn Gardens Outdoor Gym	CE110CK	SC	9,570	0	0	0	0	0	0	0	0	0
B487 Landscape Ravensbury Park	CE009CA	SC	870	0	0	0	0	0	0	0	0	0
B619 Ravensbury Park entrance	CE009CC	SC	5,000	0	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	CE015CB	SC	15,170	0	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	CE015CB	SC	3,500	2,440	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	CE015CB	SC	25,000	0	0	0	0	0	0	0	0	0
B488 Landscape Dundonald Rec G	CE016CA	SC	12,000	0	0	0	0	0	0	0	0	0
B617a-c Wimbledon Park upgrade	CE017CD	SC	9,430	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	CE022AA	SC	2,490	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	CE022AA	SC	11,230	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	CE022AA	SC	5,000	0	0	0	0	0	0	0	0	0
B595 Colliers Wd Rec-play area	CE022CC	SC	6,470	0	0	0	0	0	0	0	0	0
B627a&b Cottnhm Prk-play area	CE026CA	SC	2,960	0	0	0	0	0	0	0	0	0
B683 Cannizaro Park			9,850	0	0	0	0	0	0	0	0	
B521 - Morden Park	CE027CA	SC	0	29,780	0	0	0	0	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	CE110SE	SC	21,000	0	0	0	0	0	0	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	CE110SG	SC	Ω	28,000	0	n	0	0	0	0	n	n

APPENDIX 3

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
B651 South Park Gardens Pavil	CE015CD	SC	17,000	0	0	0	0	0	0	0	0	0
B647 John Innes Park Improvmnt	CE019CA	SC	2,000	0	0	0	0	0	0	0	0	0
B650 Rowan Road Park Improvmnt	CE023CB	SC	3,060	0	0	0	0	0	0	0	0	0
New Scheme- Figges Marsh Changing Room	CE022AB	SC	150,000	0	0	0	0	0	0	0	0	0
Tamworth Paddling Pool	CE110CL	SC	160,000	0	0	0	0	0	0	0	0	0
Mitcham Common Conservators	CE011CA	SC	100,000	0	0	0	0	0	0	0	0	0
Living Wandle Ravensbury Park	CE009CF	SC	0	76,200								
Pollution	CE052MA	SC	45,000	15,000	0	0	0	0	0	0	0	0
Outdoor Gyms		SC	60,000									
Total Greenspaces			998,350	461,420	365,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
Hignyays General Planned Works												
Surace Water Drainage	CE024FA	SC	62,070	62,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000
Highways bridges & structures	CE025FA	SC	370,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Main AntiSkid and Coloured	CE027FA	SC	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
River Wandle Footbridge	CE036FA	SC	43,320	0	0	0	0	0	0	0	0	0
B646a Lombard Industrial Estat	CE137FB	SC	23,970	0	0	0	0	0	0	0	0	0
B639a Fair Green	CE137FD	SC	20,000	22,600	0	0	0	0	0	0	0	0
B642 Streatham Rd	CE144FA	SC	4,140	0	0	0	0	0	0	0	0	0
B671 Victoria Road	CE137FE	SC	30,280	0	0	0	0	0	0	0	0	0
B662 Brenley Close			13,940	0	0	0	0	0	0	0	0	0
B674a-d Phase 1 Lambton Rd	CE007CC	SC	31,910	0	0	0	0	0	0	0	0	0
B673a-c Phase 2 Lambton Rd	CE007CD	SC	25,000	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works			714,630	434,600	419,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000
Highways Planned Road Works												
Borough Roads Maintenance	CE026FA	SC	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
Severe Weather Maintenance		SC	283,100	0	0	0	0	0	0	0	0	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	1,500,000

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Leisure Centres												
Leisure Centre Plant & Machine	CE038MA	SC	280,960	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Morden Leisure Centre	CE045AA	SC	100,000	900,000	9,000,000	1,000,000	0	0	0	0	0	0
Multi use Games Area at Canons	CE055CA	SC	215,000	0	0	0	0	0	0	0	0	0
St Marks Academy Flood Lights	CE056CA	SC	93,330	0	0	0	0	0	0	0	0	0
Public Halls	CE149AA	SC	20,000	0	0	0	0	0	0	0	0	0
GLL Football		SC	25,000									
Wimbledon Park Lake De-Silting			0	0	0	0	1,500,000	0	0	0	0	0
Total Leisure Centres			734,290	1,200,000	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000
Other E&R												
Big Lottery Play Areas	CE044MA	SC	27,160	0	0	0	0	0	0	0	0	0
Priests House			0	300,000	0	0	0	0	0	0	0	0
Mobile Working Initiative	CE095EA	SC	65,500	0	0	0	0	0	0	0	0	0
WI mith Dilapidations	CE129SA	SC	86,680	0	0	0	0	0	0	0	0	0
Re Ω ild Wall	CE129SA	SC	55,000	0	0	0	0	0	0	0	0	0
Total Other E&R			234,340	300,000	0	0	0	0	0	0	0	0
On add Off Street Parking												
Tackling Traffic Congestion			1,300,000	0	0	0	0	0	0	0	0	0
Improved parking- shop parades	CE132FA	SC	42,910	0	0	0	0	0	0	0	0	0
Total On and Off Street Parking			1,342,910	0	0	0	0	0	0	0	0	0
Regeneration Partnerships												
Industrial Estate Investment	CE059FA	SC	0	750,000	0	0	0	0	0	0	0	0
Colliers Wd- Regeneration Fund	CE006FB	SC	1,336,420	0	0	0	0	0	0	0	0	0
Mitcham - Outer London Fund	CE006FC	SC	78,660	0	0	0	0	0	0	0	0	0
Mitcham Major schemes	CE006FD	SC	200,000	1,800,000	885,000	0	0	0	0	0	0	0
Restoration of South Park Gdns	CE015CA	SC	169,890	0	0	0	0	0	0	0	0	0
Sect106 Bottleneck Skills Grnt	CE060RA	SC	14,070	0	0	0	0	0	0	0	0	0
B678 Commonside East	CE001FA	SC	55,010	0	0	0	0	0	0	0	0	0
S106 Wim broadwy CA	CE061FA	SC	0	46,480	0	0	0	0	0	0	0	0
Town Centre Investment	CE061FB	SC	0	1,688,000	1,037,000	0	0	0	0	0	0	0
Mitcham Town Centre Improvements	CE061FE	SC	400,000	301,630	0	0	0	0	0	0	0	0
Colliers Wood Town Centre Improvements	CE061FF	SC	90,000	0	0	0	0	0	0	0	0	0

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
B550 Mitcham means Business	CE064FA	SC	38,900	0	0	0	0	0	0	0	0	0
B672a-f Connecting Colliers Wood	CE049CA	SC	0	72,350	0	0	0	0	0	0	0	0
Total Regeneration Partnerships			2,382,950	4,658,460	1,922,000	0	0	0	0	0	0	0
Plans and Projects												
Climate Change Initiatives	CE052MA	SC	70,000	0	0	0	0	0	0	0	0	0
Total Plans and Projects			70,000	0	0	0	0	0	0	0	0	0
Street Lighting												
Street Lighting Replacement Pr	CE068FA	SC	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												
Street scene enhancements	CE066FE	SC	15,000	250,000	0	0	0	0	0	0	0	0
B5 🍑 Shop Front Improvement	CE066FG	SC	0	42,510	0	0	0	0	0	0	0	0
B5 a Street Scene Improvement	CE066FH	SC	0	17,680	0	0	0	0	0	0	0	0
Street Tree Programme	CE067FA	SC	65,000	65,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Street Scene			80,000	375,190	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Transport for London												
Accesibility Programme	CE104FD	SC	120,000	0	0	0	0	0	0	0	0	0
Cycle access/parking	CE104FG	SC	184,000	0	0	0	0	0	0	0	0	0
Victoria Rd Bus Access Impr	CE104FL	SC	18,400	0	0	0	0	0	0	0	0	0
Poulter Park (Wandle Trail)	CE104FN	SC	22,000	0	0	0	0	0	0	0	0	0
Casualty Reduction & Schools	CE104RA	SC	184,000	0	0	0	0	0	0	0	0	0
Unallocated	CE104MA	SC	0	1,310,000	1,271,000	0	0	0	0	0	0	0
TFL Projected Slippage	CE026SA	SC	319,010	0	0	0	0	0	0	0	0	0
Biking Borough Programme	CE128RA	SC	27,600	0	0	0	0	0	0	0	0	0
Cycle Improvements	CE104RM	SC	90,000	0	0	0	0	0	0	0	0	0
Central Road			342,000	0	0	0	0	0	0	0	0	0
Bewley Bridge	CE111FG	SC	25,540	0	0	0	0	0	0	0	0	0
The Broadway-Russell to Merton Rd	CE105FO	SC	109,250	0	0	0	0	0	0	0	0	0
Bus Stop Compliance	CE105FR	SC	128,800	0	0	0	0	0	0	0	0	0
Coombe Lane			85,500	0	0	0	0	0	0	0	0	0
Morden Rd Kingston Rd to High Path	CE105FQ	SC	57,950	0	0	0	0	0	0	0	0	0
Mitcham Town Centre	CE104FP	SC	290,000	0	0	0	0	0	0	0	0	0

APPENDIX 3

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
A298/A238 Strategic Corridor	CE104FQ	SC	291,000	0	0	0	0	0	0	0	0	0
Total Transport for London			2,295,050	1,310,000	1,271,000	0	0	0	0	0	0	0
Traffic and Parking Management												
Traffic Schemes	CE142FA	SC	135,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Replace Parking Phone System	CE150NA	SC	37,500	0	0	0	0	0	0	0	0	0
S106 Cycle Imp Beverley Rounda		SC	43,500	0	0	0	0	0	0	0	0	0
Total Traffic and Parking Management			216,730	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	CE082EA	SC	590,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Network Rail	CE085FA	SC	0	9,400	0	0	0	0	0	0	0	0
Shared Space	CE085FF	SC	0	20,000	0	0	0	0	0	0	0	0
B609 Wim Town Centre trans imp	CE085FR	SC	0	5,000	0	0	0	0	0	0	0	0
B610 Wim Town Centre trans imp	CE085FS	SC	30,000	12,490	0	0	0	0	0	0	0	0
Treportation Enhancements	CE085FW	SC	0	5,000,000	0	0	0	0	0	0	0	0
Total Transport and Plant			620,000	5,546,890	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Sa Merton - CCTV & ASB												
CCTV (match funding)	CE002EA	SC	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
Waste Operations												
Alley Gating Scheme - Fly Tip	CE087FA	SC	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Re-use/recycling Site Maintena	CE090SA	SC	29,000	23,500	0	0	0	0	0	0	0	0
Waste Bins - Finance Lease	CE001EC	SC	5,500	5,500	5,500	5,500	5,500	0	0	0	0	0
Waste Phase B - Replace RCVs	CE092EA	SC	30,900	0	0	0	0	0	0	0	0	0
GPS Vehicle Tracking	CE148EA	SC	130,000	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			13,097,750	17,470,560	17,274,500	5,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref	Description of Saving			2016/17 £000	2017/18 £000
2014/17	EN14	Service/Section	Waste and Street Cleansing Operations			
		Description	Mobile technology including GPS and in cab monitors. 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.	100		
		Service Implication	None			
		Staffing	3fte			
		Business Plan	None			
		implications Impact on other departments	Call centre			
		Equalities Implications	None			
			Total Environment and Regeneration Savings	100	0	0

Deferred Savings proposals

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

	Budget Process	Ref	Description of Saving		2015/16 £000	2016/17 £000	2017/18 £000
7	2014/17	EN14	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities	Waste and Street Cleansing Operations Mobile technology including GPS and in cab monitors. 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. None 3fte None Call centre	-100	100	
				Total Environment and Regeneration Savings	-100	100	0

DRAFT MTFS 2015-19: RE-PRICED AND ROLLED FORWARD

	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	, o	1,000	2,000	2,000
FYE - Previous Years Savings	(4,252)	(9,149)	(10,576)	(10,576)
Replacement Savings	340	Ò	Ò	Ò
Income – Additional Fees/Charges	0	0	0	0
Growth	1,000	1,000	1,000	1,000
Revenuisation	(334)	(436)	(436)	(436)
Taxi card/Concessionary Fares	158	608	1,058	1,508
Education Services Grant	654	654	654	654
NHS t/f of Social Care Funding	(100)	(100)	(100)	(100)
Other (inc. reduced service grants)	610	986	1,056	1,129
Re-Priced Departmental Budget	145,675	145,761	149,456	153,578
Treasury/Capital financing	13,685	14,386	15,782	17,180
Pensions	4,205	4,395	4,592	4,799
Other Corporate items	(11,769)	(12,474)	(12,473)	(12,473)
Levies	637	637	637	637
Sub-total: Corporate provisions	6,758	6,944	8,538	10,143
	450 400	450 705	457.004	400 700
BUDGET REQUIREMENT	152,433	152,705	157,994	163,722
Fronted by				
Funded by:	(20.426)	(24.407)	(45.022)	(11.000)
Revenue Support Grant	(30,136)	(24,107)	V	(11,988)
Business Rates (inc. Section 31 grant)	(33,961)	(33,931)	(35,155)	(36,515)
C. Tax Freeze Grant 2015/16	(868)	(4.707)	(4.707)	(4.707)
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,487)	(2,000)	(2,000)	(2,000)
Council Tax inc. WPCC	(77,051)	(77,435)	(77,821)	(78,208)
Collection Fund – (Surplus)/Deficit TOTAL FUNDING	421 (148,879)	(142,270)	(135,706)	(133,508)
ITOTAL FUNDING			(135,706)	(133,506)
	(140,073)	(142,210)		
		, , ,	22.289	30.214
GAP excluding Use of Reserves (Cumulative)	3,554	10,435	22,289	30,214
GAP excluding Use of Reserves (Cumulative)	3,554	10,435	·	·
		, , ,	(3,914)	30,214
GAP excluding Use of Reserves (Cumulative) - Use of Reserves	3,554	10,435	·	·
GAP excluding Use of Reserves (Cumulative)	3,554	10,435	(3,914)	0
GAP excluding Use of Reserves (Cumulative) - Use of Reserves	3,554	10,435	(3,914)	30,214
GAP excluding Use of Reserves (Cumulative) - Use of Reserves GAP including Use of Reserves (Cumulative)	3,554 (2,841) 713	10,435 1,003 11,438	(3,914)	0

Draft Departmental Budget Summaries 2015-16

SUMMARY - SUBJECTIVE ANALYSIS 2014/15 **FULL TIME EQUIVALENTS** 2015/16 Total FTE Staff 2,200.5 2,176.1 SUBJECTIVE ANALYSIS OF ESTIMATES 2014/15 Other 2015/16 **Estimate** Inflation **Variations Estimate** £000 £000 £000 £000 Expenditure 1,085 Employees 90.272 608 91.965 Premises 8,808 87 (367)8,527 12,824 106 13,608 Transport 678 Supplies and Services 159,257 3,709 163,819 853 Third Party Payments 79,750 1,005 481 81,237 Transfer Payments 108,354 0 (4,419)103,934 Support Services 30,821 0 1,489 32,310 Depreciation and Impairment Losses 15,226 1,280 16,506 **GROSS EXPENDITURE** 505,312 3,136 3,459 511,906 Income **Government Grants** (250,308)0 452 (249,856)Other Reimbursements and Contributions (22,368)0 (1,224)(23,592)**Customer and Client Receipts** (55,874)0 (3,369)(59,243)Interest (44)0 (44)Recharges (31,372)0 (1,646)(33,018)Reserves (929)0 1,203 274 **GROSS INCOME** (360,894) 0 (4,585) (365,480) **NET EXPENDITURE** 144,417 3,136 (1,126)146,427 Corporate Provisions 18,125 (15,671)2,452 (0)**NET EXPENDITURE** 162,542 3,136 (16,798)148,879 Funded by: 9,602 Revenue Support Grant (39,738)0 (30, 136)0 **Business Rates** (34,371)410 (33,961)0 New Homes Bonus (3,199)712 (2,487)0 (1,709)(76,758)Council Tax (75,049)Council Tax Freeze Grant 2015/16 0 (868)(868)Council Tax Freeze Grant 2014/15 0 (858)858 WPCC Levy (293)0 (293)Collection Fund (4,236)0 4,657 421 PFI Grant (4,797)0 (4,797)(162,542)0 13,663 (148,879)3,136 (3,136)0 Other Variations: Contingency/Other £000 Major Items: Corporate Provisions fte Corporate borrowing and Investment 104 0.0 Further provision for revenuisation/RCCO (2,101)0.0 Pension Fund and Auto-enrolment (9,392)0.0 Contingency and centrally held provisions (98)0.0 110 0.0 Change in Grants Appropriation to/from Reserves (2,841)0.0 Depreciation and impairment (1,279)0.0 CHAS - dividend 0.0 (174)Levies 0.0 0 TOTAL (15,671)

FULL TIME EQUIVALENTS		Ī	2014/15	2015/16
Total FTE Staff			2,200.5	2,176.
			,	,
SERVICE AREA ANALYSIS	2014/15		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Corporate Services	11,285	251	(306)	11,229
Education Services] 1 CSF	48,040	853	(4)	48,889
Children's Services]	13,515		(-)	,
Environment and Regeneration	22,853	363	(371)	22,84
Adult Social Care]			(445)	
Cultural Services] C&H Housing General Fund]	61,333	832	(445)	61,720
, issues in great and a second of the second				
Public Health	0	0	0	(
Single Status	100	0	0	100
Pay Award	807	837	0	1,644
TOTAL NET SERVICE EXPENDITURE	144,417	3,136	(1,126)	146,427
Corporate Provisions/Appropriations	18,125	0	(15,671)	2,453
NET EXPENDITURE	162,542	3,136	(16,798)	148,879
Funded by:				
Revenue Support Grant	(39,738)	0	9,602	(30,136
Business Rates New Homes Bonus	(34,371) (3,199)	0	410 712	(33,961 (2,487
Council Tax	(75,049)	0	(1,709)	(76,758
Council Tax Freeze Grant 2015/16	(10,040)	0	(868)	(868
Council Tax Freeze Grant 2014/15	(858)	0	858	()
WPCC Levy	(293)	0	0	(293
Collection Fund	(4,236)	0	4,657	`42 ⁻
PFI Grant	(4,797)	0	0	(4,797
	(162,542)	0	13,663	(148,879
	0	3,136	(3,136)	(
Other Variations: Contingency/Other			T	
Major Items: Corporate Provisions			£000	fte
Corporate borrowing and Investment			104	0.0
Further provision for revenuisation/RCCO			(2,101)	0.0
Pension Fund and Auto-enrolment			(9,392)	0.0
Contingency and centrally held provisions			(98)	0.0
Change in Grants			110	0.0
Appropriation to/from Reserves			(2,841)	0.0
Depreciation and impairment			(1,279)	0.0
CHAS - dividend			(174)	0.0
Levies			0	0.0

CORPORATE ITEMS ANALYSIS

	2014/15		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Cost of Borrowing including Minimum Revenue Provision	14,103	0	117	14,220
Further provision for revenuisation/RCCO	2,165	0	(2,101)	64
Pension Fund	13,134	0	(9,392)	3,742
Pensions: Auto-enrolment	300	0	0	300
Centrally held provision for Utilities inflation	300	0	(200)	100
Adjustment re Income re P3/P4	400	0	0	400
Provision for excess inflation	585	0	102	687
Bad Debt Provision	500	0	0	500
Contingency	1,500	0	0	1,500
Change in Corporate Specific and Special Grants	(47)	0	110	63
Levies:-				
Lee Valley	214		0	214
London Pensions Fund	266		0	266
Environment Agency	157		0	157
WPCC	293		0	293
GROSS EXPENDITURE	33,871	0	(11,365)	22,507
Income				
Investment Income	(522)		(13)	(535)
Depreciation & Impairment	(15,227)		(1,279)	(16,505)
· · · · · · · · · · · · · · · · · · ·	` '			,
Use of Reserves - Closing the Gap Reserve	0		(2,841)	(2,841)
CHAS Dividend	0		(174)	(174)
GROSS INCOME	(15,749)	0	(4,307)	(20,055)
NET EXPENDITURE	18,123	0	(15,671)	2,451



2015/2016 ESTIMATES

CORPORATE SERVICES DEPARTMENT

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Sutton TUPE staff
Total FTE

2014/15	2015/16
457.5	453.3
14.0	45.0
40.6	39.0
512.1	537.3

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	23,220	22	(306)	22,936
Premises	2,882	35	(130)	2,787
Transport	143	2	(5)	139
Supplies and Services	11,078	172	235	11,485
Third Party Payments	1,333	20	(10)	1,343
Transfer Payments	98,188	0	(4,478)	93,710
Support Services	9,259	0	0	9,259
Depreciation and Impairment Losses	1,919	0	125	2,045
GROSS EXPENDITURE	148,022	251	(4,569)	143,704
In a sure				
Income	(00,000)	0	4 740	(05.405)
Government Grants	(99,909)	0	4,743	(95,165)
Other Reimbursements and Contributions	(5,393)	0	(2.42)	(5,383)
Customer and Client Receipts	(6,183)	0	(343)	(6,526)
Interest	(05.053)	0	(4.47)	(05.400)
Recharges	(25,253)	0	(147)	(25,400)
Reserves	0	0	0	0
GROSS INCOME	(136,738)	0	4,263	(132,475)
NET EXPENDITURE	11,285	251	(306)	11,229

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Sutton TUPE staff
Total FTE

2014/15	2015/16
457.5	453.3
14.0	45.0
40.6	39.0
512.1	537.3

2014/15 Original Estimate £000 2,465 (0) 69 1,610	Inflation £000 30 77 14	Other Variations £000 (52) (172) 51	2015/16 Estimate £000 2,443 0 (95) 0 134 0
£000 2,465 (0) 69	£000 30 77 14	£000 (52) (172) 51	2,443 0 (95) 0 134
£000 2,465 (0) 69	£000 30 77 14	£000 (52) (172) 51	2,443 0 (95) 0 134
2,465 (0) 69	30 77 14	(52) (172) 51	2,443 0 (95) 0 134
(0) 69	77 14	(172) 51	0 (95) 0 134
(0) 69	77 14	(172) 51	0 (95) 0 134
69	14	51	0 134
			134
1,610	18	(000)	0
1,610	18		,
		(268)	1,361
1 0 4 0	70	470	0 104
1,942	73	178	2,194
4	13	(44)	(27)
		(/	0
5,195	24	0	5,219
11,285	251	(306)	11,229
0	0	0	0
٥	U	U	0
0	0	0	0
0	0	0	0
11,285	251	(306)	11,229
	11,285 0 0	4 13 5,195 24 11,285 251 0 0 0 0 0 0	4 13 (44) 5,195 24 0 11,285 251 (306) 0 0 0 0 0 0

INFRASTRUCTURE & TRANSACTIONS

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room and Transactional services. Safety services was transferred to Infrastructure and Transactions in December 2014.

FULL TIME EQUIVALENTS (FTE) Number of Permanent Staff Number of Fixed term contracts Total FTE

2014/15	2015/16
82.7	89.7
0.0	5.0
82.7	94.7

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure	2000	2000	2000	2000
Employees	3,365	0	214	3,579
Premises	2,733	33	(121)	2,645
Transport	33	1	3	36
Supplies and Services	2,688	41	84	2,812
Third Party Payments	207	3	0	210
Transfer Payments	0	0	0	0
Support Services	875	0	101	976
Depreciation and Impairment Losses	1,916	0	128	2,045
	,			,
GROSS EXPENDITURE	11,815	77	409	12,302
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(2,063)	0	(343)	(2,406)
Interest	(2,000)	0	(0.0)	(2, 100)
Recharges	(9,752)	0	(238)	(9,990)
Reserves	0	0	0	(5,555)
		· ·		
GROSS INCOME	(11,815)	0	(581)	(12,396)
NET EXPENDITURE	(0)	77	(172)	(95)

Major Items	£000	fte
Previous years savings	(462)	(3.2)
New savings	(31)	
Transfer between departments	169	9.3
Technical adjustments	24	5.9
Depreciation adjustments	128	
Overheads adjustments		
TOTAL	(172)	12.0

CUSTOMER SERVICES

The Customer Services Division consists of: Merton Link (including the Cash Office, Translation Services and Contact Centre), Support Team, Local Taxation (including Business Rates, Baliff Team and Recovery Team), Benefits Administration, Registrars, Debt Recovery, Corporate Communications, Web Team and Consultation & Community Engagement

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2014/15	2015/16
137.4	136.4
2.0	7.0
139.4	143.4

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Original Estimate	Inflation	Other Variations	2015/16 Estimate
Evpanditura	£000	£000	£000	£000
Expenditure	5,038	0	(00)	4.047
Employees Premises	20	0	(90) 0	4,947 20
	63	0		64
Transport	1.447	1	0	-
Supplies and Services	1, 44 7 461	22 7	(44)	1,425
Third Party Payments	367	-	(10)	458
Transfer Payments		0	(367)	0
Support Services	2,465	0	0	2,465
Depreciation and Impairment Losses	3	0	(3)	0
GROSS EXPENDITURE	9,865	30	(514)	9,381
Income				
Government Grants	(1,981)	0	462	(1,519)
Other Reimbursements and Contributions	(930)	0	0	(1,519)
Customer and Client Receipts	(2,184)	0	0	(2,184)
Interest	(2,104)	0	0	(2,104)
Recharges	(2,305)	0	0	(2,305)
Reserves	(2,303)	0	0	(2,303)
LESEI VES	U	U	U	U
GROSS INCOME	(7,400)	0	462	(6,938)
NET EXPENDITURE	2,465	30	(52)	2,443

Major Items	£000	fte
Previous years savings	(40)	(1.0)
New savings	(33)	
Transfer between departments		
Technical adjustments	24	5.0
Depreciation adjustments		
Overhead adjustments	(3)	
TOTAL	(52)	4.0

BUSINESS IMPROVEMENT

The Business Improvement Division consists of IT Business Systems, IT Business Process Reengineering, Business Improvement and Programme Office.

FULL TIME EQUIVALENTS
Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2	2014/15	2015/16
	30.9	31.5
	11.0	21.0
	41.9	52.5

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,541	0	(60)	1,481
Premises	0	0		0
Transport	3	0		3
Supplies and Services	928	14	111	1,054
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	318	0	0	318
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	2,791	14	51	2,856
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(84)	0	0	(84)
Interest	` ó	0	0	` ó
Recharges	(2,638)	0	0	(2,638)
Reserves	Ó	0	0	Ó
GROSS INCOME	(2,722)	0	0	(2,722)
NET EXPENDITURE	69	14	51	134

Major Items	£000	fte
Previous years savings	(81.0)	(1.0)
New savings	(10.0)	
Transfer between departments		
Technical adjustments	142.0	1.5
Depreciation adjustments		
Overheads adjustments		
TOTAL	51.0	0.5

CORPORATE GOVERNANCE

The Corporate Governance Division consists of the South London Legal Partnership, Internal Audit, Investigations, Democracy Services, Electoral Services and Information Governance. Safety Services was transferred to Infrastructure and Transactions in December 2014.

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2014/15	2015/16
134.5	123.8
0.0	7.0
134.5	130.8

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 2014/15	Inflation	Other Variations	2015/16 Estimate
	£000	£000	£000	£000
Expenditure				
Employees	6,599	0	(332)	6,267
Premises	10	0	(3)	7
Transport	35	0	(3)	32
Supplies and Services	1,654	18	(122)	1,550
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	509	0	(101)	408
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	8,807	18	(561)	8,264
	8,807	18	(561)	8,264
Income			, ,	8,264
	(170)	0	170	0
Income Government Grants Other Reimbursements and Contributions	(170) (4,412)		, ,	0 (4,379)
Income Government Grants	(170)	0 0	170	0
Income Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest	(170) (4,412) (530) 0	0 0 0	170 33 0	0 (4,379) (530) 0
Income Government Grants Other Reimbursements and Contributions Customer and Client Receipts	(170) (4,412) (530)	0 0	170 33 0	0 (4,379)
Income Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest Recharges	(170) (4,412) (530) 0 (2,085)	0 0 0 0	170 33 0	0 (4,379) (530) 0
Income Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest Recharges	(170) (4,412) (530) 0 (2,085)	0 0 0 0	170 33 0	0 (4,379) (530) 0

Major Items	£000	fte
Previous years savings	(156)	(1.0)
New savings		
Transfer between departments	(181)	(5.5)
Technical adjustments	69	2.8
Depreciation adjustments		
Overhead adjustments		
TOTAL	(268)	(3.7)

RESOURCES

The Resources Division consists of Policy & Strategy, Commercial Services, Business Planning, Accountancy and Business Partners . The Pensions service is now managed by LB Wandsworth.

FULL TIME EQUIVALENTS Number of Permanent Staff Number of Fixed term contracts Total FTE

2014/15	2015/16
67.2	67.4
1.0	5.0
68.2	72.4

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16
	Original	ludiation	Maniatiana	F-4:4-
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	3,821	0	(19)	3,802
Premises	105	2	(6)	100
Transport	4	0		4
Supplies and Services	3,834	69	207	4,110
Third Party Payments	169	3	0	171
Transfer Payments	9	0	0	9
Support Services	718	0	0	718
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	8,660	73	182	8,915
Images				
Income		0		
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(50)	0	(4)	(54)
Customer and Client Receipts	(753)	0	0	(753)
Interest	0	0	0	0
Recharges	(5,914)	0	0	(5,914)
Reserves	0	0	0	0
GROSS INCOME	(6,718)	0	(4)	(6,721)
NET EXPENDITURE	1,942	73	178	2,194

Major Items	£000	fte
Previous years savings New savings	(5) (17)	
Transfer between departments Technical adjustments Depreciation adjustments	200	4.2
Overhead adjustments		
TOTAL	178	4.2

HR

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

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Sutton TUPE staff
Total FTE

ı	2014/15	2015/16
ı	4.8	4.5
ı	0.0	0.0
ı	40.6	39.0
ı	45.4	43.5

SUBJECTIVE ANALYSIS OF ESTIMATES	2013/14 Original Estimate £000	Inflation £000	Other Variations	2015/16 Estimate £000
Expenditure	2000	2000	2000	2000
Employees	2,185	6	(19)	2,172
Premises	15	0	(,	15
Transport	5	0	(5)	(0)
Supplies and Services	218	3	0	221
Third Party Payments	259	4	0	263
Transfer Payments	0	0	0	0
Support Services	451	0	0	451
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	3,132	13	(24)	3,121
Income		•		
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	(20)	(20)
Customer and Client Receipts	(569)	0	0	(569)
Interest	(0.550)	0	0	(0.550)
Recharges	(2,559)	0	0	(2,559)
Reserves	0	0	0	0
GROSS INCOME	(3,128)	0	(20)	(3,148)
NET EXPENDITURE	4	13	(44)	(27)

Major Items	£000	fte
Previous years savings	(5)	
New savings	(39)	
Transfer between departments		
Technical adjustments		(1.9)
Depreciation adjustments		
Overheads adjustments		
TOTAL	(44)	(1.9)

CORPORATE ITEMS

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

FULL TIME EQUIVALENTS(FTE)
Number of Permanent Staff

2014/15	2015/16
0	0

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Original		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees*	672	16	0	688
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	308	5	0	313
Third Party Payments	238	4	0	242
Transfer Payments	97,812	0	(4,112)	93,700
Support Services	3,923	0	0	3,923
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	102,953	24	(4,112)	98,866
Income				
Government Grants	(97,758)		4,112	(93,647)
Other Reimbursements and Contributions	0		0	0
Customer and Client Receipts	0		0	0
Interest	0		0	0
Recharges	(0)		0	(0)
Reserves	0		0	0
GROSS INCOME	(97,758)	0	4,112	(93,647)
			•	
NET EXPENDITURE	5,195	24	0	5,219

Major Items	£000	fte
Technical adjustments	(80)	
Overheads adjustments	(34)	
TOTAL	(114)	0.0

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



2015/2016 ESTIMATES

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of Permanent Staff

Number of DSG Staff

Number of Fixed term contracts

Total FTE

2014/15	2015/16
445.5	461.8
75.4	73.7
0.0	0.0
520.9	535.6

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Estimate £000	Inflation £000	Other Variations	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
Expenditure	2000	2000	2000	2000	2000	2000
Employees	25,140	22	740	25,902	4,136	21,766
Premises	1,426	6	132	1,564	309	1,255
Transport	3,340	47	(6)	3,381	65	3,316
Supplies and Services	138,679	570	3,388	142,637	134,649	7,988
Third Party Payments	27,129	208	20	27,357	10,191	17,166
Transfer Payments	417	0	(57)	360	0	360
Support Services	4,570	0	0	4,570	138	4,432
Depreciation and Impairment Losses	5,235	0	2	5,237	0	5,237
GROSS EXPENDITURE	205,936	853	4,219	211,008	149,488	61,520
Income						
Government Grants	(147,012)	0	(3,708)	(150,720)	(146,253)	(4,467)
Other Reimbursements and Contributions	(6,507)	0	(752)	(7,259)	(1,015)	(6,244)
Customer and Client Receipts	(4,421)	0	51	(4,370)	(2,220)	(2,150)
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	` ó
Reserves	88	0	186	274	0	274
GROSS INCOME	(157,896)	0	(4,223)	(162,119)	(149,488)	(12,631)
NET EXPENDITURE	48,040	853	(4)	48,889	0	48,889

Major Items	£000	fte
Savings	(781)	-6.5
Overhead adjustments	0	
Depreciation adjustments	38	
Technical adjustments	739	
Revenuisation	0	
Transfers between departments	0	
TOTAL	(4)	(6.5)

SERVICE AREA ANALYSIS	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
Senior Management	1,296	11	38	1,345	0	1,345
Childrens Social Care	13,128	33	(685)	12,476	96	12,380
Commissioning, Strategy and Performance	13,260	94	168	13,522	4,266	9,256
Education	34,728	124	96	34,948	21,833	13,115
Schools	(21,200)	0	59	(21,141)	(26,195)	5,054
Other Childrens, Schools and Families	6,828	591	320	7,739	0	7,739
TOTAL NET EXPENDITURE	48,040	853	(4)	48,889	0	48,889

Senior Management

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

FULL TIME EQUIVALENTS

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

1	2014/15	2015/16
	4.0	4.0
	0.0	0.0
	0.0	0.0
	4.0	4.0

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Estimate	Inflation	Other Variations	2015/16 Estimate	2015/16 DSG Estimate	2015/16 LA Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	494	0	29	523	0	523
Premises	0	0	0	0	0	0
Transport	1	0	0	1	0	1
Supplies and Services	743	11	9	763	0	763
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	58	0	0	58	0	58
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	1,296	11	38	1,345	0	1,345
Income						
Government Grants	0	0	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0	0	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	0	0	0	0	0	0
NET EXPENDITURE	1,296	11	38	1,345	0	1,345

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	0	
Shared legal services devolved budgets	0	
Technical adjustments	38	
TOTAL	38	0.0

Children's Social Care

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

FULL TIME EQUIVALENTS

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2014/15	2015/16
205.2	207.7
2.0	2.0
0.0	0.0
207.2	209.7

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Estimate	Inflation	Other Variations	2015/16 Estimate	2015/16 DSG Estimate	2015/16 LA Estimate
	£000	£000	£000	£000	£000	£000
Expenditure	2000	2000	2000	2000	2000	
Employees	9,503	3	109	9,615	89	9,526
Premises	125	2	(33)	94	0	94
Transport	187	3	2	192	1	191
Supplies and Services	1,160	12	(73)	1,099	6	1,093
Third Party Payments	1,781	13	(552)	1,242	0	1,242
Transfer Payments	398	0	(57)	341	0	341
Support Services	1,745	0	0	1,745	0	1,745
Depreciation and Impairment Losses	11	0	0	11	0	11
GROSS EXPENDITURE	14,910	33	(604)	14,339	96	14,243
Income						
Government Grants	(982)	0	(296)	(1,278)	0	(1,278)
Other Reimbursements and Contributions	(609)	0	24	(585)	0	(585)
Customer and Client Receipts	(5)	0	5	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	(186)	0	186	0	0	0
GROSS INCOME	(1,782)	0	(81)	(1,863)	0	(1,863)
NET EXPENDITURE	13,128	33	(685)	12,476	96	12,380

Major Items	£000	fte
Savings	(220	(4.5)
Overhead adjustments		0
Depreciation adjustments		0
Transfer between departments		0
Technical adjustments	(465)
TOTAL	(685	(4.5)

Commissioning, Strategy and Performance

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

FULL TIME EQUIVALENTS

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2014/15	2015/16	
50.4	46.2	
5.9	5.9	
0.0	0.0	
56.3	52.0	

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure
Employees
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Support Services
Depreciation and Impairment Losses
GROSS EXPENDITURE
Income
Government Grants
Other Reimbursements and Contributions
Customer and Client Receipts
Interest
Recharges
Reserves
GROSS INCOME NET EXPENDITURE

2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
Estimate	Inflation	Variations	Estimate	Estimate	Estimate
£000	£000	£000	£000	£000	£000
2,258	0	14	2,272	203	2,069
532	2	(11)	523	125	398
40	0	(3)	37	5	32
6,349	64	(145)	6,268	2,030	4,238
5,862	28	372	6,262	3,752	2,510
0	0	0	0	0	0
595	0	0	595	32	563
0	0	0	0	0	0
15,636	94	227	15,957	6,147	9,810
(106)	0	32	(74)	0	(74)
(310)	0	27	(283)	(28)	(255)
(1,960)	0	(118)	(2,078)	(1,853)	(225)
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
(2,376)	0	(59)	(2,435)	(1,881)	(554)
13,260	94	168	13,522	4,266	9,256

Major Items	£000	fte	
Savings	(3:	21)	0.0
Overhead adjustments		0	
Transfer between departments		0	
Revenuisation		0	
Technical adjustments	4	189	
TOTAL	1	168	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Education

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

FULL TIME EQUIVALENTS

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2014/15	2015/16
183.7	201.8
67.5	65.9
0.0	0.0
251.2	267.6

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16 DSG	2015/16 LA	
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate	
	£000	£000	£000	£000	£000	£000	
Expenditure							
Employees	10,106	0	598	10,704	3,206	7,498	
Premises	734	3	176	913	150	763	
Transport	3,112	44	(5)	3,151	58	3,093	
Supplies and Services	13,956	58	162	14,176	12,465	1,711	
Third Party Payments	9,435	19	97	9,551	6,440	3,111	
Transfer Payments	19	0	0	19	0	19	
Support Services	2,156	0	0	2,156	106	2,050	
Depreciation and Impairment Losses	191	0	(19)	172	0	172	
GROSS EXPENDITURE	39,709	124	1,009	40,842	22,425	18,417	
Income							
Government Grants	(250)	0	(66)	(316)	(146)	(170)	
Other Reimbursements and Contributions	(2,337)	0	(949)	(3,286)	(79)	(3,207)	
Customer and Client Receipts	(2,394)	0	102	(2,292)	(367)	(1,925)	
Interest	0	0	0	0	0	0	
Recharges	0	0	0	0	0	0	
Reserves	0	0	0	0	0	0	
	1						

Other Variations are analysed as follows:

GROSS INCOME

NET EXPENDITURE

Major Items	£000	fte
Savings	(240)	(2.0)
Overhead adjustments	0	
Transfer between departments	0	
Depreciation adjustments	17	
Technical adjustments	319	
TOTAL	96	(2.0)

(4,981)

34,728

(913)

0

(5,894)

34,948

(592)

21,833

(5,302)

13,115

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Schools

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

FULL TIME EQUIVALENTS

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2014/15	2015/16
0.0	0.0
0.0	0.0
0.0	0.0
0.0	0.0

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure
Employees
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Support Services
Depreciation and Impairment Losses
GROSS EXPENDITURE
Income
Government Grants
Other Reimbursements and Contributions
Customer and Client Receipts
Interest
Recharges
Reserves
GROSS INCOME
NEI EXPENDITURE

2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
Estimate	Inflation	Variations	Estimate	Estimate	Estimate
£000	£000	£000	£000	£000	£000
639	0	(1)	638	638	0
34	0	0	34	34	0
0	0	0	0	0	0
116,251	0	3,897	120,148	120,148	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
5,033	0	21	5,054	0	5,054
121,957	0	3,917	125,874	120,820	5,054
(142,104)	0	(4,003)	(146,107)	(146,107)	0
(1,053)	0	145	(908)	(908)	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
(143,157)	0	(3,858)	(147,015)	(147,015)	0
(21,200)	0	59	(21,141)	(26,195)	5,054

Major Items	£000	fte
Depreciation adjustments	21	
Technical adjustments	38	
TOTAL	59	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Other Children Schools and Families Budgets

This budget covers asylum seeker costs, past and present pension and redundancy costs, ESG income and PFI unitary charges.

FULL TIME EQUIVALENTS

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2014/15	2015/16
2.2	2.2
0.0	0.0
0.0	0.0
2.2	2.2

(4,913)

7,739

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
Expenditure						
Employees	2,140	18	(7)	2,151	0	2,151
Premises	0	0	0	0	0	0
Transport	0	0	0	0	0	0
Supplies and Services	221	425	(462)	184	0	184
Third Party Payments	10,050	148	103	10,301	0	10,301
Transfer Payments	0	0	0	0	0	0
Support Services	16	0	0	16	0	16
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	12,427	591	(366)	12,652	0	12,652
Income						
Government Grants	(3,570)	0	625	(2,945)	0	(2,945)
Other Reimbursements and Contributions	(2,198)	0	0	(2,198)	0	(2,198)
Customer and Client Receipts	(61)	0	61	0	0	0
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	274	0	0	274	0	274

Other Variations are analysed as follows:

GROSS INCOME

NET EXPENDITURE

Major Items	£000	fte
Savings	(
Overhead adjustments		
Technical adjustments	320	
TOTAL	320	0.0

(5,599)

6,828

0

591

686

320

(4,913)

7,739



2015/2016 ESTIMATES

ENVIRONMENT AND REGENERATION DEPARTMENT

SUMMARY: ENVIRONMENT & REGENERATION

FULL TIME EQUIVALENTS (FTE) Permanent Staff Fixed Term Contract TUPE Staff Total FTE

2014/15	2015/16
636	637

2015/2016

Estimate £000

17,049

(7,811)

13,581

0

26

22,845

	CHANGE BETWEEN YEARS				
SERVICE AREA ANALYSIS	2014/2015		Other	20	
	Original Estimate	Inflation	Variations	Е	
	£000	£000	£000		
Street Scene and Waste	25,561	242	(8,754)		
Public Protection and Development	(5,741)	25	(2,095)		
Sustainable Communities	1,785	93	11,703		
Safer Merton	1,248	0	(1,248)		
Senior Management and Support	0	3	23		
TOTAL EXPENDITURE	22,853	363	(371)		

Departmental Summary

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
TUPE Staff
Total FTE

2014/15	2015/16
636	637

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015		Other	2015/2016
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	21,896	103	694	22,693
Premises	3,406	29	(347)	3,088
Transport	8,140	39	687	8,866
Supplies and Services	4,325	46	220	4,591
Third Party Payments	9,504	146	739	10,390
Transfer Payments	16	0	(7)	9
Support Services	8,635	0	1,343	9,979
Depreciation and Impairment Losses	7,333	0	1,250	8,583
GROSS EXPENDITURE	63,255	363	4,581	68,199
Income				
Government Grants	(410)	0	(358)	(768)
Other Reimbursements and Contributions	(2,413)	0	(1,181)	(3,593)
Customer and Client Receipts	(33,618)	0	(3,021)	(36,639)
Interest) Ó	0	Ó) O
Recharges	(3,010)	0	(1,343)	(4,353)
Reserves	(950)	0	950	(0)
				` ´
GROSS INCOME	(40,402)	0	(4,952)	(45,354)
NET EXPENDITURE	22,853	363	(371)	22,845

Major Items	£000	fte
Savings	(1,591)	
Depreciation adjustments	1,250	
Overheads adjustments	0	
Transfer between departments	(77)	
Technical adjustments	(146)	
Use of Reserves adjustments	193	
TOTAL	(371)	0

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

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
TUPE Staff
Total FTE

2014/15	2015/16
351	316

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015		Other	2015/2016
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	10,868	101	(1,665)	9,304
Premises	1,437	1	(1,162)	276
Transport	7,627	30	576	8,233
Supplies and Services	1,532	12	(406)	1,138
Third Party Payments	8,270	98	(1,694)	6,674
Transfer Payments	2	0	0	2
Support Services	4,073	0	(621)	3,452
Depreciation and Impairment Losses	6,436	0	(5,243)	1,193
GROSS EXPENDITURE	40,245	242	(10,215)	30,272
Income	(200)		4.4	(077)
Government Grants	(288)	0	11	(277)
Other Reimbursements and Contributions	(1,894)	0	878	() /
Customer and Client Receipts	(12,005)	0	713	(11,292)
Recharges	(497)	0	(141)	(638)
Reserves	0	0		0
GROSS INCOME	(14,684)	0	1,461	(13,223)
NET EXPENDITURE	25,561	242	(8,754)	17,049

Major Items	£000	fte
Savings	(443)	
Depreciation adjustments	141	
Overheads adjustments	0	
Transfer between departments	(7)	
Technical adjustments	(8,445)	(36.6)
TOTAL	(8,754)	(36.6)

Public Protection: Regulatory Services Partnership, Parking Control.

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
TUPE Staff
Total FTE

2014/15	2015/16
136	130

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015		Other	2015/2016
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	5,226	0	(109)	5,117
Premises	691	1	(49)	643
Transport	226	3	(44)	185
Supplies and Services	670	12	95	777
Third Party Payments	326	9	337	672
Transfer Payments	2	0	(2)	(0)
Support Services	1,635	0	(201)	1,434
Depreciation and Impairment Losses	76	0	136	212
GROSS EXPENDITURE	8,852	25	163	9,040
Income				
Government Grants	(0)	0	(108)	(108)
Other Reimbursements and Contributions	(99)	0	(1,116)	
Customer and Client Receipts	(14,387)	0	(1,140)	(15,527)
Recharges	0	0	0	0
Reserves	(106)	0	106	(0)
GROSS INCOME	(14,592)	0	(2,258)	(16,850)
NET EXPENDITURE	(5,741)	25	(2,095)	(7,811)

Major Items	£000	fte
Savings Depreciation adjustments Overheads adjustments	(611) (3) 0	(7.3)
Transfer between departments Technical adjustments	(45) (1,461)	(1.0) (37.1)
Use of Reserves adjustments	25	
TOTAL	(2,095)	(45.4)

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

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
TUPE Staff
Total FTE

2014/15	2015/16
117	180

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015 Original Estimate	Inflation	Other Variations	2015/2016 Estimate
	£000	£000	£000	£000
Expenditure				
Employees	4,203	2	3,283	7,488
Premises	1,276	27	866	2,169
Transport	260	6	162	428
Supplies and Services	1,745	19	713	2,477
Third Party Payments	780	39	2,225	3,044
Transfer Payments	12	0	(5)	7
Support Services	2,552	0	2,395	4,947
Depreciation and Impairment Losses	683	0	6,496	7,179
GROSS EXPENDITURE	11,511	93	16,135	27,739
Income				
Government Grants	(52)	0	(331)	(383)
Other Reimbursements and Contributions	(218)	0	(1,144)	(1,362)
Customer and Client Receipts	(7,220)	0	(2,599)	(9,819)
Recharges	(1,391)	0	(1,202)	(2,593)
Reserves	(844)	0	844	(0)
GROSS INCOME	(9,726)	0	(4,432)	(14,158)
NET EXPENDITURE	1,785	93	11,703	13,581

Major Items	£000	fte
Savings	(534)	(5.9)
Depreciation adjustments	1,112	
Overheads adjustments	0	
Transfer between departments	(25)	
Technical adjustments	10,982	73.7
Use of Reserves adjustments	168	0.4
TOTAL	11,703	68.2

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

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
TUPE Staff
Total FTE

2014/15	2015/16
22	0

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015		Other	2015/2016
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	841	0	(841)	0
Premises	2	0	(2)	0
Transport	7	0	(7)	0
Supplies and Services	179	0	(179)	0
Third Party Payments	129	0	(129)	0
Transfer Payments	0	0	0	0
Support Services	230	0	(230)	0
Depreciation and Impairment Losses	139	0	(139)	0
GROSS EXPENDITURE	1,525	0	-1,525	0
Income				
Government Grants	(70)	0	70	0
Other Reimbursements and Contributions	(201)	0	201	0
Customer and Client Receipts	(6)	0	6	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(277)	0	277	0
NET EXPENDITURE	1,248	0	(1,248)	0

Major Items	£000	fte
Saving	0	
Depreciation adjustments	0	
Overheads adjustments	0	
Technical adjustments	(1,248)	(22.0)
TOTAL	(1,248)	(22)

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

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
TUPE Staff
Total FTE

2014/15	2015/16
11	11

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
Expenditure		2000		
Employees	758	0	26	784
Premises	0	0	0	0
Transport	20	0	0	20
Supplies and Services	198	3	(3)	198
Third Party Payments	0	0	Ô	0
Transfer Payments	0	0	0	0
Support Services	146	0	0	146
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	1,122	3	23	1,148
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,122)	0	0	(1,122)
Reserves	0	0	0	0
GROSS INCOME	(1,122)	0	0	(1,122)
NET EXPENDITURE	0	3	23	26

Major Items	£000	fte
Saving Overheads adjustments Technical adjustments	(3) 0 26	
TOTAL	23	C



2015/2016 ESTIMATES

COMMUNITY AND HOUSING DEPARTMENT

SUMMARY: COMMUNITY AND HOUSING

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

2014/15	2015/16
531.79	524.71
21.28	19.88
553.1	544.6

SERVICE AREA ANALYSIS	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Adult Social Care	55,498	780	(188)	56,090
Libraries and Heritage	3,193	16	(149)	3,060
Merton Adult Education	39	8	(29)	18
Housing General Fund	2,207	26	(79)	2,154
Senior Management	396	2	0	398
NET EXPENDITURE	61.333	832	(445)	61.720

COMMUNITY AND HOUSING DEPARTMENT Total

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

FULL TIME EQUIVALENTS

Number of FTE Staff Number of FTE PCT TUPE staff Number of Fixed Term contract

2014/15	2015/16
531.05	466.32
24.24	22.74
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	19,110	101	(520)	18,691
Premises	1,094	17	(23)	1,088
Transport	1,202	18	2	1,222
Supplies and Services	5,175	65	(134)	5,106
Third Party Payments	41,784	631	(268)	42,147
Transfer Payments	9,732	0	123	9,855
Support Services	8,356	0	146	8,502
Depreciation and Impairment Losses	739	0	(98)	641
GROSS EXPENDITURE	87,192	832	(772)	87,252
Income				
Government Grants	(2,977)	0	(226)	(3,203)
Other Reimbursements and Contributions	(8,055)	0	699	(7,356)
Customer and Client Receipts	(11,651)	0	(57)	(11,708)
Interest	0	0	0	0
Recharges	(3,109)	0	(156)	(3,265)
Reserves	(67)	0	67	(0,200)
	(01)		0,	ŭ
GROSS INCOME	(25,859)	0	327	(25,532)
NET EXPENDITURE	61,333	832	(445)	61,720

Major Items	£000	fte
Current Year savings	(2,154)	(48.14)
Previous years savings	0	0
Previous years growth	1,000	0
Overheads adjustments	0	0
Depreciation adjustments	(98)	0
Rebasing of Income	(220)	0
Technical adjustments	28	0
Transfers between departments	0	0
Grants	0	0
Other	1,006	0
TOTAL	(438)	(48.14)

COMMUNITY AND HOUSING DEPARTMENT Adult Education

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

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term contract

2014/15	2015/16
29.36	27.29
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
			Other	
	Original	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,785	0	69	1,854
Premises	174	3	(11)	166
Transport	3	0	0	3
Supplies and Services	345	5	0	350
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	311	0	0	311
Depreciation and Impairment Losses	97	0	(5)	92
GROSS EXPENDITURE	2,715	8	53	2,776
Income				
Government Grants	(1,873)	0	(82)	(1,955)
Other Reimbursements and Contributions	(1,070)	0	(02)	(1,555)
Customer and Client Receipts	(803)	0	0	(803)
Interest	(000)	0	0	(000)
Recharges	0	0	0	0
Reserves	0	0	0	0
1.0001100				
GROSS INCOME	(2,676)	0	(82)	(2,758)
NET EXPENDITURE	39	8	(29)	18

Major Items	£000	fte
Current Year savings	(14)	(0.50)
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	(5)	
Rebasing of Income	0	
Technical adjustments	(10)	
Transfers between departments	0	
Grants	0	
Other	0	
TOTAL	(29)	(0.50)

COMMUNITY AND HOUSING DEPARTMENT Library & Heritage Services

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

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term Contract

2014/15	2015/16
47.00	45.71
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,327	0	(23)	1,304
Premises	401	6	6	413
Transport	4	0	0	4
Supplies and Services	582	9	(117)	474
Third Party Payments	65	1	(28)	38
Transfer Payments	0	0	0	0
Support Services	689	0	0	689
Depreciation and Impairment Losses	566	0	(76)	490
GROSS EXPENDITURE	3,634	16	(238)	3,412
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(114)	0	99	(15)
Customer and Client Receipts	(327)	0	(10)	(337)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(441)	0	89	(352)
NET EXPENDITURE	3,193	16	(149)	3,060

Major Items	£000	fte
Current Year savings	(22)	
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	(76)	
Rebasing of Income	0	
Technical adjustments	(51)	
Transfers between departments	0	
Grants	0	
Other	0	
TOTAL	(149)	0.00

COMMUNITY AND HOUSING DEPARTMENT Housing General Fund

Housing Needs and Enabling Service

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term Contract

2014/15	2015/16
32.50	30.53
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,310	0	(79)	1,231
Premises	38	1	(1)	38
Transport	28	1	(1)	28
Supplies and Services	200	3	(31)	172
Third Party Payments	1,154	21	221	1,396
Transfer Payments	338	0	(34)	304
Support Services	277	0	0	277
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	3,345	26	75	3,446
Income				
Government Grants	(969)	0	(171)	(1,140)
Other Reimbursements and Contributions	(5)	0	0	(5)
Customer and Client Receipts	(97)	0	(50)	(147)
Interest	` ó	0	, o	Ò
Recharges	0	0	0	0
Reserves	(67)	0	67	0
	, ,			
GROSS INCOME	(1,138)	0	(154)	(1,292)
NET EXPENDITURE	2,207	26	(79)	2,154

Major Items	£000	fte
Current Year savings	(104)	(1.00)
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	19	
Transfers between departments	0	
Grants	0	
Other	6	
TOTAL	(79)	(1.00

COMMUNITY AND HOUSING DEPARTMENT Adult Social Care

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

FULL TIME EQUIVALENTS

Number of FTE Staff Number of FTE PCT TUPE staff Number of Fixed Term Contract

2014/15	2015/16
420.19	360.79
24.24	22.74
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	14,464	101	(487)	14,078
Premises	481	7	(17)	471
Transport	1,167	17	3	1,187
Supplies and Services	3,914	46	14	3,974
Third Party Payments	40,565	609	(461)	40,713
Transfer Payments	9,394	0	157	9,551
Support Services	7,041	0	146	7,187
Depreciation and Impairment Losses	76	0	(17)	59
GROSS EXPENDITURE	77,102	780	(662)	77,220
Income				
Government Grants	(135)	0	27	(108)
Other Reimbursements and Contributions	(7,936)	0	600	(7,336)
Customer and Client Receipts	(10,424)	0	3	(10,421)
Interest	(10,121)	0	0	(10,121)
Recharges	(3,109)	0	(156)	(3,265)
Reserves	(0,100)	0	0	(0,200)
		ŭ	ŭ	Ĭ
GROSS INCOME	(21,604)	0	474	(21,130)
NET EXPENDITURE	55,498	780	(188)	56,090

Major Items	£000	fte
Current Year savings	(2,014)	(46.64)
Previous years savings	0	
Growth	1,000	
Overheads adjustments	0	
Depreciation adjustments	(17)	
Rebasing of Income	(220)	
Technical adjustments	70	
Transfers between departments	0	
Grants	0	
Other	1,000	
TOTAL	(181)	(46.64)

COMMUNITY AND HOUSING DEPARTMENT Senior Management

This area includes the cost of the Director and PA.

FULL TIME EQUIVALENTS

Number of FTE Staff Number of Fixed Term Contract

2014/15	2015/16
2.00	2.00
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	224	0	0	224
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	134	2	0	136
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	38	0	0	38
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	396	2	0	398
Income	_	_	_	_
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	0	0	0	0
NET EXPENDITURE	396	2	0	398

Major Items	£000	fte
Current Year savings	0	
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other	0	
TOTAL	0	0.00

COMMUNITY AND HOUSING DEPARTMENT Public Health

This area includes all Public Health responsibilties .

FULL TIME EQUIVALENTS

Number of FTE Staff Number of Fixed Term Contracts

2014/15	2015/16	
13.77	14.77	
0.00	0.00	

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	922	0	71	993
Premises	0	0	0	0
Transport	7	0	(5)	2
Supplies and Services	4,431	0	81	4,512
Third Party Payments	4,374	0	(131)	4,243
Transfer Payments	0	0	0	0
Support Services	110	0	0	110
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	9,844	0	16	9,860
Income				
Government Grants	(9,236)	0	0	(9,236)
Other Reimbursements and Contributions	(608)	0	(16)	(624)
Customer and Client Receipts	(000)	0	(10)	(024)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves		0	0	0
				o o
GROSS INCOME	(9,844)	0	(16)	(9,860)
NET EXPENDITURE	0	0	0	0

Major Items	£000	fte
Current Year savings	0	
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other	0	
TOTAL	0	0.00

BUSINESS PLAN - GLOSSARY OF TERMS

ANNUAL MINIMUM REVENUE PROVISION

The council is required to pay off an element of the accumulated General Fund capital spend each financial year through a revenue charge, as required by the Local Government and Housing Act 1989.

ASSET MANAGEMENT PLAN / REVIEW

An Asset Management Plan (AMP) is a tactical plan for managing an organisation's infrastructure and other assets to deliver an agreed standard of service. This information is reviewed annually.

BALANCES

Balances are maintained to meet expenditure pending the receipt of income and to provide a cushion against expenditure being higher or income lower than expected. Contributions to balances can be either a planned contribution from the revenue budget or a transfer of any revenue surplus at the year end. The maintenance of an appropriate level of balances is a fundamental part of prudent financial management.

BORROWING STRATEGY

A borrowing strategy set up the parameters within which money may be borrowed by the Authority. These parameters are designed to manage the risk taken by the authority within best practice.

BUDGET

Statement of the spending plans for the year.

CAPITAL EXPENDITURE

Expenditure on the acquisition of a fixed asset or expenditure, which adds to, and not merely maintains, the value of an existing fixed asset.

CAPITAL FINANCING REQUIREMENT (CFR)

Is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources i.e. a measure of the underlying borrowing need.

CAPITAL PROGRAMME

Is documentation which summarises the outcome of priority allocations contained in the capital strategy and details individual schemes for approval by Council / Cabinet.

CAPITAL PROGRAMME BOARD

The Capital Programme Board ensures:

- that the overall capital investment strategy is consistent with strategic objectives, is affordable within the revenue budget strategy, examining potential funding options.
- that bids are submitted in accordance with set framework and guidelines (including business cases, value for money and options appraisal) and prioritised in accordance of agreed criteria
- compiles and manages a multi-year capital programme for consideration by CMT and approval by Cabinet
- oversees the Council's Accommodation and disposals strategy.

CAPITAL PROJECTS / SCHEMES

Capital Projects / Schemes is the level at which Member approval is obtained.

CAPITAL RECEIPTS

Proceeds from the sale of fixed assets and repayments of capital grants and loans. These are divided into reserved and usable parts.

CAPITAL MONITORING

The monthly comparison of actual spend against the anticipated spend (profiled budget) and the revision of projected year end spend where necessary. Periodically budget managers will be required to review their in year budget requirement and re-profile their projected expenditure over subsequent financial years.

CAPITAL STRATEGY

A Capital Strategy is a core planning document designed to dovetail with the MTFS and Treasury Strategy to ensure that limited capital resources are deployed in accordance with corporate priorities / achieving our vision. The document will also detail how the proposed capital programme will be funded.

CASH FLOW MANAGEMENT

Cash flow is the movement of money into or out of a business. Cash flow management optimises activity and investment around these cash flows.

CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA)

The Institute produces standards and codes of practice that must be followed in preparing the Council's financial statements.

CODE OF PRACTICE LOCAL AUTHORITY ACCOUNTING

These are designed to support consistent standards of financial accounting in local authorities. There are two accounting codes :-

The Code of Practice on Local Authority Accounting supports consistent financial reporting at the level of the formal statements of accounts.

The Service Reporting Code of Practice (SerCOP) supports consistent financial reporting between local authorities below the level of the formal statement of accounts. In particular the SerCOP is designed to support consistency and comparability in reporting the cost of individual services and activities. The IFRS based Code of Practice requires that the analysis of services in the Consolidated Revenue Account should follow that prescribed by the SerCOP.

COLLECTION FUND

This is a statutory 'ring fenced' account. It records income and expenditure on Council Tax, Non Domestic Rates, payments to the precepting authorities and transfer to the Council's General Fund.

COMMUNITY ORGANISATION

An organisation with benevolent or philanthropic purposes.

COMPACT

Compacts are partnership agreements between statutory bodies and the voluntary and community sector to improve their relationships and provide a framework within which the sectors can understand what to expect from each other. Compacts offer the means of supporting the development of the voluntary and community sector's capacity so that groups can do more to meet both their aims and those of their statutory partners, thereby enhancing their contribution to the local community. The national compact (between central government and the voluntary and community sector) was launched in 1998 and it is now a requirement for all local authorities and PCTs to develop a compact with the voluntary and community sector. They are not legally binding documents but the Compact is approved and signed policy and affects the conduct of all partners.

COMPREHENSIVE SPENDING REVIEW (CSR)

The CSR is a governmental process carried out by HM Treasury which sets out fixed three-year departmental expenditure limits and, through public sector service agreements, defines key service improvements.

CONTINGENCY

A contingency is the setting aside of a finite sum to offset the cost of a future event or circumstance which may or may not occur.

CORPORATE AND DEMOCRATIC CORE

The corporate and democratic core comprises all activities which local authorities engage in specifically because they are elected, multi-purpose authorities. It has two elements - corporate management and democratic representation and management. The activities within the corporate and democratic core are in addition to those which would be carried out by a series of independent, single purpose bodies managing the same services. There is, therefore, no logical basis for apportioning these costs to services.

CORPORATE GOVERNANCE

Corporate Governance is the system by which local authorities direct and control their functions and communicate to their communities.

COUNCIL TAX

This is the main source of local taxation to local authorities. It is levied on households within the authority's area and the proceeds are paid into the Collection Fund for distribution to precepting authorities and to the authority's own General Fund.

COUNTRY LIMITS

The current economic climate has not only affected companies and financial institutions; it has affected sovereigns as well. This will be incorporated into counterparty selection.

CREDIT APPROVAL

The permission to borrow given to each local authority annually by the Secretary of State. Local authorities can obtain supplementary credit approvals during the year for particular projects.

CREDITORS

The individual or organisation to whom the Authority owes money. Accordingly, it does not include money on taxation to the Council.

COUNCIL'S BORROWING REQUIREMENT

Based on projected spend, this is the amount of money a local authority will need to borrow to finance this projected spend.

COUNTERPARTIES

The organisation in respect of which the Authority borrows from or invests money with.

COUNTERPARTIES DOWNGRADES

A counterparty will be removed, suspended or kept on close watch from the council's approved list if it fails to meet the Council's criteria.

CORPORATE BONDS

Is a bond that a corporation issues to raise money in order to expand its business.

COUPON

Is the interest rate stated on a bond at the time it is issued.

CREDITWORTHINESS

An assessment of the likelihood that a borrower will default on their debt obligations. It is based upon factors, such as their history of repayment and their credit score. Lending institutions also consider the availability of assets and extent of liabilities to determine the probability of default.

DEBTORS

A debtor is an organisation or individual that owes the Authority money.

DEBT RESCHEDULING

Where certain debt may be redeemed and a further loan obtained. This may be undertaken to provide an even spread of debt redemption date and terms, It may also be used to optimise beneficial borrowing rates in the market while maintaining activity within acceptable risk levels.

DEPRECIATION

Depreciation is a charge to the revenue account to reflect the reduction in the useful economic life of a fixed asset. The reduction in the value of a fixed asset in the balance sheets is in line with the expected useful life.

COUNTERPARTY DOWNGRADES

This is a reduction in the credit rating of an organisation during a periodic review.

EARMARKED CAPITAL REOURCES / GRANTS

Money received by the Authority which has certain conditions / restrictions over its use limiting the type of expenditure that it may be applied against.

FINANCIAL INSTRUMENT

A real or virtual document representing a legal agreement involving some sort of monetary value. In today's financial marketplace, financial instruments can be classified generally as equity based, representing ownership of the asset, or debt based, representing a loan made by an investor to the owner of the asset.

FINANCIAL YEAR

The financial year runs from 1 April to the following 31 March.

FIXED ASSETS

Assets that yield benefits to the local authority and the services it provides for a period of more than one year. These assets can be tangible or intangible.

FTSE 100

This is the index of the top 100 UK listed companies by market capitalisation.

GENERAL FUND

The main fund of the Council, from which all expenditure is met and all income is paid, with the exception of those items, which by statute have to be taken to some other account.

GOVERNMENT GRANTS

Financial assistance by government and other bodies, in the form of cash transfers to an authority, issued in return for compliance with certain conditions relating to the activities of the authority.

GROSS EXPENDITURE

The total expenditure of a fund or account.

GROUP LIMITS

This is a limit on the amount of money that may be invested with or borrowed from a particular conglomerate.

HOUSING REVENUE ACCOUNT (HRA)

This is a statutory account that shows all income and expenditure relating to the provision, management and maintenance of the Council's housing stock. The government defines the items of income and expenditure that must be included in the account. This account is ring-fenced under the Local Government and Housing Act 1989.

INTERNATIONAL FINANCIAL REPORTING STANDARD (IFRS)

International Financial Reporting Standards are the standards that both the SORP and the UK GAAP are converging towards and local authorities have had to fully comply with since 2010/11 financial year

INVESTMENT POLICY

The London Borough of Merton's investment policy has regard to the CLG's Guidance on Local Government Investments and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes. The council's investment priorities will be security first, liquidity second, then return.

INVESTMENT STRATEGY

The investment of the Authority's cash balances to optimise its strategic and operational needs.

INVESTMENT TREASURY INDICATOR AND LIMIT

This is a prudential indicator for funds invested for more than 364 days, designed to measure the need for early investment redemption against the Authority's liquidity requirement.

LENDERS OPTION BORROWERS OPTION (LOBO)

When borrowing or lending money, certain time related limits may be established when the arrangement is made e.g. at a certain point in time the interest rate of a loan will increase; at this point both parties have the opportunity to opt in / out of the arrangement.

LEVY

An amount levied by a local authority or other statutory body which is paid by the Council.

LIABILITIES

An entity's obligations to transfer economic benefits as a result of past transactions or events.

LOCALISM ACT 2011

It sets out a series of proposals with the potential to achieve a substantial and lasting shift in power away from central government and towards local people. They include: new freedoms and flexibilities for local government; new rights and powers for communities and individuals; reform to make the planning system more democratic and more effective

MERTON 2015 BOARD

Merton 2015 Board oversees the management and monitoring of the Merton 2015 programme and the promotion of best practices within the Council. Its work falls into four main areas:

- manage and monitor the Merton 2015 programme including giving the go ahead for new projects and project closure;
- steer the implementation and future development of the Merton 2015 programme;
- lead on developing and maintaining cross-cutting initiatives; and
- manage, co-ordinate and monitor business improvement activity across the council.

MINIMUM REVENUE PROVISION

The council is required to pay off an element of the accumulated General Fund capital spend each financial year through a revenue charge, as required by the Local Government and Housing Act 1989.

NON-DOMESTIC RATE (NDR)

A levy on businesses based on national 'rateable value' of the premises occupied. NDR is collected by the Council in line with national criteria, paid into a national pool and then redistributed to all local and police authorities on the basis of population.

NON-SPECIFIED INVESTMENTS

A body which has been provided with a government issued guarantee for wholesale deposits within specific timeframes.

OPERATIONAL BOUNDARY

The operational boundary is a prudential indicator for monitoring the total external debt, gross of investments, and separately identifying borrowing from other long term liabilities.

PENSION FUND

The Local Government Pension Scheme (LGPS) is a scheme established by statute to provide death and retirement benefits for all eligible employees. The scheme's benefits are defined in the LGPS Regulations, and are geared to a scheme member's final salary and length of service (this current scheme is currently under review).

The scheme is financed by a combination of employee and employer contributions, together with income from a fund of investments. The employee contribution rate is set at 6% of pensionable pay, whilst the employer's rate varies according to an assessment of the funds current and forecast pension/benefit costs, (the fund's liabilities), relative to its income. This assessment is undertaken, in accordance with LGPS Regulations, every three years by the Fund's appointed actuary, who sets the necessary level of employer contribution into the fund so that the fund's liabilities can be paid.

PERFORMANCE MANAGEMENT FRAMEWORK

Performance management is about how an organisation consistently plans and manages to ensure continuous improvement. Sustainable improvements in services are unlikely to happen without it. A performance framework is designed to help individuals, teams, divisions etc. understand:

- what the organisation is trying to achieve (golden thread),
- the planning, monitoring and review cycle
- their responsibilities.

PRECEPTS

An amount collected by the Council as part of the Council Tax on behalf of another statutory body.

PRIVATE FINANCE INITIATIVE (PFI)

PFI contracts are agreements with private sector organisations to refurbish, maintain and operate fixed assets on behalf of public sector organisations such as local authorities.

PROCUREMENT BOARD

The Procurement Board provides a corporate focus for procurement issues and oversees the procurement development in Merton. The Board also provides both strategic direction for, and effective governance of, the procurement arrangements across the Authority, ensuring they are effective, efficient and utilised.

PROFILE

Refers to budget management, where an allocated annual budget is split over the months in which it is estimated that expenditure will be incurred. For example, utility bills may well be split into four and entered into the months in which quarterly payments are due.

PROVISIONS

Amounts set aside for any liabilities or losses which are likely to be incurred, but which are uncertain as to the amounts or the dates on which they will arise.

PRUDENTIAL CODE OF BORROWING

The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.

RESCHEDULING OF DEBT

The switching of debt between the short term and the longer term and vice versa to obtain favourable borrowing rates.

RESERVES

These are amounts set aside for specific purposes. The Council has discretion in whether it wishes to set aside these amounts as distinct from sums set aside in provisions.

REVENUE EXPENDITURE

Expenditure incurred on day to day running costs and confined to accounts within one financial year.

REVENUE MONITORING

The monthly comparison of actual expenditure and income spend against the anticipated spend (profiled budget). A budget manager will then allow for known income/expenditure to project the year end position

RISK MANAGEMENT

A risk is a threat, obstacle, barrier, etc. that will stop the Authority from achieving its ambitions, aims and objectives. Risk management is the process of managing the risks that may prevent delivery of desired outcomes so that the organisation can anticipate and respond positively to change. Merton's approach to risk management is to raise awareness, integrate it into day to day operations and establish a robust framework and procedures to identify, analyse, assess and manage risk.

SECTION 151 OFFICER

Section 151 of the Local Government Act 1972 requires every local authority to make arrangements for the proper administration of their financial affairs and requires one officer to be nominated to take responsibility for the administration of those affairs. The Section 151 officer is usually the local authority's treasurer and must be a qualified accountant belonging to one of the recognised chartered accountancy bodies. The Section 151 officer has a number of statutory duties, including the duty to report any unlawful financial activity involving the authority (past, present or proposed) or failure to set or keep to a balanced budget.

SECURITISATION

'Securitisation' as used in this context means the disposal of future revenues. For example, someone receiving rents from properties might transfer the entitlement to that income to a bank for (e.g.) 20 years, in exchange for an immediate lump-sum payment.

SPECIFIED INVESTMENTS

These are to be sterling investments of a maturity period of not more than 364 days, or those which could be for a longer period but where the Council has the right to be repaid within 364 days if it wishes. These are low risk assets where the possibility of loss of principal or investment income is considered negligible.

SUPER OUTPUT AREA

A Super Output Area (SOA) is a geographical area designed for the collection and publication of small area statistics. It is used on the Neighbourhood Statistics site, and has a wider application throughout national statistics. SOAs give an improved basis for comparison throughout the country because the units are more similar in size of population than, for example, electoral wards

SUPPORT SERVICES

These are services that are not statutory local authority services but which give support to those services.

SUPPORTED CAPITAL EXPENDITURE

This is the term for central government support for local authority capital expenditure with effect from 1 April 2004. Under the new system, central government provides allocations to replace the previous system of credit approvals. The allocations enable services to borrow to finance capital schemes. The services also receive revenue funding through the revenue support grant to pay for the borrowing.

TAX INCREMENTAL FINANCING

The Local Government Finance Bill was passed in December 2011 and introduces a rate retention scheme enabling local authorities to retain a proportion of the business rates generated in their area. The Bill also includes a framework for the localisation of support for council tax in England, which alongside other council tax measures will give councils increased financial autonomy and a greater stake in the economic future of their local area, while providing continuation of council tax support for the most vulnerable in society. In determining the affordability of borrowing for capital purposes, authorities currently take account of their current income streams and forecast future income.

TREASURY MANAGEMENT

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

TREASURY MANAGEMENT PRACTICES / TREASURY MANAGEMENT CODE OF PRACTICE

The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.

USEFUL LIFE

This is the period over which the local authority derives benefit from the use of a fixed asset.

Aggregate start-up funding assessment

This is the total amount of funding that has been allocated to the local government sector in 2013-14. It is the adjusted local government spending control total for 2013-14.

Baseline funding level

The amount of a local authority's *start up funding assessment* which is provided through the *local share* of the estimated business rates aggregate at the outset of the scheme. It will form the baseline against which *tariffs* and *top-ups* will be calculated.

Billing authority

A local authority which bills and collects business rates, for example a district council or unitary council.

Billing authority business rates baseline

Determined by dividing the *local share* of the estimated business rates aggregate between billing authorities on the basis of their *proportionate shares*.

Central share

The percentage share of locally collected business rates that will be paid to central government by billing authorities. This will be set at 50 per cent. The *central share* will be re-distributed to local government through grants including the *Revenue Support Grant*.

Efficiency Support Grant

A grant awarded to local authorities who would otherwise see a reduction of more than 8.8 per cent of their revenue spending power.

Estimated Business Rates Aggregate

The total business rates forecast to be collected by all billing authorities in England. This will include two adjustments, one to address volatility in outturn compared to forecast and the other to cover future appeals losses.

Floor damping

A method by which stability in funding is maintained through limiting the effect of reductions in grant. A floor guarantees a lower limit to year—on—year reductions in grant for each authority. The grant changes of authorities whose grants are above the floor are scaled back by a fixed proportion to help pay for the floor.

Formula funding

This refers to the element of the aggregate start-up funding assessment that used to be funded through formula grant and which is distributed according to a mathematical formula to individual local authorities.

Individual authority business rates baseline

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

Individual authority start-up funding assessment

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

Levy

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

Local government spending control total

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

Local share

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

Major precepting authority

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

Major precepting authority shares

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

Multiplier

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

New Burdens

The Government uses the New Burdens Assessment to keep pressure on council tax bills to a minimum. It requires all government departments to justify why new duties, powers, targets and other bureaucratic burdens should be placed on local authorities, as well as how much these policies and initiatives will cost and where the money will come from to pay for them.

National Non-Domestic Rates 1 Form (NNDR1)

The form submitted by 31 January by a billing authority to its major precepting authority and central government to provide an estimate of its business rate income for the upcoming financial year.

Proportionate Share

This is the percentage of the national business rates yield which a billing authority has collected - on the basis of the average rates collected by authorities over the two years 2010-11 and 2011-12. This percentage will be applied to the *local share* of the estimated business rates aggregate to determine the *billing authority business rates baseline*.

Rate reliefs

The rating system currently provides mandatory relief to charities and other categories of ratepayer (e.g. certain rural ratepayers) and permits authorities to grant discretionary relief to other rate payers. There will be no changes to the terms of existing mandatory and discretionary reliefs for businesses as a result of the introduction of the business rates retention scheme.

Relative Needs Formulae

These are the first stage in the calculation the Government uses to distribute formula funding.

Reset

New baseline funding levels, new individual authority business rates baselines (and therefore new tariffs or top-ups) are set for each authority to take account of changes in relative need and resource.

Reset period

The years between *resets* in which local authorities are able to retain (after taking into account the *levy* and payments owing to relevant shares) the growth in business rates income. It is the Government's intention that the initial *reset period* will run from 2013 to 2020, and thereafter for ten years.

Revenue Support Grant

All authorities will receive *Revenue Support Grant* from central government in addition to its *baseline funding level*. An authority's *Revenue Support Grant* amount plus its *baseline funding level* will together comprise its *start-up funding assessment*.

Ring-fenced grant

A grant paid to local authorities which has conditions attached to it, which restrict the purposes for which it may be spent.

Safety net

Mechanism to protect any authority which sees its business rates income drop, in any year, by more than 7.5 per cent below their *baseline funding level*. The baseline funding levels are uprated each year by the September Retail Prices Index for the purposes of assessing eligibility for the safety net.

Safety net payment

A payment made by central government to local authorities who are eligible for safety net support. These are payable after the end of the financial year

Safety net payment on account

A safety net payment made to a local authority on the basis of forecast non domestic rating income. This means it will be made in year – in advance of the calculation of actual *safety net payments* - which will be calculated on the basis of audited accounts data following the end of that financial year. Any difference between the two amounts will be reconciled and corrected.

Safety net threshold

This is 92.5 per cent of a local authority's baseline funding level.

Service tiers

There are three service tiers corresponding to the services supplied by the three types of authorities. These are upper-tier services – those services, other than fire, supplied by county councils in two-tier areas; fire and rescue services; and lower-tier services – those services supplied by district councils in two-tier areas. Some authorities may provide more than one tier of service.

Spending Power

The definition of revenue spending power is spending power from council tax, Government revenue grants and National Health Service Funding for social care. The calculation of each local authority's spending power is used to calculate eligibility for Efficiency Support Grant.

Tariffs and top-ups

Calculated by comparing an *individual authority business rates baseline* against its *baseline funding level. Tariffs* and *top-ups* will be self-funding, fixed at the start of the scheme and index linked to the Retail Prices Index in future years.

Tariff authority

An authority with a higher *individual authority business rates baseline* than its baseline funding level, and which therefore pays a *tariff*.

Tariff payment

The payment made from tariff authorities to central government over the course of the financial year.

Top-up authority

An authority with a lower *individual authority business rates baseline* than its *baseline funding level*, and which therefore receives a *top-up*.

Top-up payment

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

Transitional protection payment

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

BUSINESS PLAN - LIST OF ACRONYMS

Acronym Definition

AD Assistant Director

ADASS Association of Directors of Adult Social Services

Apps Applications

ASB Anti Social Behaviour ASC Adult Social Care

ASH Our miscellaneous income, invoicing and recovery system

BC Building Control

BESD Behavioural Emotional and Social Difficulties

BME Black Minority Ethnic

C & YP Children and Young People CAF Common Assessment framework

CAMHS Child and Adolescent Mental Health Services

CC Children's Centre
CC Children's Centre
CCTV Close Circuit Television

CEN Creative Environmental Networks

CEO Civil Enforcement Officer

CFR Capital Financing Requirement

CIPFA Chartered Institute Public Finance and Accountancy

CMT Corporate Management Team

CNEA Clean Neighbourhood and Environment Act

COM Current Operating Model

CPD Centre for Professional Development
CPD Continuing Professional Development

CPZ Controlled Parking Zone
CRB Criminal Records Bureau

CRM Customer Relationship Management

CSC Children's Social Care
CSF Children Schools & Families
CYP Children and Young People
CYPP Children and Young peoples Plan

DC Development Control

DEFRA Department for Environment Food and Rural Affairs

DFG Disabled Facilities grant

Acronym Definition

DMT Departmental Management Team

DSG Dedicated Schools Grant E&R Environment and Regeneration

EA Equality Analysis

EAL English as an Additional Language

EH Environmental Health

EIA Equalities Impact Assessment EIG Early Intervention Grant

ERTG Enforcement Review Task Group

ESOL English for Speakers of Other Languages

EU European Union EY Early Years

FACS Fair Access to Care Services

FM Facilities Management
FOI Freedom Of Information
FPN Fixed Penalty Notice
FTE Full Time Equivalent
GLA Greater London Authority

HB Housing Benefits

HC&OP Healthier Communities and older People

HCA Homes and Community Agency

HNES Housing Needs and Enabling Services
HRRC Household Reuse and Recycling Centre
ICT Information and Communications Technology
IFRS International Financial Reporting Standard

IP Intellectual Property
IT Information Technology
iTrent Our new payroll system

JD Job Description K £ Thousand

L & D Learning and Development

LA Local Authority

LAC Looked After Children

LALO Local Authority Liaison Officer

LATS Landfill Allowances and Trading Scheme

LB London Borough

LBM London Borough of Merton
LCGS London Councils Grant Scheme
LDD Learning Development and Diversity
LGA Local Government Association

LLC Local Land Charges
LSC Learning Skills Council

LSCB Local Safeguarding Children's Board

LOBO Local Strategic Partnership
LOBO Lenders Option Borrowers Option

MAE Merton Adult Education

MARAC/DV Multi Agency Risk Assessment Case Conference / Domestic Violence

Acronym Definition

MCIL Merton Centre for Independent Living MIS Management Information System

MP Member of Parliament

MRP Minimum Revenue Provision

MSLT1&2 Merton's Senior Leadership Team Levels 1 and 2

MTFS Medium Term Financial Strategy
MVSC Merton Voluntary Service Council

NEET Not in Education Employment or Training

NNDR National Non Domestic Rate

O&S Overview and Scrutiny

OJEU Official Journal of the European Union

OT Occupational Therapy

PATAS Parking And Traffic Appeals Service

PC Police Constable
PCN Penalty Charge Notice
PCT Primary Care Trust
PFI Private Finance Initiative

PM&R Pavement Maintenance and Repair PM&R Pavement Maintenance and Repair PPD Public Protection and Development PPP Policy Planning and Performance

PRS Private Rented Sector

PVI Private Voluntary and Independent

QA Quality Assurance

SC Sustainable Communities
SEN Special Educational Needs

SEND Special Educational Needs and Disabilities

SFA Skills Funding Agency
SLA Service Level Agreement
SLA Service Level Agreements
SLWP South West London Partnership

SME Subject Matter Expert SMT Senior Management team

SOAs Super Output Areas

SSQ School Standards and Quality

SW South West

SWLSG South West London and St George's Mental Health NHS Trust

TBC To Be Confirmed

TEC Transport and Environment Committee

TFL Transport For London
TOM Target Operating Model

TUPE The Transfer of Undertaking (Protection of Employment) Regulations

VAT Value Added Tax

VLE Virtual Learning Environment

VS Voluntary Sector YOT Youth Offending Team

Standard Subjective Analysis – The Key

Introduction

The subjective analysis is the analysis of income and expenditure that is applicable to all Best Value reporting requirements for all accounting periods from 1 April 2008. We use a set standard subjective analysis for a number of reasons:-

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

Glossary of the standard Subjective analysis

Details of Expenditure groups and what is included:

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

Direct employee expenses

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

Indirect employee expenses

- Relocation
- Interview
- Training
- Advertising
- Severance payments
- Employee related schemes
- 2 Premises: This group includes expenses directly related to the running of the premises and land.
 - Energy costs
 - Rent
 - Rates
 - Water Services
 - Fixtures and Fittings
 - Apportionment of expenses of operating buildings
 - Cleaning and Domestic Supplies
 - Grounds maintenance costs
 - Premises Insurance
 - Contribution to premises related provisions.
- Transport: This group includes all costs associated with the provision, hire or use of transport, including travelling allowances and home to school transport..

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

- This could include the write-off in the year of any assets not deemed material by the authority's capital accounting policies i.e. below de minimis thresholds set).
- Contract hire and operating leases
- Public Transport
- Staff Travelling expenses
- Car allowances
- Contribution to transport related provisions
- 4 Supplies and Services: This group includes all direct supplies and service expenditure to the authority.
 - Equipment, furniture and materials
 - Catering Services
 - Communications and computing includes expenses
 - Grants and subscriptions
 - Private Finance Initiatives and Public Private Partnership schemes.
 - Contributions to provisions
 - Miscellaneous expenses
- Third Party Payments: Independent units within the council; included services defined as category (a) to (e) in Appendix D of BVACOP
 - Joint Authorities
 - Other Local authorities
 - Health authorities
 - Government departments
 - Voluntary associations
 - Other establishments
 - Private contractors
 - Other agencies
 - Debit resulting from soft loans
- Transfer Payments: This includes the cost of payments to individuals for which no goods or services are received in return by the local authority.

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

- Schoolchildren and students
- Adult Social Services clients
- Housing benefits
- Debit resulting from soft loans
- 7 Support Services: Charges for services that support the provision of services to the public.
 - Finance
 - IT

- Human Resources
- Property Management /Office Accommodation
- Legal services (not included in the definition of Corporate and democratic Core)
- Procurement Services
- Corporate Services not included in the definition of Corporate and democratic Core)
- Transport Functions
- 8 Depreciation and Impairment losses: This provides the subjective analysis that will record the revenue impact of capital items in the services revenue accounts for the authority,
- Income: This group included all income received by the services from external users or by way of charges or recharges to internal users.

Government Grants

Specific and special government grants

Other Reimbursements and contributions

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

Customer and Client Receipts

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

Interest

Recharges

Value of costs recharged to internal users

Reserves

 All credits resulting from soft loans should be included in this subjective (as a corporate entry). The Service Plans agreed by service departments during the 2015/19 Business Planning Process are set out in the following pages. During this process Service Plans were considered by Cabinet on 8 December 2014 and 16 February 2015.

Proposed Final Service Plans were considered and agreed by Council on 4 March 2015 these plans will be subject to scrutiny in April 2014 so may be subject to minor changes.

Interim Service Plans were scrutinised by the Overview and Scrutiny Commission and Panels during the January 2015 cycle of meetings and by the Overview and Scrutiny Commission on 29 January 2015.

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

At the start of the Business Planning Process managers were issued with guidance to clarify understanding and improve the quality and consistency of submissions. Each department reviewed the appropriateness of their current service plans. The tables below summarise the 28 service plans over their relevant Scrutiny Panels and departments.

Scrutiny Panels

Children & Young People	Healthier Communities & Older People	Overview & Scrutiny	Sustainable Communities
Children's Social Care	Adult Social Care	Business Improvement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Public Health	Corporate Governance	Development & Building Control
Education		Customer Services	Regulatory Service Partnership (formerly Environmental Health)
		Human Resources	Future Merton
		Infrastructure & Transactions	Housing Needs & Enabling
		Resources	Leisure & Culture Development
		Safer Merton	Libraries
		Shared Legal Services	Merton Adult Education
			Parking
			Parks & Green Spaces
			Property
			Street Cleaning
			Traffic & Highways
			Transport (merged Commissioning and Passenger Fleet)
			Waste Management

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

APPENDIX 10

Waste Management

The paragraphs below provide an overview of the approach taken to completing the information requirements on the service plans:

Page 1

- i) <u>Service description</u> Managers are asked to provide a succinct description of the key activities undertaken by the service.
- ii) Anticipated demand What their key demand channels are and how best to measure them.
- iii) Anticipated non-financial resources What are the key resources used to deliver services and products, to aid completion drop down menus can be used to identify accommodation, contractors, staff, transport and voluntary services. Managers may also identify their own resources.
- iv) <u>Corporate strategies</u> From a drop down menu managers are asked to identify what key strategies they contribute to. These strategies are identified on page 6 of the Business Plan 2013-17.
- vi) <u>Performance indicators</u> Managers are asked to identify the key performance indicators for their service, they must then indicate whether they should be measured monthly, quarterly, annual or biennial. Polarity indicates whether a higher or lower score are beneficial. Finally, indicators must be allocated one of the following six classifications:
 - **Business critical** the business critical function of the service often with severe consequences if this is interrupted or not met.
 - e.g. tonnage of waste sent to landfill (a high tonnage can lead to landfill tax which has a detrimental effect to the council)
 - Outcome The success of the service in fulfilling its service description
 - e.g. the % of waste recycled
 - Output The quantity of work or services produced.
 - o e.g. the number of Housing Benefit applications processed
 - Perception resident or user satisfaction with the service or part of the service
 - o e.g. resident satisfaction with street cleanliness
 - Quality the quality of the service delivery
 - o e.g. % of missed refuse collections
 - Unit cost Cost required to provide or produce a unit of a service or product
 - o e.g. cost per household per refuse collection

Page 2 ARPESIDDX10

vii) Major projects and/or procurement – Managers are asked to briefly describe up to 10 major projects they are undertaking over the planning period (2014-18). On the second page they are able to provide additional details of the project and the following key impact information:

- Major expected outcome the following eight choices are available to managers:
 - Improved customer satisfaction
 - Improved reputation
 - Improved resident wellbeing
 - Income generation
 - Income loss
 - More efficient way of working
 - To meet budget savings
 - To meet legislative requirements
- Risk managers are ask to consider the risks that could prevent them form achieving projects or
 work programmes within agreed timescales and budgets and to the required standard and are
 referred to the corporate guidance on risk management which is contained in Section C of this
 document

The following pages display service plans for 2014-18 in departmental order.

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Children, Schools and Families Department

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2013/14 2013/14 2013/14 2013/15 2015/16 2016/17 2017/18 2018/19 2015/16 2016/17 2017/18 2018/19 2016/17 2016/17 2017/18 2018/19 2016/17 2016/17 2017/18 2018/19 2016/17 2016/17 2017/18 2018/19 2016/17 2016/17 2017/18 2018/19 2016/17 2016/17 2017/18 2018/19 2016/17 2016	Capital Budget C'000c	Budget	Actual	Budget	Budget	Budget	Budget	Budget							201E/16				
Childrens Disabled Breaks Grant 89,540 94,228		2013/14	2013/14	2014/15											2015/16				
208,550 215,846 20,000 0 0 0 0 Table 16,000 Staff reductions in Family and Adolescent Services stream: £100,000				20,000				Staff	reductions in Family a	and Adolescer	nt Services stre	am: £220,00	10						
Staff reductions in Family and Adolescent Services stream: £100,000 14,000 -	Childrens Disabled Breaks Grant	89,540	94,228																
Staff reductions in Family and Adolescent Services stream: £100,000 14,000 -																			
Staff reductions in Family and Adolescent Services stream: £100,000 14,000 -						-		 											
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Staff reductions in Family and Adolescent Services stream: £100,000 14,000		208 550	215 846	20 000	0	0									2016/17				
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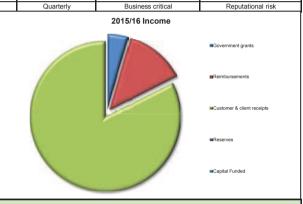
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Children's Socia	MAJOR EXPECTED OUTCOME		X1.0	
Dr	oject 1	Project Title:	Deliver transforming families year 2 & year 3 programme	To meet legislative requirements	Likelihood	Impact	Score
Start date	2013-14	- Project Details:	Continues programme 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.	10 meet legislative requirements	2	3	6
End date	2015-16	Project Details.	2015-16 - Claim Transforming Families performance by results funding.				
Pro	oject 2	Project Title:	Social Care Information System procurement & implementation Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects; led				
Start date	2013-14	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					
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.				
Pro	oject 3	Project Title: Preparation for new inspection regime To meet legislative requirements					
Start date 2013-14		Project Details information for inspection purposes. To improve assessment, case management & associated quality					12
End date	2014-15		assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division.				
Pro	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		,					
Project 5		Project Title:	Joint work with Housing	Improved resident well being			
Start date	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
Entrate	2015-16		relates to commissioning under con .				
O Pro	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.				
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	End date						
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

											- The Commonster streets	
Commissioning, Strategy and Performance Clirs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education	Anticipated demand	201	Planning A 2013/14 2014/15			2015/16		2016/17	2017/18	ANDESN AVEOR 1/12 EN	Carporate strate	utes to
Enter a brief description of your main activities and objectives below	Increased demand for primary school	2	fe	2	fe	1	1fe	2fe	0fe	0fe	Capital Progran	nme
The Commissioning, Strategy & Performance Division provides strategic services for	Increased demand for secondary school						-1fe	4fe (cumulative)	6fe (cumulative)	15fe (cumulative)	Children & Young per	son's Plan
the Children, Schools & Families Department (CSF):	Increased demand for special school places					se Perseid Lower to 84 pla					Community PI	lan
 policy, planning & performance management; commissioning, procurement & contract management; 	Overall demographic		•		Impact of birth rate -		40% in births b	etween 2002 & 2011			Core Planning St	rategy
access to resources for looked after children/pupils with SEN; pupil place planning;	Anticipated non financial resources	201	3/14	201	4/15	201	15/16	2016/17	2017/18	2018/19	Corp Equality Sc	heme:
	Staff (FTE)	49		56		56		56	56		Corp Procurement	Strategy
· school admissions;	Contractors				Com	nmissioning of	of a range of se	ervices to support CSF fund	ctions		Local Development F	ramework
· school expansion & overall CSF capital programme management; · some departmental business support.											Performance Manageme	nt Framework
activities include:											Social Inclusion S	trategy
i) leading on strategic & operational planning for CSF; ii) leading on local Children's Trust & partnership development;	Performance indicator	Performance Targets (T) & Provisional P				rmance Targ	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if i	
iii) production of management information for internal performance management &		2013/14(T)	2014/15(T)	2015/16(T)	2016/17 (PT)	2017/18(PT)	2018/19(PT)				inc.	
external reporting inc.statutory returns; iv) production of policy documents & procedural guidance for professional staff;	% reception year surplus places	2	2	4	5			Low	Annual	Business critical	parental o	choice
v) commissioning operational services & leading on joint commissioning with partners;	% secondary school Yr7 surplus places Inc. Academies	12	8	5	5			Low	Annual	Business critical	parental o	choice
vi) managing schools' Private Finance Initiative contract & other service contracts;	% major capital projects green/amber to time	90	90	90	90			High	Quarterly	Business critical	Increased	d costs
vii) procuring placements for looked after children/pupils with SEN;	% spend on approved capital programme			80	80			High	Quarterly	Business critical	Increased	d costs
viii) planning sufficient school places;	% fostered LAC in external agency foster care placements	38	36	35	34			High	Quarterly	Business critical	Increased	d costs
project managing school expansions & other capital schemes	Numbers of in-house foster carers recruited	16	20	20	20			High	Quarterly	Quality	Increased	d costs
	% completion rates for parenting programmes	75	80	80	80			High	Quarterly	Business critical	outcomes not	t improved

legic & operational planning for CSF; I Children's Trust & partnership development;	Performance indicator	Perform	ance Target	s (T) & Provi	sional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
nanagement information for internal performance management & inc. statutory returns; policy documents & procedural guidance for professional staff; operational services & leading on joint commissioning with partners:		2013/14(T)	2014/15(T)	2015/16(T)	2016/17 (PT)	2017/18(PT)	2018/19(PT)				met
	% reception year surplus places	2	2	4	5			Low	Annual	Business critical	parental choice
	% secondary school Yr7 surplus places Inc. Academies	12	8	5	5			Low	Annual	Business critical	parental choice
pols' Private Finance Initiative contract & other service contracts:	% major capital projects green/amber to time	90	90	90	90			High	Quarterly	Business critical	Increased costs
ements for looked after children/pupils with SEN;	% spend on approved capital programme			80	80			High	Quarterly	Business critical	Increased costs
	% fostered LAC in external agency foster care placements	38	36	35	34			High	Quarterly	Business critical	Increased costs
of pupil admissions to Merton schools; ng school expansions & other capital schemes.	Numbers of in-house foster carers recruited	16	20	20	20			High	Quarterly	Quality	Increased costs
ng school expansions & other capital schemes.	% completion rates for parenting programmes	75	80	80	80			High	Quarterly	Business critical	outcomes not improved
	% commissioned services quarterly monitoring completed	100	100	100	100			High	Quarterly	Business critical	reduced contract compliance
	% statutory returns to government on time	100	100	100	100			High	Quarterly	Business critical	Reputational risk

	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	17,078	16,183	15,636	15,620	15,661	15,751	0
Employees	2,268	2,126	2,258	2,259	2,259	2,260	
Premises	951	896	532	526	527	528	
Transport	39	58	40	40	41	41	
Supplies & Services	6,696	7,235	6,349	6,306	6,314	6,371	
3rd party payments	6,612	5,289	5,862	5,894	5,925	5,956	
Transfer payments	0	0	0	0	0	0	
Support (a) ices	512	579	595	595	595	595	
Depreciation	0	0	0	0	0	0	
Revenue 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,762	3,111	2,377	2,379	2,381	2,383	0
Government grants	388	332	106	106	106	106	
Reimbursements	428	474	311	311	311	311	
Customer & client receipts	1,946	2,305	1,960	1,962	1,964	1,966	
Reserve	0	Ī	0	0	0	0	
Capital Funded	0		0	0	0	0	
Council Funded Net Budget	14,316	13,072	13,259	13,241	13,280	13,368	0

2015/16 Expenditure									
	■Employees								
	■Premises								
	■Transport								
	■Supplies & Services								
	■3rd party payments								
	■Transfer payments								
	■Support services								
₩Depreciation									
	201	15/16							



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Primary Schools Expansions		10,355,680	22,561,950	12,414,490	3,792,000	3,848,780	2,575,000
Secondary School Expansions		0	100,000	1,650,000	14,395,000	11,500,000	13,954,270
SEN Expansions		295,680	574,780	3,376,610	3,000,000	3,000,000	850,000
Inflation		0	0	172,460	1,952,140	1,875,580	2,074,530
Devolved Formula Capital/FSM		390,191	984,100	0	0	0	0
Schools Capital Maintenance		388,746	666,170	650,000	650,000	650,000	650,000
Other		580,086	378,200	0	0	0	0
	0	12 010 383	25 265 200	18 263 560	23 789 140	20 874 360	20 103 800

Reduce expenditure on LAC and SEN placements: £100,000 Reduce expenditure on post 16 LAC/Care Leavers placements: £58,000 Reduce early intervention commissioning budgets: £63,000

16,000 14,000 12,000 \$000,3 8,000 8,000 6,000 4,000 2,000 0 2013 2014 2015 2016 2017 2018 ---Budget ----Actual

Reduce expenditure on LAC and SEN placements: £50,000 Reduce expenditure on post 16 LAC/Care Leavers placements: £50,000 Reduce early intervention commissioning budgets: £40,000

2017/18

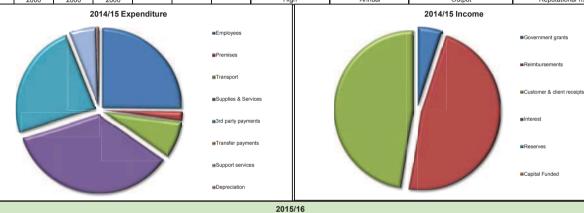
2016/17

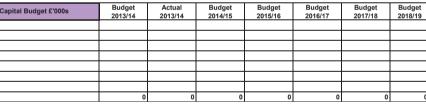
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Commissioning, Strategy a			N# 0	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		XI _s D	
D	1 4. 4	D :		WIAJOR EXPECTED OUTCOME	Likelihood	Impact	Scor
Start date	2014-15	Project Title: Project Details:	Commissioning Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor and school nursing services for CYP & families; working with PH and CCG to explore and implement more integrated models for the future commissioning of health services for CYP & families; commissioning of post-16 AltEd & RPA places; commissioning of placements for	More efficient way of working	3	2	6
End date	2015-16		older LAC and care leavers accommodation.				
Pro	oject 2	Project Title:	Implementation of secondary & special school expansion strategy				
Start date	2014-15	- Project Details:	Pupil place planning; implementation of strategy; liaison with potential Free School providers; statutory	To meet legislative requirements	4	3	12
End date	2019-20						
Pro	oject 3	Project Title: Schools' PFI					
Start date 2014-15		Project Details:	Details: Complete renegotiation and implementation of new Governing Body Agreements with PFI schools. Progress savings opportunities from 2014 DfE sponsored savings review. More efficient way of working		4	2	8
End date	2015-16	,					
Pro	oject 4	Project Title:	Release of Assets				
Start date	2013-14	Project Details: Projec		More efficient way of working	3	3	9
End date	2015-16		caretakers' houses.				
Pro	oject 5	Project Title:	Increase uptake of Free School Meals				
Start date	2014-15	Project Details:	Continue project to Increase proportion of those eligible for free school meals who apply for and then take up entitlement. Work includes reviewing marketing and application procedures and targeted work	Improved resident well being	3	1	3
Edicate	2015-16		with schools with lower FSM registrations than would be expected from analysis of deprivation factors.				
(D) Pro	oject 6	Project Title:	Framework i Implementation				
Starkdate	2014-15	Project Details:	Engagement with implementation project with particular focus on ensuring system reporting tools and processes are fit for purpose to enable improved internal performance management reporting and	More efficient way of working	2	2	4
End date	2015-16	,	external statutory returns.				
Pro	oject 7	Project Title:	Children and Young People Plan				
Start date	Project Details: Co-ordina		Co-ordination of partner agencies in the review and refresh of Merton's Children and Young People	More efficient way of working	2	2	4
End date 2015-16 Plan		Plan					
Pro	oject 8	Project Title:	Personal Budgets				
Start date	2014-15	- Project Details:	Phased introduction of personal budgets for families of children subject to Education, health and care plans (ex SEN Statements). Initial phase PBs for home-school transport; following phases for	To meet legislative requirements	3	2	6
End date	2016-17	,	exploration inc domiciliary care; overnight respite care				

Education			Planning Assu	umptions				rporate strategies your		
Clirs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	/ VI 2048/14 L. W.	service contributes to		
Enter a brief description of your main activities and objectives below	Forecast increase in population 5-19			24	00			Children & Young person's Plan		
Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:	Increase in compulsory education to 18							Community Plan		
 monitoring, analysing & evaluating pupil & school performance developing skills in planning, teaching, assessment, leadership & management 	Forecast increase in targeted SEND services			200 -	400			Corp Equality Scheme		
working with schools to reduce inequality & improve achievement for vulnerable groups trengthening partnership working and school to school support	Forecast increase in population 0 - 4		780							
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Social Inclusion Strategy		
 Special Education Needs & Disabilities Integrated Service (SENDIS)will improve outcomes for CYP with SEND by: 	Staff (FTE)	236	251	247	247	237		LAC strategy		
· building early help capacity in schools & settings, families & the community	School to school support			Facilitate and encourage so	hools to support each oth	ner		Youth crime		
cus on safeguarding, early intervention & prevention as well as direct support for families	Voluntary Services			Review arrangements for so	me commissioned service	ces		Family poverty		
 implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service 	Voluntary Services			Volunteers in schools,	youth and early years			Health & wellbeing		
Early Years Services will improve outcomes for all children aged 0-5 by:										

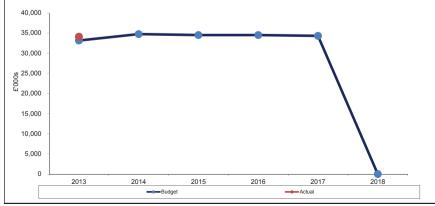
	Early Years Services will improve outcomes for all children aged 0-5 by: imanaging the childcare market to ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties	Performance indicator		nance Target	s (T) & Provi	sional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not		
	children aged 2, 3 and 4 in accordance with statutory duties . delivering Children's Centre services through a locality model with a focus on early help & targeted services for vulnerable families using the CASA to inform robust planning and case work for identified families . working with the early years sector to improve quality, reduce inequality and improve outcomes for		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				met		
		% 5 GCSE A-C including English & maths	64	65	65				High	Annual	Outcome	Reputational risk		
		% outcome of Ofsted inspections good or outstanding	77	85	85				High	Monthly	Outcome	Inspection outcomes		
vulnerable childr	vulnerable children and their families	% L4 English & maths as KS2	78	82	82				High	Annual	Outcome	Reputational risk		
	. developing the work force to work more holistically with vulnerable families and young children introducing a more robust performance management framework Youth Inclusion will improve outcomes for Young People by: - providing universal & targeted in house & commissioned services for YP & schools - providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourace emotional & social development	% secondary school attendance (LA only)	new	94.5	95				High	Quarterly	Outcome	Increased costs		
		% primary school attendance (LA only)	new	95	96				High	Quarterly	Outcome	Breach statutory duty		
		% of new EHCP requests completed within 20 weeks	new	85%	85				High	Annual	Outcome	Reputational risk		
		% EY foundation stage profile	60	65	67				High	Annual	Outcome	Increased costs		
	· developing alternative education offerings to enable YP to stay in education, training & employment	% Good or Outstanding children's centres per Ofsted	100	100	100				High	monthly	Outcome	Inspection outcomes		
	· leading on the council's partnership with the police & CAMHS for education	Youth service participation rate	2000	2000	2000			i	High	Annual	Output	Reputational risk		

	 					routir scrvice pu	ticipation ra
	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	38,968	39,491	39,709	39,499	39,542	39,348	0
Employees	10,536	10,591	10,106	9,956	9,949	9,700	
Premises	824	752	734	746	759	771	
Transport	3,222	3,636	3,112	2,998	2,995	3,042	
Supplies & Services	12,951	12,710	13,956	13,984	14,012	13,995	
3rd party payments	9,021	9,224	9,435	9,449	9,461	9,474	
Transfer paynents	19	17	19	19	19	19	
Support arrices	2,188	2,354	2,156	2,156	2,156	2,156	
Depreciation	207	207	191	191	191	191	
Revenue 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income _	5,831	5,411	4.982	5,019	5.056	5,073	C
Government grants	401	482	250	250	250	250	
Reimburs ments	2,261	2,410	2,390	2,390	2,390	2,390	
Customer & client receipts	2,397	2,605	2,342	2,379	2,416	2,433	
Interest V	0	0	0	0	0	0	
Reserves	772	-86	0	0	0	0	
Capital Funded							
Council Funded Net Budget	33,137	34,080	34,727	34,480	34,486	34,275	0
	Double 1	Antonia	D i i	Destant	Donton	Donton	Donatoria





Increased income generation and management efficiencies in School Standards and Quality service: £80,000 Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £160,000 Reduced investment in commissioned and in-house youth service: £100,000



Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £17,000

2017/18

2016/17

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £250,000 Reduced service offer from school improvement: £75,000

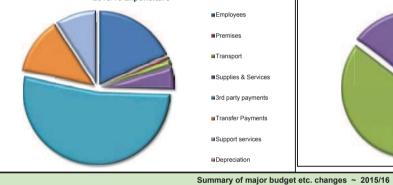
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Education			10 // O	
				· · · · · · · · · · · · · · · · · · ·		$\times 9$	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pro	oject 1	Project Title:	Improving pupil outcomes at KS2 & KS4				
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including use of newly designed Securing Good Schools Programme. Training and briefings on Ofsted, assessment,curriculum amd	Improved resident well being	2	3	6
End date	2016-17		improving teaching. New outstanding teacher courses for primary and secondary teachers.				
Pro	oject 2	Project Title:	School Improvement through partnership				
Start date	2013-14	Project Details:	Ongoing support for the development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with	Improved resident well being	2	2	4
End date	2016-17	r rojout Botano.	Teaching Schools				
Pro	oject 3	Project Title:	Transforming Early Years				
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared /	Improved resident well being	3	2	6
End date	2015-16	,	mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.				
Pro	oject 4	Project Title:	Implementation of requirements of Children & Families Act				
Start date	2013-14	Project Details:	Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that went than Polated to SCIS Programme. Addressing new statutors duty.	To meet legislative requirements	4	3	12
End date	2015-16						
Pro	oject 5	Project Title:	Development of AltED & linked provision				
Sta <u>rt da</u> te	2013-14	Project Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new	To meet legislative requirements	3	2	6
Eggate	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				
Startdate	2013-14	Decident Detailer	Canadidation of Insuline Manday and Winsblades and all out of Mitabay and in	Improved resident well being	4	3	12
End date	2015-16	Project Details:	Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision				
Pro	oject 7	Project Title: Improve rates of Persistent Absenteeism					
Start date	2014 -2015	Project Details:	Pilot project for one year initially to target PA in years 5,6 and 7 through targetted early intervention and	To meet legislative requirements	3	2	6
End date	2015 -2016	. roject Betails.	family support in collaboration with schools and EWS	TO most agradure requirements			

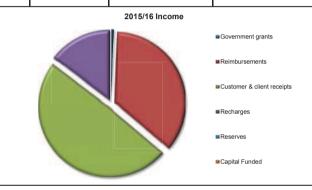
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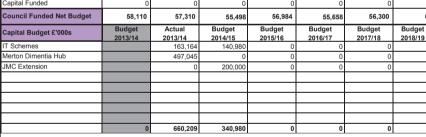
Community and Housing Department

Adult Social Care & Health Anticipated demand 2013/4 2013/5 2013/6 2013/
Enter a brief description of your main activities and objectives below No. of people requiring services 6630 6729 6829 6820 Voluntary Sector Strategy People aged 68-99 2400 2500 2500 2500 0500 0500 0600 0600 06
Adult Social Care is a statutory service, underpinned by several pieces of legislation, whereby the council has a duty to provide or commission support, based on an assessment of need for people over the age of 18. People who are in need rist risk use to disability or filmers. Once a need has been defined, there is a duty to meet it. There are eligibility criteria to define need and to keep this in line with resources as far as possible. Our approach to redesign the services and find savings is based on a model for using resources. This means maintaining some focused investment in prevention and recovery in order to limit spend on long term support. Where long term support is needed, we do this in a person centred way which encourages maximum independence, minimises processes if they out of our to limit spend on long term support. Where long term support is needed, we do this in a person centred way which encourages maximum independence, minimises processes if they out of our to limit spend on long term support. Where long term support is needed, we do this in a person centred way which encourages maximum independence, minimises processes if they out of add value for customers or taxpayers, to work in partnership to achieve these goals, and to enable and encourage wayon to contribute to their own or others' support along side what is funded by the taxpayer. No of people still at home following Reablement N/A 857 85.8 85.8 86.8 86.1 High Annual Outcome Increased costs taxpayers, to work in partnership to achieve these goals, and to enable and encourage review of the contribute to their own or others' support along side what is funded by the taxpayer. No of carers receiving a service No of carers receiving services of N/A 70 71 72 73 74 High Monthly Business critical Increased costs taxpayers, and the care Act and integration with health services.
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whereby the council has a duty to provide or commission support, based on an assessment of need for people over the age of 18. People who are in need 4st risk due to disability or illness. Once a need has been defined, there is a duty to meet it. There are eligibility criteria to define need and to keep this in line with resources as far as possible. There are eligibility criteria to define need and to keep this in line with resources as far as possible. Our approach to redesign the service and find savings is based on a model for using resources. This means maintaining some focused investment in prevention and recovery in order to limit spend on long term support. Where long term support is needed, we do this in a person centred way which encourages maximum independence, minimises processes if they don't add value for customers or taxpayers, to work in partnership to achieve these goals, and to enable and encourage everyone to contribute to their own or others' support alongside what is funded by the taxpayer. Looking ahead there are two key national policy changes and challenges to incorporate in our redesign, namely the Care Act and integration with health services. No. of people aged 65+ with dementia 1963 1957 2022 2047 Childre & Young person's Plan 2018/19 2018/
assessment of need for people over the age of 18. People who are in need Jat risk due to disability or illness. Once a need has been defined, there is a duty to meet it. Staff (FTE) Anticipated no financial resources 2013/14 2014/15 2015/16 2016/17 2017/18 2016/17 2017/18 2018/19 Corp Procurement Strategy Homelessness Strategy Homelessness Strategy Our approach to redesign the service and find savings is based on a model for using resources. This means maintaining some focussed investment in prevention and recovery in order to limit spend on long term support. Where long term support is needed, we of this in a person centred way which encourages maximum independence, minimises processes if they don't add value for customers or taxpayers, to work in partnership to achieve these goals, and to enable and encourage taxpayers to work in partnership to achieve these goals, and to enable and encourage veryone to contribute to their own or others' support alongside what is funded by the taxpayer. Looking ahead there are two key national policy changes and challenges to incorporate in our redesign, namely the Care Act and integration with health services.
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taxpayer. Looking ahead there are two key national policy changes and challenges to incorporate in our redesign, namely the Care Act and integration with health services. Sepople with "long term' Community Services N/A 70 71 72 73 74 High Monthly Business critical Increased costs
Sepople with 'long term' services receiving Self-Directed N/A 95 95 95 95 High Monthly Unit cost Government intervention Support Suppo
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DESCRIPTION OF THE PROPERTY OF
DEPARTMENTAL BUDGET AND RESOURCES 2015/16 Expenditure 2015/16 Income
Revenue £'000s Budget 2013/14 Actual 2013/14 Budget 2015/16 Budget 2016/17 Budget 2018/19 Budget
Expenditure 79,605 79,734 77,102 78,237 77,071 77,911 0
Employees 15,920 15,568 14,464 14,309 14,324 14,339
Premises 557 361 481 489 497 505 ■Reimbursements
Transport 1,395 1,387 1,167 1,188 1,209 1,230 Transport 3,951 3,95
Supplies & Services 3,200 2,862 3,914 3,965 4,010 4,055 ■Transport ■ ### Transport ■ ###

	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	79,605	79,734	77,102	78,237	77,071	77,911	0
Employees	15,920	15,568	14,464	14,309	14,324	14,339	
Premises	557	361	481	489	497	505	
Transport	1,395	1,387	1,167	1,188	1,209	1,230	
Supplies & Services	3,200	2,862	3,914	3,965	4,010	4,055	
3rd party payments	42,642	43,508	40,565	41,338	39,633	39,933	
Transfer Pay nents	9,157	9,073	9,394	9,831	10,281	10,732	
Support prices	6,674	6,915	7,041	7,041	7,041	7,041	
Depreciation	60	60	76	76	76	76	
Revenue 2000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	21,495	22,424	21,604	21,253	21,413	21,611	0
Government grants	131	132	135	109	71	71	
Reimbursements	5,423	6,499	7,936	7,611	7,809	8,007	
Customer & lient receipts	9,980	10,165	10,424	10,424	10,424	10,424	
Recharges	2,824	2,778	3,109	3,109	3,109	3,109	
Reserves	3,137	2,850	0	0	0	0	
Capital Funded	0	0	0	0	0	0	
Council Funded Net Budget	58,110	57,310	55,498	56,984	55,658	56,300	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
IT Schemes		163,164	140,980	0	0	0	0





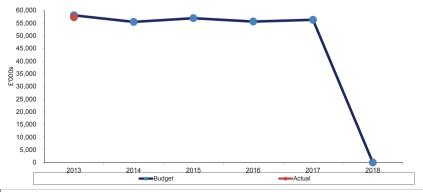


Growth - Placements -Demographic changes - £1m Growth for Concessionary fares increase - £0.436m Savings - £2.014m

Savings - £2.0 14m BCF allocation increases to £11.254m. £5.4m of the total allocation will be spent on investments managed by the Council (i.e. £2.9m spend carried forward from 2014/15 and £2.4m proposed new investments)



Growth for Concessionary fares increase - £0.157m Savings - £2.328m



Growth for Concessionary fares increase - £0.157m Savings - £0.322

2018/19

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Adult Social Care ADDITION							
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME				
Pro	oject 1	Project Title:	Below inflation uplift to third party suppliers	MAJOR EXI ESTED OUTOOME	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 & 2016-17 Ref: CH1).	To meet budget savings and service design requirements	4	2	8	
End date	2016-17		& 2016-17 Rel. CF1).					
Pro	oject 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	
	oject 3	Project Title:	Procurement efficiencies					
FI	oject 3	Project fille.	Frocurement entitlencies			ļ		
Start date	2015-16	Project Details:	elivering 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							
Pro	oject 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	nodelling and re-procuring the domicilary care service, following the end of the 3 year contract To meet budget savings and service redesign requirements		2	6	
End date	2017-18		starting in 2012 (2015-16 to 2017-18 Ref: CH2)					
Pro	oject 5	Project Title:	Supporting People					
Start date	2015-16	- Project Details:	Review and restructuring of Supporting People contracts. (2015-16 Ref: CH11)	To meet budget savings and service redesign requirements	4	2	8	
Eggate	2015-16							
(D) Pro	oject 6	Project Title:	Staffing Reductions (Commissioning)					
Standate End 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	
Pro	oject 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	To meet budget savings and service redesign requirements	4	2	8	
End date	2016-17	r reject Betane.	enables to regain and maintain independence (2015-16 to 2016-17 Ref: CH2).					
Pro	oject 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: CH7).					
Pro	oject 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	To meet budget savings and service redesign requirements	4	3	12	
End date	2016-17		through reduced grants to the voluntary sector (2016-17 Ref: CH5).					
Pro	ject 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:CH4).	To meet budget savings and service redesign requirements	4	3	12	
End date	2016-17							

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Adult Social C			" •	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	KURIKA		
		Project Title:	Additional Staff Savings - Access & Assessment		Likelihood	Impact	Score
Start date	2016-17	Project Details:		To meet budget savings and service redesign requirements	4	2	8
End date	2016-17	1 Toject Details.	Additional staff savings - 12 FTE to be deleted from Access and Assessment (2016-17 Ref: CH20).				
1		Project Title:	Additional Staff Savings - Direct Provision				
Start date	2016-17	- Project Details:	Additional staff savings - 11 FTE to be deleted from Direct Provision (2016-17 Ref:CH21).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
		Project Title:	Additional Staff Savings - Commissioning				
Start date	2016-17	- Project Details:	Additional staff savings - 4 FTE to be deleted from Commissioning (2016-17 Ref: CH22).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
		Project Title:	Directorate				
Start date	2016-17			To meet budget savings and service redesign requirements	3	2	6
End date	2016-17	- Project Details:	Reduction in salaries costs (2016-17 Ref: CH23).				
י ס		Project Title:	Learning Disabilities - High Cost/ Medium Cost/Direct Payment Packages				
Standate	2016-17		Review of high cost (>£1.5k) and medium cost (£400 - £1.5k) packages using the progression model	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17	- Project Details:	(2016-17 Ref: CH24/CH25/CH26).				
4		Project Title:	Mental Health - Care Packages				
Start date	2016-17		Review of support packages within all areas of Mental Health services using the recovery model (2016-17 Ref: CH27).	To meet budget savings and service redesign requirements	5	2	10
End date	2016-17		Trick. Shizi j.				
		Project Title:	Older People - Home Care/Direct Payments				
Start date	2016-17	- Project Details:	Review of Home Care within support packages and review of Direct Payment support packages using	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17		the enablement model (2016-17 Ref: CH28/CH30).				
		Project Title:	Older People - Managing Crisis				
Start date	2016-17			To meet budget savings and service redesign requirements	4	2	8
End date	2016-17	Project Details:	Managing crisis (including hospital discharge) admissions to residential care (2016-17 Ref: CH29).	To meet oddget savings and service redesign requirements		-	· ·
		Project Title:	Physical Disabilities - Direct Payments/Home Care/High Cost Packages				
Start date	2016-17	Decised S. C.	Review of all Direct Payments, home care within support packages and high cost packages using the	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17	- Project Details:	progression model (2016-17 Ref: CH31/ CH32/ CH33).				
		Project Title:	Substance Misuse Placements				
Start date	2016-17	Project Details:	Actively manage throughput in recidential rehab placements (2016-17 Ref. CU24)	To meet budget savings and service redesign requirements	3	1	3
End date	2016-17	Project Details:	Actively manage throughput in residential rehab placements (2016-17 Ref: CH34).				

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Adult Social C			\# O			
Adult Social Care PROJECT DESCRIPTION Project Title: Review of customer care pakages. ADDITION MAJOR EXPECTED OUTCOME Likelihood Imp									
		Project Title:	Review of customer care pakages.		Likelillood	illipact	Score		
Start date	2015-16	Project Details:	Continue to review customers and make savings.	To meet budget savings	4	3	12		
End date	2015-16								
		Project Title:	First Contact Service - Voluntary Sector		1				
Start date	2015-16	Project Details:	Voluntary sector interface with public as first point of contact for potential social care customers.	To meet budget savings	3	4	12		
End date	2015-16								
		Project Title:	Supporting People Contract						
Start date	2015-16	Project Details:	Reduce capacity within the supporting people contract.	To meet budget savings	3	3	9		
End date	2015-16								
		Project Title:	Day Care Services		<u> </u>				
Start date	2015-16								
		Project Details:	Change the day service offer around Merton day care services.	To meet budget savings	4	3	12		
End date	2015-16								
		Project Title:							
Start date				Select one major outcome	0	0	0		
Ecclare		Project Details:							
(D		Project Title:			1				
Starkdate				Select one major outcome	0	0	0		
9		Project Details:		Select one major outcome	"		١		
End date									
		Project Title:							
Start date		Project Details:		Select one major outcome	0	0	0		
End date		- Project Details:							
		Project Title:			1				
Start date									
Otan date		Project Details:		Select one major outcome	0	0	0		
End date									
		Project Title:							
Start date				Salact and major autooms	0	0	0		
End data		- Project Details:		Select one major outcome		,	"		
End date									
		Project Title:							
Start date		Desired D. 1. "		Select one major outcome	0	0	0		
End date		Project Details:							

Cllr Nick Draper Cabinet Member for Community & Culture	
Enter a brief description of your main activities and objectives below	
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.	

Housing Needs and Enabling Services

To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.

The purpose of this service is to

- Prevent homelessness in accordance with statutory housing law
- Provide homes to people in housing need
- Plan for the future delivery of housing via general conformity with the London Housing Strategy
- Formulate and deliver statutory housing strategies for the borough
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes
- Maximise supply of affordable homes with registered providers and private landlords
- Provide care and housing support to vulnerable adults
- Relationship management between the council and stock transfer housing
- Carry out a statutory duty to enforce Environmental Health (Housing) legislation Provide grant assistance for improvements and adaptations

Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19		
Housing Needs Staff (FTE)	26	6.5	26	3.5	24	1.5	22	19	17.5		
Environmental Health (Housing)		0	7.	03	6.	03	5.03	5.03	5.03		
Performance indicator	Perforn	nance Target	s (T) & Provi	sional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type		Main impact if indicator not
1 chormanic malcator	2013/14(T)	2014/15(T)	2015/16(PT)	2015/16(PT) 2016/17(PT) 2017		2018/19(PT)	lolulity	reporting cycle	maicator type		met
No. of homelessness preventions	550	550	550	450	450	450	High	Monthly	Business critical		Increased costs
No. of households in temporary accommodation	100	125	130	145	145	145	Low	Monthly	Business critical	Business critical Increased cos	
Highest no. of families in B&B	10	10	10	10	10	10	Low	Monthly	Business critical		Increased costs
Highest no. of adults in B&B	7	10	10	10	10	10	Low	Monthly	Business critical		Increased costs
Affordable homes delivered	150	70	35	20	20	20	High	Annual	Outcome		Reputational risk
Social housing lets	430	410	415	360	360	360	High	Quarterly	Outcome		Increased waiting times
Rent deposit - new tenancies	90	90	90	90	90	90	High	Annual	Outcome		Increased waiting times

55

2015/16

11000

7400

1000

350

2016/17

12000

8350

1150

360

High

2017/18

12000

7300

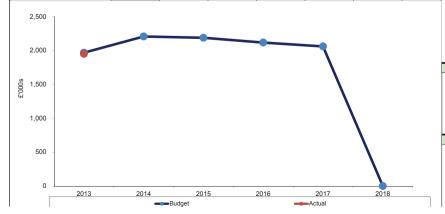
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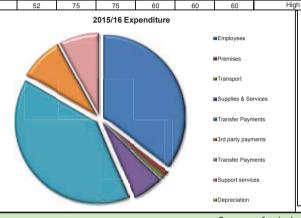
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Quarterly

	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	3,031	3,305	3,566	3,481	3,412	3,357	0
Employees	972	1,001	1,310	1,233	1,233	1,197	
Premises	39	23	38	38	38	38	
Transport	18	19	28	28	28	28	
Supplies & Services	202	165	200	213	186	153	
Transfer Payments	1,140	1,409	1,375	1,389	1,403	1,417	
3rd party payments	430	443	338	303	247	247	
Transfer Payments	0	0	0	0	0	0	
Support services	230	245	277	277	277	277	
Depreciation	0	0	0	0	0	0	
Revenue 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	1,063	1,354	1,359	1,293	1,294	1,296	0
Government grants	969	1,179	1,140	1,140	1,140	1,140	
Reimburgements	0	22	5	5	5	5	
Customer & client receipts	94	153	147	148	149	151	
Recharges	0	0	0	0	0	0	
Reserve	0	0	67	0	0	0	
Capital Funded	0	0	0	0	0	0	
Council Funded Net Budget	1,968	1,951	2,207	2,188	2,118	2,061	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
Birches Close		111,860	0	0	0	0	0
8 Wilton Road		40,758	489,240	0	0	0	0
Western Road		760,000	760,000	115,000	0	0	
Disabled Facilities Grant		1,218,567	839,610	1,341,890	784,000	340,000	340,000
Other		21,855	10,000	0	0	0	0
The Gables		0	577,300	0	0	0	0
	0	2,153,040	2,676,150	1,456,890	784,000	340,000	340,000





55

Planning Assumptions

2014/15

11000

6500

1000

320

2013/14

10400

7625

1000

265

57

Anticipated demand

Housing advice, options, private tenants & landlords advice

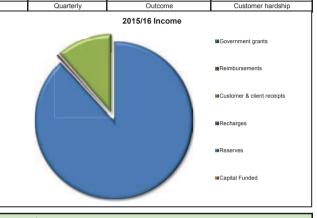
Housing register applicants

Housing options casework

Demand for temporary accommodation

No. of enforcement/improvement notices

Number of Disabled Facilities Grants approved



Outcome

The Corporate strategies your

contributes to

Housing Strategy

Reduced enforcement

A 191011 The service contributes to

8250

1150

360

Summary of major budget etc. changes

2015/16

Savings £35k Reduction of Homelessness Prevention grant

Environmental Health Housing savings of £69k to inculde deletion of 1x FTE post

2016/17

Savings £56k Reduction of Homelessness Prevention grant Savings £30k Rationalisation of admin budget (CH9)

Newly proposed savings to be approved: Deletion of 3.5 posts @ £129k (included in reduced FTE staff numbers above)

2017/18

Savings £36k Rationalisation of admin budget (CH9) Savings £36k Deletion of one staffing post (CH10)

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Housing Needs and Enabling Services A DIDITION OF THE FOUR YEAR PERIOD WAYON EXPENSES.								
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		CKI _S O		
Dr	oject 1	Droiget Title:	Deliver on-line self-assessment tools	MAJOR EXPEDITED OUTCOME	Likelihood	Impact	Score	
Start date	2014-15	Project Title:	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	Project Details:	assessment.	india dinada kitay a nahang				
Pr	oject 2	Project Title:	Maximise use of private rented sector					
Start date End 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	
		B :	CUMP Description					
Pr	oject 3	Project Title:	CHMP Regeneration					
Start date	2014-15	Project Details:	Input to CHMP regeneration and master-planning with Future Merton.	Improved resident well being	1	3	3	
End date	2018-19							
Pr	oject 4	Project Title:	Housing Service Review					
Start date	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).	Evaluation of alternative service delivery	3	1	3	
End date	2015-16		also considering the place of Environmental fleatin (flousing).					
Pr	oject 5	Project Title:	Feasibility Study: Social Enterprise Private Lettings Agency					
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	
Edate	2015-16							
(D) Pr	oject 6	Project Title:	Technology Review					
Start cate End date	2016-17 2016-17	- Project Details:	Review whether to retain Capita Housing and Home Connections in light of operating environment and undertake a "soft market test" on alternative products.	More efficient way of working + compliance with corporate policy	2	1	2	
Pr	oject 7	Project Title:			<u> </u>			
Start date		·					0	
End date		Project Details:						
Pr	oject 8	Project Title:						
Start date		Project Details:					0	
End date		i roject Details.						
Pr	oject 9	Project Title:						
Start date		Project Details:					0	
End date		i ioject Details.						
Pro	oject 10	Project Title:						
Start date		Project Details:					0	
End date								

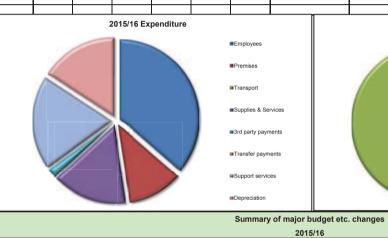
Libraries				Pla	nning Assui	mptions					The Corporate strategies your
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	201	3/14	201	4/15	201	15/16	2016/17	2017/18		Certifice contributes to
Enter a brief description of your main activities and objectives below	Active users	54,	000	54,	500	55,	,000	56,000	56,000	56,000	Community Plan
The purpose of the service is to provide a 'comprehensive and efficient' library service,	Stock issues	105	0000	110	0000	110	0000	1100000	1,100,000	1,100,000	Corp Equality Scheme
addressing the 'needs of adults and children' according to the Public Libraries and	Registered members	125	,000	130	,000	135	5,000	135,000	135,000	135,000	Customer Services Strategy
Museums Act 1964.	Visitor figures	1,15	0,000	1,15	0,000	1,20	0,000	1,200,000	1,210,000	1,210,000	Voluntary Sector Strategy
Local authorities have a statutory duty to make provision for a library service but may	Anticipated non financial resources	201	3/14	201	4/15	201	15/16	2016/17	2017/18	2018/19	Performance Management Framework
decide on how this is delivered.	Staff (FTE)	4	6	4	7	45	5.71	44.71	41.61	41.61	ICT Policy
	Accommodation (Libraries)		7		7		7	7	7	7	Performance Management Framework
Certain aspects of the service must be provided for free:	Equipment (PC's)	1	44	1	14	1	44	144	144	144	Workforce Development Plan
Free lending of books Free access to information											Asset Management Plan
Free library membership	Performance indicator	Perforn	nance Targe	ts (T) & Prov	sional Perfo	rmance Targ	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
1 100 maray mornosomp	renormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folanty	Reporting cycle	mulcator type	met
The Library Service aims to provide a modern, high quality and cost effective service that	No. of visitors accessing the library service online	110,000	115,000	125,000	135,000	150,000	150,000	High	Monthly	Business critical	Reduced uptake of service
is responsive to the needs of customers. Our vision is to remain the most efficient library	Active users - peoples network terminal	54,000	54,500	55,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
		0.5	95	95	95	95	95	High	Monthly	Outcome	Increased costs
service in London whilst continuing to achieve some of the highest customer satisfaction	% self service usage for stock transactions	95	5								
service in London whilst continuing to achieve some of the highest customer satisfaction levels.	% self service usage for stock transactions Active volunteers in libraries	180	180	200	210	220	230	High	Monthly	Business critical	Customer hardship
	<u> </u>		180 £327,000	200 £331,000	210 £336,000	220 £340,000	230 £340,000	High High	Monthly Monthly	Business critical Unit cost	Customer hardship Increased costs
	Active volunteers in libraries	180	180					•			

78

78

78

	DEF	PARTMENTAL I	BUDGET AND F	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	3,795	3,730	3,634	3,586	3,603	3,529	0
Employees	1,338	1,243	1,327	1,305	1,306	1,216	
Premises	456	465	401	407	413	419	
Transport	3	5	4	4	4	4	
Supplies & Services	629	580	582	549	558	567	
3rd party payments	65	63	65	66	67	68	
Transfer payments	0	0	0	0	0	0	
Support services	814	884	689	689	689	689	
Depreciation	490	490	566	566	566	566	
Revenue 2 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2013/14	346	2014/15	2015/16	450	2017/18	2016/19
Governmentgrants	000	0-0	0	140		0	
Reimbursements	154	72	114	114	114	114	
Customer & ent receipts	329	274	327	331	336	340	
Recharge	0	0	0	0	0	0	
Reserves	25	0	0	0	0	0	
Capital Funded							
Council Funded Net Budget	3,287	3,384	3,193	3,141	3,153	3,075	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
Relocation of Colliers Wood Library	0	0	0	0	550,000	0	0
Library Self Service	0	0	0	350,000	0	0	0
		_					



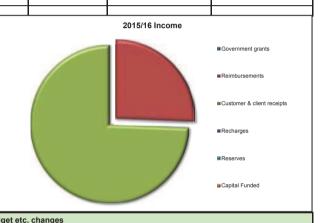
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High

Annual



Outcome

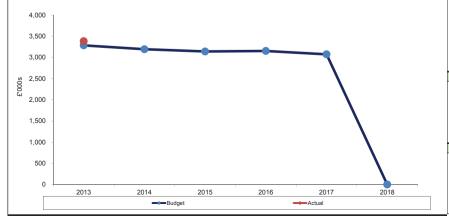
Reduced customer service

Savings - Reduction in Media Fund - £12k (CH5) Savings - Increase Income - £10k (CH6)

Revenueisation - £42k

% customer satisfaction (ARS)

Savings - Activities - £2k Savings - Staffing - £26k Savings - PLUS Consultation - £3k Savings - Volunteer Contract - £20k Savings - Reduction in Media Fund - £45k



350,000

550,000

2017/18

2016/17

Savings - Introduce self-serve Libraries at off peak times - £90k Savings - Staffing - £60k

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Libraries PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		XI.O	
Dre	oject 1	Project Title:	E-communications	WASON EAFEGIED OUTCOME	Likelihood	Impact	Score
Start date	2013-14	- Project Details	Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications: 2. Issue a quarterly customer e-newsletter; 3. Develop	More efficient way of working	2	1	2
End date	2015-16	1 Tojout Botalio	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
End date	2019-20						
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 2015/16 and 2016/17. Maximise usage of e-resources.		2	1	2
End date	2015-16		2019/16 and 2010/17. Maximise usage of eresources.				
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						
Pro	oject 5	Project Title:	Outreach and Community Engagement plan				
Start date	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
Emate	2017-18		with under represented groups to shape services accordingly.				
(D) Pro	oject 6	Project Title:	IT Projects				
Start date 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 in line with corporate systems. Implement self-service libraries at off peak times in branch libraries.	Improved customer satisfaction	3	2	6
	oject 7	Project Title:	Assisted digital support		-		
	-	Froject ritie.	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 residents skills.	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 for West Barnes and Donald Hope libraries. Investigate co-location opportunities with other council services and partners.	Improved customer satisfaction	3	2	6
End date	2017-18						
Pro	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						

Merton Adult Education				Pla	nning Assu	mptions					The Corporate strategies your
Cllr Martin Whelton Cabinet Member for Education	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18	MASIGICAL	contributes to
Enter a brief description of your main activities and objectives below	Number of accredited learners	10	000	10	000	10	100	1000	1000	7 VI VII III III III III II	Medium Term Financial Strategy
Our vision is to enrich lives through learning and our mission is to provide high quality	No. of personal development learners	30	000	30	000	30	100	3000	3000		Community Plan
qualification and personal development learning responsive to the diverse needs of our	Number of commercial learners	30	00	5	00	60	00	600	601		
communities. It is our ambition for Merton Adult Education to become an innovator and											
the college of choice for our community.	Anticipated non financial resources	201:	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
We are committed to providing the best learning experience for our students, deliver an	Staff (FTE)	14	48	1	43	14	43	140	140		
excellent service to our customers, maximise partnership opportunities, remain											
financially viable, achieve our Skills Funding Agency contractual targets and develop a											
range of income generating commercial products.											
Our strategic objective is to increase the skills, knowledge and educational attainment	Performance indicator	Perform	nance Target	s (T) & Prov	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
of adults through the provision of a range of accredited and non accredited courses.	r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rolatity	Reporting Cycle	mulcator type	met
The course offer is developed in response to both government priority targets and	Number of accredited learners	1000	1000	1000	1000	1000		High	Quarterly	Business critical	Loss of income
responding to emerging local needs. A range of courses are delivered within the	No. of personal development learners	3000	3000	3000	3000	3000		High	Quarterly	Business critical	Loss of income
following departments, English and Maths, ESOL, IT, Mind and Body, Early Years, Foreign Languages, NEET, Family Learning, Neighbourhood Learning for Deprived	% achievement rate	95%	96%	96%	96%	96%		High	Annual	Outcome	Government intervention
Communities, Fitness, Art and Craft and Employability. There is currently a service	% retention rate	87%	88%	88%	88%	88%		High	Annual	Outcome	Government intervention
delivery review and consutlation underway and this plan has been put forward based on	% success rate	83%	84%	84%	84%	84%		High	Annual	Outcome	Government intervention
the current delivery model.	Income target	662890	732890	732890	732890	732890		High	Monthly	Business critical	Loss of income

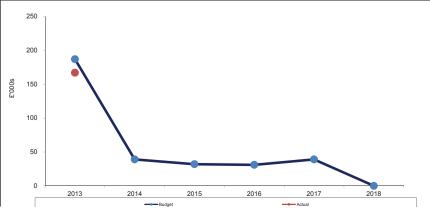
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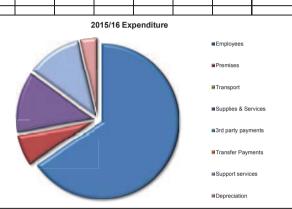
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300

	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	2,687	2,601	2,715	2,722	2,729	2,737	0
Employees	1,793	1,755	1,785	1,785	1,785	1,785	
Premises	173	140	174	176	178	181	
Transport	3	3	3	3	3	3	
Supplies & Services	340	317	345	350	355	360	
3rd party payments	0	0	0	0	0	0	
Transfer Payments	0	0	0	0	0	0	
Support services	286	294	311	311	311	311	
Depreciation	92	92	97	97	97	97	
Revenue 2000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,500	2,434	2,676	2,690	2,698	2,698	0
Government grants	1,873	1,907	1,873	1,873	1,873	1,873	
Reimburgements	0	33	0	0	0	0	
Customer lient receipts	627	494	803	817	825	825	
Recharges	0	0.	0	0	0	0	
Reserves	0	0	0	0	0	0	
Capital F	0	0	0	0	0	0	
Council Funded Net Budget	187	167	39	32	31	39	0

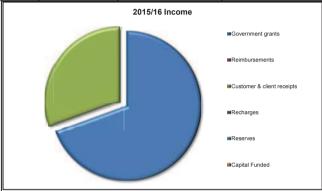
								Γ
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	1
Other	0	0	1,980		0	0	0	ſ
								1
								1
								1
]
]
								L
								Ι
	0	0	1,980	0	0	0	0	1





600

600



Business critical

Loss of income

£14k Savings
To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short

Summary of major budget etc changes 2015/16

High

Quarterly

Number of commercial learners

£8k Savings
To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short notice

2016/17

2017/18

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Merton Adult Edu			10.4.0	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME			
Pro	oject 1	Project Title:	Introduction of New 24+ Loans		Likelihood	Impact	Score
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	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Advanced Loans				
Pro	oject 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							
Pro	oject 3	Project Title:	Widening Participation in Learning				
Start date	2013-14	- Project Details:	Update and implement the college widening participation strategy focused on increasing participation amongst disadvantaged localities within the borough.	Improved resident well being	2	1	2
End date	2015-16		amongst disadvantaged localities within the borough.				
Pro	oject 4	Project Title:	Accommodation Strategy				
Start date	2013-14	- Project Details:	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		iuii analysis on possibile sites across infettori. Ondertake explorations with a number of key partiers				
Pro	oject 5	Project Title:	Virtual Learning Environment Strategy				
Start date	2013-14	- 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
Englate	2014-15						
O Pro	oject 6	Project Title:	Increase the use of the E Learning Portal Moodle	More efficient way of working			
Start date Start date End date	2014-15	- Project Details:	Provide training and awareness raising for tutors in how to access and use the Moodle on line system for managing resources and communicating with students		2	1	2
	oject 7	Project Title:	Adult Skills and Employability Scrutiny Action Plan Implementation				
	-	1 Toject Title.	Additional and Employability Coldiny Action 1 fair implementation				
Start date	2013-14	- Project Details:	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	oject 8	Project Title:	Option Appraisal on the Future of the Service and Consultation	Income loss			
Start date	2014-15	- Project Details:	Production of Merton Adult Education option appraisal and public consultation on the options		3	2	6
End date	2015-2016						
Pro	oject 9	Project Title:					
Start date		- Project Details:					
End date							
Pro	ject 10	Project Title:					
Start date		- Project Details:					
End date		1 Tojout Details.					

	Public	Health										anning Assu						The Corporate strategies you
Cllr Caroline Cooper-M	larbiah Cabinet I	lember for Adu	It Social Care &	Health		Anticipate				3/14		4/15	2015/		2016/17	2017/18	20 /k/A/P	Health & Wellbeing Strategy
					L	Sexual			19,8			201	20,55		20,913	21,243	21,667	Health & Wellbeing Strategy
					└	Drugs &				155 Alcohol		205 alcohol			400/ -f DII : " "	400/ -4 DILL : " "		
					⊢—	Support NHS Healt		- 4		staff capacity 723		staff capacity 23	40% of PH sta		40% of PH staff capacity 5872	40% of PH staff capacity 5872		
					N/		Itn Checks Measure Program	\longrightarrow					1		0.3% increase in population ag	1		
					N	NHS Smokin		\longrightarrow		506		in 2013, estim	166		1742	1830	+	
Our vision for the public's health	in Merton over th	e next five years	is to stem the inc	crease in the	\vdash	Prevention		-		066		19	117		1234	1295		
ignificant inequalities in health of	outcomes betwee	n the East and W	Vest of Merton, pr	roviding more	Anti		inancial resources	s		13/14		4/15	2015/		2016/17	2017/18	2017/19	
equal opportunities for all resider	nts of Merton to b	e healthy.				Staff (9	14	.77	14.7		14.77	13.77		
						Staff (Tra	rainees)		1	1		2	1		2			
Our vision for the public health to					High qu	uality data for JS	SNA and joint proje	ects	n/	n/a	r	/a	n/a		n/a			
n the Council, Merton Clinical Co understanding of their contribution																		
nequalities, using evidence of be		ioni in proventio	ir and in roddoing	, modian		Performanc	e indicator						rmance Target		Polarity	Reporting cycle	Indicator type	Main impact if indicato
Public Health services comprise						Chlamydia	diagnosis	_	2013/14(T)	2014/15(T)	2015/16(T)	2017/18(PT) 2300	2016/17(PT) 2 2300	2300	Select	Quarterly	Output	Failure to meet PHOF to
• Mandatory: sexual health, NHS		National Child Me	leasurement Prog	gramme,		Late diagnosi			2200 46.4%	2200 43.2%	2200 42%	42%	40%	38%	Low	Annual	Outcome	Failure to meet PHOF to
Support to Clinical Commissioning			h emergency prer	paredness	Success		of drug treatment ((TBC)	70.770	70.270	72.70	1270	1070	0070				
Universal: Smoking cessation, Other	arugs and alcoho	i, obesity					ng (MOU) with MC		MOU	MOU	MOU	MOU	MOU		1	†		
							ake of those offered		57.5	58.5	59.5	60%	TBC		High	Quarterly	Output	Increased prevalence of
					9/- 01/2	ace waight in a	children age 4-5 yea	are			<u> </u>		+			-		term conditions Increased prevalence of
					70 EXC	weight in Cr	muren age 4-5 yea	uis	19.67%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	term conditions
					% exces	s weight in chil	ildren age 10 - 11 y	years	30.77%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	Increased prevalence of
					Numbe	er of successful	4-week smoking q		-	-	!		-		High	Quarterly	Outcome	term conditions Increase prevalence of lung of
								-	753	790	830	871	915		⊓ign	Quarterry	Outcome	heart disease and COP
DEPARTMENTAL BUDGET ANI	D DECOURAGE										I				<u> </u>			
	Budget	Actual	Budget	Budget	Budget	Budget	Budget			7	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						= 5	nployees				
expenditure	7,873	8,187	9,844	9,844										,, 500				■ Government grants
Employees Premises	627	657	994	994	994	994	4 994			A			= F	emises				
	6	2	7	7	7 0	7	0 0		11				Υ					Reimbursements
rensport upplies & Services	3,408	3,727	4,366	4,366	4,366	4,366	6 4,366		188				№ 1	ansport				
d party payments ransfer payments	3,735	3,699	4,367	4,367	4,367	4,367	7 4,367	/	//				\				4	Customer 9 - Frank ' '
apport services	97	98	110	110	110	110	0 110						■ 8	ipplies & Se	ervices			■ Customer & client receipts
epreciation	0	0	0	0	0	0	0 0				1/-							
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	V					■3	d party payr	nents			■Recharges
ome	2013/14 9,537	2013/14 8,187	2014/15 9,844	2015/16 9,844	2016/17 9,844	2017/18 9,844	2018/19 4 9,844		0							V		
government grants	8,985	8,985	9,236	9,236	9,236	9,236	6 9,236						/	ansfer payn	nents			■Reserves
Reimbursements Oustomer & client receipts	552 0	865 1	608	608	608	608												
Recharges	0	0	0	0	0	0	0 0						■ S	ipport servi	ces			
Reserves	0	-1,664	0	0	0	-	0 0					1						■ Capital Funded
Capital Funded Council Funded Net Budget	-1.664	0	U	0	0	0	0 0						=0	epreciation				
-	Budget	Actual	Budget	Budget	Budget	Budget	Budget											
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summai	ry of major budget et	c. changes		
						\vdash									2015/16			
	1				ļ		Pt Pt	ublic Health gra	ant confirme	ed to be the s	same as 2014	15.						
			\vdash															
	1		 				+											
	+		 			\vdash	+											
	1		 		 		+											
					\vdash		+											
	0	0	0	0	0		o 0								2016/17			
							D	Dependent on	Governmen	nt grant, to	be confirmed							
1	2/14																	
2013	2014	2015	5 20	2016	2017	2018												
-199 -	/																	
-399	/																	
	/																	
-599 -	/						_								2017/18			
	/							ependent on G	Sovernmont	grant to be	confirmed				2017/10			
	/						06	cpenuent on G	,overninent;	Braill, LU DE	committed							
\$000 -799 -	/																	
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sooo -799 -																		
-799 - -999 - -1,199 -															0040/40			
-999 -								1							2018/19			
900 -799 - -999 - -1,199 - -1,399 -							De	ependent on G	Sovernment	grant, to be	confirmed				2018/19			
-799 - -999 - -1,199 -							Di	ependent on G	Sovernment	grant, to be	confirmed				2018/19			
-799 - -999 - -1,199 - -1,399 -							Di	ependent on G	Government	grant, to be	confirmed				2018/19			
999 - -1,199 - -1,399 - -1,599 -		⇒Budget					D	rependent on G	Sovernment	grant, to be	confirmed				2018/19			

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Public Healt PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		XI.O	
Dr.	oject 1	Project Title:	Integrated sexual health service	WAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Start date	2014-15	Project Title: Project Details:	Commissioning an integrated tier 2 sexual health service which either combines existing provision in Contraceptive and Sexual Health (CaSH) and extends this provision to tier 2 testing and treatment of sexually transmitted infections. This service would be commissioned on a Payment by Results or tariff	Improved customer satisfaction	3	3	9
End date	2017-18		basis and allowing for cross-charging of non-Merton residents.				
Pr	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
		Donie of Title	Parish was larged LIM/ comises				
Pr	oject 3	Project Title:	Review of local HIV services				
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. Re-commission HIV prevention and support services to more effectively	Improved resident well being	3	3	9
End date	2015-16		meet the changing needs relating to HIV and late diagnosis.				
Pr	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,	Improved resident wellbeing	2	1	2
End date	2014-15		linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.				
Pr	oject 5	Project Title:	Prevention				
Start date	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
Emiliate	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.				
(D Pr	oject 6	Project Title:	Transition of responsibility for Health Visiting Service to Local Authority				
Start date End 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 transition programme.	Select one major outcome	0	0	0
Pr	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.				
Pr	oject 8	Project Title:	NHS Health Checks				
Start date	2013/14	- Project Details:	People aged 40 -74 with no known heart disease (or other specified conditions) are offered an NHS	Improved Health and Wellbeing	2	2	4
End date			Health Checks every five years to detect early signs of heart disease and risk factors.				
Pr	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			alcohol needs is being commissioned to inform development of a prevention strategy/action plan.				
Pro	ject 10	Project Title:	Support to Merton Clinical Commissioning Group				
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, providing data analysis, needs assessment and evidence of best practice.	Select one major outcome	0	0	0
End date							

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Corporate Services Department

																		The Commonster streets wise server
	Business Im					Austria	1.1		1 004	3/14	Pla 2014	nning Assur		5/16	2016/17	2017/18	A PARCHATIC BY	The Corporate strategies your
	k Allison Cabine			-1	0	Anticipate	d demand											Customer Services Strategy
Enter a brief descrip	ption of your ma	in activities an	a objectives be	low	Core service rec				44		44		40		3555	3355	3255	
- Operate as a Centre of Exceller	nce for Project ar	d Programme M	Management (PP	M) raising	Non Core service			. (/)	20			00		20	1450	1450	1350	ICT Policy
the capacity of the organisation to	to consistently pla	n and deliver pr	ojects/programm	nes	Support for cont		simprovemer	nt (days)		00	88		88		880	880	880	Capital Programme
successfully.					Project/Program	ımes			12.8	BFTE	11 F	-TE	21 I	-TE	12 FTE	0 FTE	0 FTE	Children & Young person's Plan
- Support DMTs to embed a cultu through the provision of tools, ted	ure of continuous	business impro	vement within the	e organisation														Information Governance Policy
- Manage and deliver adhoc Proje					Anti	cipated non fi	nancial resou	urces	201	3/14	201	4/15	201		2016/17	2017/18	2018/19	
M2015 Board.	-				Staff - Programm	me Office (FTE)		4		4		4		4.5	2.5	2.5	
 Lead and deliver a coordinated improve customer satisfaction. 	programme of se	ervice reviews to	deliver efficience	ies and	Staff - Business	Systems Team	(FTE)		25	5.9	2	6	2	5	22	20	20	
- Establish a Programme Manage	ement Office (PM	O), ensuring tha	at all transformat	tional activity	Staff - Programm	mes and project	s (fixed term))	12	2.8	1	1	2	1	12	0	0	
is directed and monitored through	h DMTs, M2015 a	and CMT so that	it resources, depe	endencies,	Apprentices					2	2	2	2	2	0	0	0	
risks and issues are managed eff realised.	ffectively and ben	efits – aligned to	organisational c	objectives are		Bf			Perform	nance Target	ts (T) & Provi	sional Perfo	rmance Targ	ets (PT)	D. L. Mr.	Donath a sails	land and an face of	Main impact if indicator not
- Work with businesses and I&T t	to establish - uno	ler the direction	of CMT - the str	rategy for IT,	i	Performanc	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
an associated implementation pla	an and manage it	s delivery.			Systems availab	oility			80%	95%	97%	98%	99%	99%	High	Monthly	Business critical	Reduced service delivery
 Establish a Technical Design Au and planned approach to systems 	uthority (TDA), er	nsuring the orga	nisation takes a (coordinated														
corporate strategy, standards and	nd supportability.	·		•														1
- Proactively advise businesses of																		
leverage existing systems investr - Provide support to the business																	1	
including upgrades, housekeepin	ng, periodic sched	luled tasks and	batch processing	g, thus	 				 	 								-
sustaining business continuity: av					 				-							l	l	+
									-									
					 					-								
	5.5	DADTMENTAL	DUDGET AND	PERCUPATA												l		
			L BUDGET AND		David d	D		4		2	015/16 Exp	enditure					2015/16 Income	
Revenue £'000s	Budget 2013/14	Actual	Budget	Budget	Budget 2016/17	Budget 2017/18	Budget									_	_	
vnondituro		2013/14	2014/15	2015/16			2018/19	1						Employees				■Government grants
Expenditure Employees	3,459 2,081	3,440 1,953	,		2,814 1,403	2,750 1,329		4	4									·
Premises	2,001	1,955	1,541	1,491	1,403	1,328	1	1						Premises				
Fransport	3	0	3	3	3	3		1						ii remises				■Reimbursements
Supplies & Services	1,034	909	928	1,080	1,090	1,100		1				1						
3rd party payments		0	0]				1		Transport				-0.4
Support se vices	341	578	318	318	318	318	ļ	1					١					■Customer & client receipts
Depreciation	Burtout	A1	Post and	Doubt	Post out	D. J. J.	Destant	-	61		4			Supplies & Serv	ces			
Revenue £ 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget	Budget 2016/17	Budget 2017/18	Budget		23					опрыез и ости	063			■Recharges
Income	2,739	3,768		2015/16		2,727	2018/19	1					,					
Government grants	2,.00	0,100	2,722		2,727		Ť	1	1					3rd party payme	nts	V		
Reimbursements Customer Client receipts]										■Reserves
	79	127				89		1			11			Support services	.			
Recharges	1,875 785	3,129		2,638	2,638	2,638	1	4										
Reserves Capital Funded	785	513	— U	 				1										■Capital Funded
Council Funded Net Budget	720	-328	69	165	87	23	0	1						Depreciation				
Capital Budget £'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		
Document management system	2013/14	2013/14	300,000	440000	2010/1/	401//10	2010/13								2015/16			
Customer contact programme	0	0	300,000	485000	.——		1	CS1 Rational	lieation of ma	nagement o	nete FENI				20.0/10			
Data Labeling	0	0	293,840	460000	,		 	CS3 Generat										
Replace Social Care System			400,000	571,000	,		 	Further imple				15/6 will me	et target sav	ings.				
.,			100,000	37 1,000	 		 	1 '						-				
				 	 			-										
				 	 		+	1										
				 				-										
			1,293,840	1,496,000	0	0	_								2016/17			
	U	U	1,293,040	1,496,000] 0]		ı u	D					1 0000	2001	2010/17			
								Reorganisati	on of system	is developme	ent and supp	ort arranger	ments CS63	£88k.				
800																		
•																		
600																		
800																		
\																		
400															2017/18			
400	\																	
								Reorganisati	on of system	s developme	ent and supp	ort arranger	ments CS63	£74k.				
£,000s								Reorganisati	on of system	s developme	ent and supp	ort arranger	ments CS63	£74k.				
		_						Reorganisation	on of system	s developme	ent and supp	ort arranger	ments CS63	£74k.				
E,000s				•				Reorganisati	on of system	s developme	ent and supp	ort arranger	ments CS63	£74k.				
200 -		_		•				Reorganisation	on of system	s developme	ent and supp	ort arranger	ments CS63	£74k.				
E,000s	2014	201	5 2	2016	2017	2018		Reorganisati	on of system	s developme	ent and supp	ort arranger	ments CS63	£74k.				
200 -	2014	201	5 2	2016	2017	2018		Reorganisati	on of system	s developme	ent and supp	ort arranger	ments CS63	£74k.	2018/19			

-400

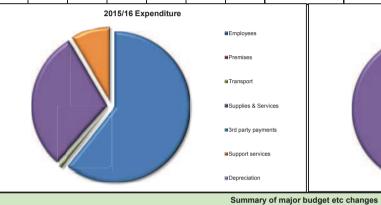
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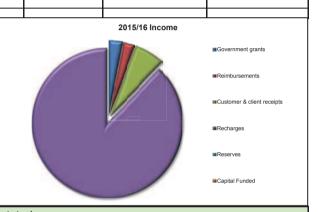
----Actual

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Business Improv PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		XI.O	
D.	oject 1	Drain at Title	Customer Contact programme		Likelihood	Impact	Score
Start date	01/04/2013	Project Title: Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	More efficient way of working The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4
Pr	oject 2	Project Title:	Electronic document and records management system	More efficient way of working			
Start date End 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
Pr	oject 3	Project Title:	Social Care Information System	To meet legislative requirements			
Start date	01/06/2014	Project Details:	Procure and implement a Social Care Information system to support adults social and children and	A fit for purpose system that supports efficient business practices and care management now and into the	1	3	3
End date	31/12/2015		families integrated care.	future			
Pr	oject 4	Project Title:	Data Labelling System	To meet legislative requirements			
Start date End date	01/06/2014	Project Details:	Introduce technology to automatically and retrospectively assess and protectively mark (for security) all Council data and to provide the facility to protectively mark all documents and emails for security going forward.	Ensures compliance with legislative requirements on categorisation and storage of data and information.	2	1	2
Pr	oject 5	Project Title:	Corporate TOM Refresh exercise	More efficient way of working			
Start date	01/09/2015 31/03/2016	Project Details:	Lead and coordinate a pan-organisation exercise to review and refresh all Target Operating Models and enabling strategies as required	Provides a disciplined, organised approach to planning for future change and improvement and ensures work programmes align to deliver the ambitions of the services within the organisation.	1	1	1
(D) Pr	oject 6	Project Title:					
Standate End date		Project Details:			0	0	0
Pr	oject 7	Project Title:					
Start date End date		Project Details:			0	0	0
Pr	oject 8	Project Title:		Select one major outcome			
Start date	9,001.0	Project Details:					0
Pr	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0

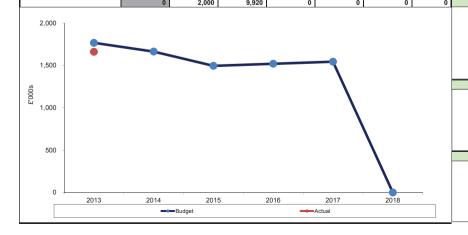
Corporate Governance				Pla	nning Assun	nptions					Corporate strategies your	
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18	FVF2018/18	Contributes to	
Enter a brief description of your main activities and objectives below	Residents	206	5,038	208	,822	211	,569	214,229	216,806		Corp Equality Scheme	
Corporate Governance is made up of 7 core services:	Officers	40	081		l		1	1	1		Customer Services Strategy	
Information Governance - manages complaints, MP & Member enquiries, Freedom of Information	Councillors	6	60	6	0	6	60	60	60		Risk Management Strategy	
requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges											Information Governance Policy	
function.	Anticipated non financial resources	2013/14		201	4/15	201	5/16	2016/17	2017/18	2018/19	Corp Procurement Strategy	
Internal Audit and Investigations- provides independent, objective appraisal of risk management,	Staff (FTE)	4	18	4	7	39.7 (excl. l	Investigations)	39.7 (excl. Investigations)	38.7 (excl. Investigations)		Performance Management Framework	
governance & internal control processes and fraud risks including planned & unplanned audits.	Staff - LALO		8		3		8	8	8		Civil Contingencies Plan	
Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud polices. Reports poor practice/weak	Staff - Election		0	9	00	8	00	800	0		Central Government	
controls to members. Investigations - investigates allegations of fraud for Housing Benefit and	Staff - Canvas	1	50	1	50	1	50	150	150			
internal cases.	Performance indicator	Perforn	nance Target	s (T) & Prov	ovisional Performance Targets (PT)			Polarity	Reporting cycle	Indicator type	Main impact if indicator not	
Safety Services - provides H&S , emergency planning & business continuity service.	Ferformance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	illulcator type	met	
	FOI requests - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service	
<u>Democracy Services</u> - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.	Complaints - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service	
ensures council has robust decision making arrangements.	Audits completed against plan	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud	
Electoral Services - maintains registers of electors whilst managing the move to individual electoral	Audit actions implemented by agreed date	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud	
registration, administers elections & referendums and undertakes boundary & electoral reviews.	Completed planned H&S inspections	60	60	60	60	60		High	Monthly	Outcome	Breach statutory duty	
There is also the shared Legal service with the London Borough of Richmond, which has its own	Priority A H&S actions completed on time	75%	85%	90%	90%	90%		High	Quarterly	Outcome	Breach statutory duty	
Service Plan.	No. supplementary agendas issued	28	26	24	22	20		Low	Quarterly	Quality	Rework	

	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	4,276	4,164	4,031	3,869	3,897	3,926	0
Employees	2,427	2,469	2,449	2,344	2,344	2,344	
Premises	4	3	5	5	5	5	
Transport	26	30	25	26	26	27	
Supplies & Services	1,353	1,079	1,228	1,170	1,198	1,226	
3rd party payments	0	1	0				
Support services	466	583	324	324	324	324	
Depreciation							
Revenu 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Incom	2,509	2,504	2,367	2,373	2,377	2,382	0
Governnen grants	70	65	70	70	70	70	
Reimbursements	154	93	59	60	62	63	
Custome & lient receipts	62	307	153	158	160	164	
Recharges	2,190	2,224	2,085	2,085	2,085	2,085	
Reserve	34	-185	0				
Capital Fooded	0						
Council Funded Net Budget	1,767	1,661	1,664	1,496	1,520	1,544	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
Ctte Decision Making		2,000	0	0	0	0	0
Other			0.020				





CS30 Rationalise benefits and corporate investigation team - possible shared resources £30k CS31 Rationalise Health and Safety and Business Continuity planning £35k CS33 Rationalise internal audit teams - possible shared service £40k CS34 Services and suppliers savings within Corporate Governance £86k



2016/17

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Corporate Govern				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		(XIS)	
Pr	oject 1	Project Title:	Support new intake of councillors	Improved customer satisfaction	Likelihood	Impact	Score
Start date	01/04/2013	Project fille.	To prepare information and support for new intake of councillors following May 2014 council elections.	improved customer satisfaction	1	1	1
End date	31/03/2015	Project Details:	To ensure smooth introduction of any consequent changes to decision making structure or process.				
Pr	oject 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.				
Pr	oject 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		referendums and ballots that may be required				
Pr	oject 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				
Pr	oject 5 	Project Title:	Committee report workflow	More efficient way of working			
Start date	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
Edicate	01/10/2014		well as sign off by Directors and Cabinet Members.				
	oject 6	Project Title:	Scrutiny Improvement Programme	Improved reputation			
Stabilate 3	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						
Pr	oject 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						
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		i roject Details.			1 1 3 3 3 3 2 2 2 1 1 2 1		
Pro	pject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		1 Tojour Detailo.					

Customer Services	
Select your Cabinet Member & Portfolio	
Enter a brief description of your main activities and objectives below	
·	

There are 5 core services:

Local Taxation - responsible for Council Tax & Business Rates collection, Debt recovery & Bailiff collection services: - this includes a shared bailiff service with Sutton Council Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud;

Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes; Registrars - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services;

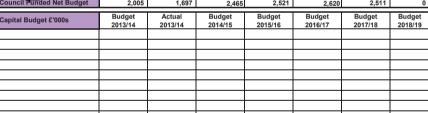
Communications - responsible for protecting and enhancing the reputation of Merton Council; promoting Merton as a good place to live, work and learn; ensuring residents know about and have access to services; ensuring the community is able to have a say in the council decisions; and engaging council staff so they understand the direction of the council and are committed to putting customers at the heart of all they do.

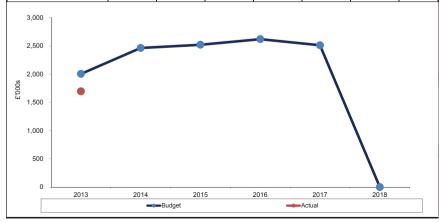
Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered within this service plan period but details are vague due to the uncertainty of the roll-out of the scheme. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload

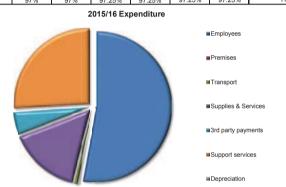
					e carporate strategies your		
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	7 VI 2048/14 LINI	service contributes to
Benefit/Council Tax support claimants	16,000	16,000	16.000	15,000	14,000	14,000	Customer Services Strategy
Telephone callers	500,000	600,000	600,000	500,000	450,000	400,000	Homelessness Strategy
Face to face customers	115,000	100,000	90,000	85,000	80,000	70,000	Medium Term Financial Strategy
Council tax properties	82,000	82,500	83,000	83,000	83,000	85,000	Social Inclusion Strategy
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
Staff (FTE)	162.4	139.4	136.4	134.4	133.4	133.4	
Apprentices(FTE)	3	3	4				

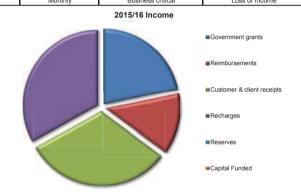
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	illulcator type	met
Business Rates collected	97%	97.25%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
% of Merton Bailiff Service files paid in full (excluding parking and miscellaneous debt)	58%	58%	58%	58%	58%	58%	High	Monthly	Outcome	Loss of income
HB - COC & new claims processing days	16	16	16	16	16	16	Low	Monthly	Business critical	Customer hardship
First contact resolution		60%	65%	70%	75%	75%	High	Monthly	Perception	Reduced customer service
Income from events (marriages, civil partnerships etc)		415,000	400,000	415,000	425,000	450,000	High	Monthly	Business critical	Loss of income
Successful website visits	83%	84%	84%	84%	84%	84%	High	Monthly	Perception	Reduced uptake of service
No. of on-line transactions				30,000	45,000	60,000	High	Monthly	Business critical	Reduced customer service
Council Tax Collected	07%	07%	07 25%	07 25%	97 25%	97 25%	High	Monthly	Business critical	Loss of income

	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	9,618	9,752	9,865	9,487	9,394	9,312	0
Employees	5,200	5,267	5,038	5,008	4,897	4,788	
Premises	29	27	20	21	21	21	
Transport	63	73	63	64	65	65	
Supplies & Services	1,467	1,551	1,447	1,459	1,470	1,491	
3rd party payments	920	450	828	467	473	479	
Support services	1,940	2,384	2,465	2,465	2,465	2,465	
Depreciation	0	0	3	3	3	3	
Revenu 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Incom (C)	7,613	8,055	7,400	6,966	6,774	6,801	0
Government grants	2,270	2,264	1,981	1,520	1,302	1,302	
Reimbursements	930	1,497	930	930	930	930	
Customer & client receipts	2,138	2,334	2,184	2,211	2,237	2,264	
Recharges	2,275	2,275	2,305	2,305	2,305	2,305	
Reserve	0	-315	0				
Capital Funded							
Council Punded Net Budget	2,005	1,697	2,465	2,521	2,620	2,511	0









Summary of major budget etc changes

The DWP have not committed funding for the Local Welfare Support scheme. A decision is required regarding future funding for the ascheme and it's administration Funding for 15/16 for Housing Benefit administration grant has been rediuced

With continued delays with the implementation of the Customer Contact programme the impact of the Customer Service Review will not save £30k in this year. Savings from elsewhere within the Division will cover this years saving target...

Ongoing savings through reduction of cash collection following implementation of telephone parking £10k

There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit

2016/17

Deferred budgetary savings from 14/15 include a deletion of manager position within Customer Services and a reduction within the debt recovery/bailiff function, review of welfare benefits resulting in £111k of savings.

Continued impact of the Customer Service Review will save £30k annually

Ongoing savings through reduction of cash collection following implementation of telephone parking £10k.

The roll out of Universal Credit will impact further on the level of Houising Benefit administration grant.

There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit.

New performance target required to monitor take-up of on-line services. This includes revision of number of telephone calls and face-toface customers

2017/18

CS60 Deletion of Assistant Director post £109k

Continued impact of Customer Contact project to further reduce telphone calls and face-to-face customers

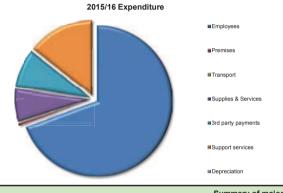
Continued impact of Customer Contact project to further reduce telphone calls and face-to-face customers. Anticipated small increase in number of Council Tax propoerties.

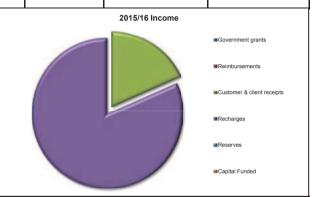
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Customer Serv				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		CKI _S O	
Dr	oject 1	Project Title:	Customer Service review	More efficient way of working	Likelihood	Impact	Score
Start date	01/04/2013	,	As part of the implementation of the customer contact electronic solution processes and resourcing will	Word emblent way of working	3	2	6
End date	31/03/2015	Project Details:	be reviewed				
Pr	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 target 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
End date	31/03/2016						
Pr	oject 3	Project Title:	Council Tax support scheme	To meet legislative requirements			
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	1	2
End date	31/03/2016		Imperioritation of 15/10				
Pr	oject 4	Project Title:	Implement and review Welfare Assistance Scheme	Improved resident well being	1		
Start date	01/04/2013	Project Details:	A review of the scheme will be undertaken during 2014/15, however, there is currently uncertainty		2	1	2
End date	31/03/2015	,	regarding future funding from 15/16				
Pr	oject 5	Project Title:	Appoint a medical examiner	To meet legislative requirements			
Start date	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
Egate	31/12/2014		g				
(D Pr	oject 6	Project Title:	Local Support Services	To meet legislative requirements			
Standate Standate End date	01/04/2014	Project Details:	In line with implementation and roll out of Universal Credit local authorities have been asked to provide a front line solution for those customers than cannot access and claim on-line. This service may be multi agency and include Job Centre Plus, volunarty sector and neighbouring authorities		2	2	4
	oject 7	Project Title:	Review Debt Collection Processes	More efficient way of working			
Start date	01/06/2015	,	With the implementation of the new Financial management computer systems a review of the existing	indication in the state of the	3	2	6
End date	01/04/2016	Project Details:	debt collection processes will be undertaken as part of the system implementation.				
Pr	oject 8	Project Title:		Select one major outcome	1		
Start date		Project Details:					0
End date		•					
Pr	oject 9	Project Title:		Select one major outcome	 		
Start date		Project Details:					0
End date		Froject Details:					
Pro	oject 10	Project Title:		Select one major outcome	1		
Start date		Project Details:					0
End date		-					

Human Resources				Pla	nning Assu			Service contributes to			
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	201	3/14	201	4/15	201	15/16	2016/17	2017/18	/ VI 2048/14 LNI D	serve contributes to
Enter a brief description of your main activities and objectives below	Employees in Merton for HR, payroll, advice, L&D, EAP etc	4,600		4,600 4,400		4,400 4,400		4,400	4.200	4.000	Workforce Development Plan
Support effective people management across the organisation through development of a	New recruits to be appointed	1	80	1	60	1	160	160	150	140	Economic Development Strategy
orkforce strategy/TOM people layer	HR FTE	46.4		45.4		45.4		41.4	40.4	35	Workforce Development Plan
) Implement and maintain efficient HR transactions for recruitment, induction, employee data, ayroll, performance management, appraisal, learning and development	Anticipated non financial resources	201	3/14	201	4/15	201	15/16	2016/17	2017/18	2018/19	
Provide HR business partner support across the Council	Select anticipated resources										
Produce HR metrics, analyse people-related problems and take appropriate actions	Select anticipated resources										
Produce HR strategies, policy frameworks and systems to support effective people anagement	Select anticipated resources										
Support and develop capacity building in Members	Select anticipated resources										
	Performance indicator			gets (T) & Provisional Perfor 2015/16(PT) 2016/17(PT)				Polarity	Reporting cycle	Indicator type	Main impact if indicator no met
	Time to hire	90	90	90	90	88	86	Low	Monthly	Outcome	Increased costs
	Sickness absence (Average days per fte)	8	8	8	8	7	7	Low	Monthly	Outcome	Increased costs
	% Appraisals completed	98%	98%	98%	98%	98%	98%	High	Annual	Outcome	Poor decision making
	% Members L&D satisfaction	81%	82%	83%	83%	83%	83%	High	Quarterly	Outcome	Poor decision making

DEPARTMENTAL 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	3,425	3,111	3,132	3,140	2,674	2,629	0					
Employees	2,613	2,158	2,185	2,185	1,825	1,767						
Premises	14	15	15	15	15	15						
Transport	4	4	5	5	5	5						
Supplies & Services	219	241	218	222	152	161						
3rd party payments	255	349	259	262	226	230						
Support services	318	344	451	451	451	451						
Depreciation												
Revenu@00s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					
Incom	3,476	3,442	3,128	3,134	3,139	3,145	0					
Government grants				·		·						
Reimbursements			0									
Customer & client receipts	533	587	569	575	580	586						
Recharges	2,568	2,827	2,559	2,559	2,559	2,559						
Reserve ()	375	27	0									
Capital Farted												
Council Funded Net Budget	-51	-331	4	6	-465	-516	0					
	Rudget	Actual	Rudgot	Rudgot	Budget	Rudget	Budget					

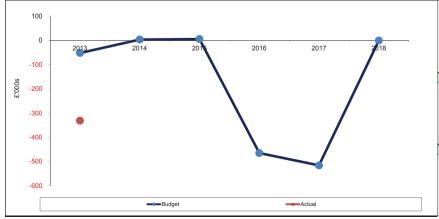
Council Funded Net Budget	-51	-331	4	6	-465	-516	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0





Summary of major budget etc changes 2015/16

Existing: CS49 Introduction of new application tracking system £5k New/b/f: £270K HR business partner review



Exisiting: CS48 Further rationalisation of HR Services £130k

CS49 (2013-2017) Introduction of new application tracking system £10k CS50 Occupational Health & Employee Assistance programme £40k

CS51 HR Transactions - including COT £90k
CS49(2012-2016) Further consolidation of HR advisory work £140k

CS74 Review of L&D £69k

New: £152K COT review

2017/18

2016/17

CS75 Review of COT staffing in light of 4 borough shared service opportunities £58k

2018/19

New: HR transactions information systems £50K

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Human Resources ADDITION OF THE FOUR YEAR PERIOD AND DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD ADDITION OF THE FOUR YEAR PERIOD AND DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD ADDITION OF THE FOUR YEAR PERIOD ADDITION OF THE FOUR YEAR PERIOD AND DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD ADDITION OF THE FOUR YEAR PERIOD ADDITION OF THE FOUR YEAR PERIOD												
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME									
Pr	oject 1	Project Title:	Occupational Health Service	More efficient way of working	Likelihood	Impact	Score						
Start date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency	g	3	3	9						
End date	31/03/2016	FTOJECT DETAILS.	neview and re-ret of contract to improve cost and emidency										
Pr	oject 2	Project Title:	Employee Assistance programme	More efficient way of working									
Start date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency.		3	4	12						
End date	31/03/2016												
Pr	oject 3	Project Title:	Workforce Strategy	More efficient way of working									
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce stratgey to support the wider TOM programme for organisational change		3	3	9						
End date	31/03/2017												
Pr	oject 4	Project Title:	Establishment and workforce	More efficient way of working									
Start date	01/04/2015	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position		3	3	9						
End date	31/03/2016	,	across the Council for both permanent and interim staff										
Pr	oject 5	Project Title:	Review HR policies	Select one major outcome									
Start date		Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development		3	3	9						
(D) Pr	oject 6	Project Title:	Budget savings	To meet budget savings									
Start date End date		Project Details:	Deliver both exisiting and new budget savings for the HR function		4	3	12						
Pr	oject 7	Project Title:		Select one major outcome									
Start date		Project Details:					0						
Pr	oject 8	Project Title:		Select one major outcome			\vdash						
Start date End date		Project Details:					0						
							igsquare						
Start date	oject 9	Project Title:		Select one major outcome									
End date		Project Details:					0						
Pro	pject 10	Project Title:		Select one major outcome	1		$\vdash \vdash \vdash$						
Start date		Project Details:					0						
End date													

Infrastructure and Transactions				PI	anning Assu	mptions					examplate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	201	13/14	20	14/15	20	15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Repairs & Maintenance of Corporate Buildings (Revenue)	806	806,000		800,00		0,000	740,000	740,000	700,00	Asset Management Plan
Infrastructure and Transactions Division (I&T) is a support service made up of three	IT Service Calls	23	23,600 25,700		,700	27,800		26,500	25,000	22,500	Customer Services Strategy
functions which are:-	Service Requests	6,	6,400 6,800		7,200		7,000	6,500	5,000	Customer Services Strategy	
IT Service Delivery - IT (SD) supports the councils operations by providing IT infrastructure,	Transactions requested by departments	130	0,000	13	0,000	120,000		115,000	110,00	105,00	Customer Services Strategy
desktop equipment and associated software. Fixed and mobile telecommunications, Service	Anticipated non financial resources	2013/14		2014/15		2015/16		2016/17	2017/18	2018/19	
Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT	FM (FTE)	;	36		35		29	27	24	20	
governance and data security.	Transactional Services (FTE)	1	4.7	1	4.7		13	13	10	8	
Facilities Management - FM provides the infrastructure to deliver services through	IT Service Delivery (FTE)	32.8		3	32.8		32	30	23	19	
accommodation, building repairs and maintenance for the portfolio of corporate buildings,	Staff (Apprentices)		2	5		4		3	3	3	
energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.	Performance indicator	Perforr	mance Targe	ts (T) & Prov	s (T) & Provisional Perfor		rgets (PT) Polarity		Reporting cycle	Indicator type	Main impact if indicator not
	renormance mulcator	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 incorporates Account Payable, Accounts Receivable,, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods	Repairs & Maintenance ratio of Reactive to Planned	50/50	40/60	30/70	30/70	30/70	30/70	Low	Annual	Outcome	Increased costs
and services provided to LBM. Raise and issue invoices promptly and accurately to maximise	Total external fee income	200,00	225,000	235,000	285,000	320,000	320,000	High	Quarterly	Output	Loss of income
revenue received. Maintain accurate records re client contributions on Carefirst to enhance	CO2 emissions corporate buildings (tonnes)	4,200	4,100	4,000	3,900	3,800	3,800	Low	Quarterly	Output	Environmental issues
correct involving and reduce queries. Vendor Maintenance database is controlled, accurate and	First time fix rate for IT Service Desk	63%	64%	68%	70%	72%	75%	High	Monthly	Outcome	Reduced service delivery

90%

93%

90%

95%

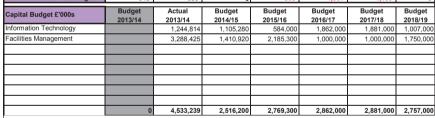
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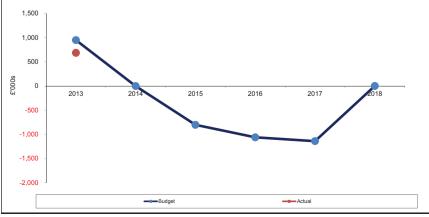
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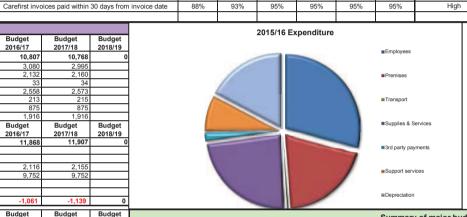
	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	13,212	13,599	11,815	11,061	10,807	10,768	0
Employees	3,589	3,717	3,365	3,222	3,080	2,995	
Premises	2,705	2,608	2,733	2,185	2,132	2,160	
Transport	39	33	33	33	33	34	
Supplies & Services	2,863	3,151	2,687	2,620	2,558	2,573	
3rd party payments	204	106	206	210	213	215	
Support services	1,941	2,113	875	875	875	875	
Depreciation	1,871	1,871	1,916	1,916	1,916	1,916	
Revenu 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Incom(12,264	12,914	11,815	11,864	11,868	11,907	0
Government grants							
Reimbursements			0				
Customer & client receipts	1,990	2,335	2,063	2,112	2,116	2,155	
Recharges	10,057	10,362	9,752	9,752	9,752	9,752	
Reserve	217	217	0			, in the second	
Capital Funded	0					_	
Council Funded Net Budget	948	685	0	-803	-1,061	-1,139	0

cleansed, Providing training and support for all users of the systems required for payments or

invoicing.







90%

95%

90%

95%

90%

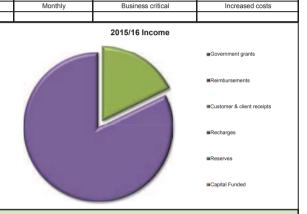
95%

High

Hiah

Monthly

Monthly



Outcome

Business critical

Business critical

Reduced customer service

Reduced service delivery

Summary of major budget etc changes 2015/16

1,750,000 CS5 Review procurement of support , maintenance & license contracts £34k

CS7 re-procurement of mobile telephone contract £10k

CS8 Reduction of WAN costs £10k, CS15 Asset & change analyst post £24k

CS17 Post savings £30k

Customer Satisfaction - IT incident resolution

Invoices paid within 30 days of receipt by LBM

CS20 Energy refit £100k, CS21 Increase income targets for building and repair work£45k

CS22 Restructure of Archive Store £15k, CS23 Outsourcing building services and security services £35k

CS25 Deletion of one post £30k, CS27 consolidation of utilities budgets £50k

2016/17

- CS5 Review procurement of support, maintenance & license contracts £29k
- CS7 re-procurement of mobile telephone contract £20k
- CS8 Reduction of WAN costs £20k
- CS10 Outsourcing of service £20k
- CS12 Deletion of post £37k Information governance post £37k
- CS16 (deferred from 14/15)Surrender overtime budget £35k, CS23 Outsourcing building services and security services £50k
- CS28 Amalgamation of intruder alarm contract £20k,

2017/18

- CS70 Apply admin charge to customer requesting hard copy paper invoice £35k CS71 Deletion of two posts £85k
- CS72 Consolidation of budgets £34k

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Infrastructure and Transactions ADDITION OF A STATE OF A STA										
				ARIT		XX1.0					
_			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Impact	Score				
Pro	oject 1	Project Title:	Implementation of IT Strategy & Plan	More efficient way of working							
Start date	01/11/2014	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.		3	2	6				
End date	31/03/2017										
Pro	oject 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	2				
End date	31/03/2018		Management System (EDRMS).								
Pro	oject 3	Project Title:	Upgrading of IT Disaster Recovery Arrangements	Improve IT 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	late 31/03/2015 service in the event of a major incident or IT equipment failure. Project 4 Project Title: Flexible Working Programme		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.								
Pro	oject 5	Project Title:	Refurbishment of 4 main passenger lifts at Civic Centre	Improved customer satisfaction and more efficient ways of working.							
Start date	01/01/2014	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 mechanical failure. The project is essential to ensure that the premises are safe and compliant with		1	2	2				
Eggate	30/06/2016		statutory requirements.								
O Pro	oject 6	Project Title:	Energy "Invest to Save" Initiatives	More efficient way of working							
Starbate Starbate End 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 financial pay back of between 7 and 10 years.		1	1	1				
Pro	oject 7	Project Title:	Review Civic Centre Building Services & Security arrangements	To meet budget savings	1						
Start date	01/07/2013	Decised Date les	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	- Project Details:	reputational risks inherent in managing a front-line service in the highest profile corporate building within the authority.								
Pro	oject 8	Project Title:	Process review of Accounts Payable and Receivable functions	More efficient way of working							
Start date	01/04/2015	Proiect Details:	Review the Councils current processes and procedures for managing the AR and AP functions in order to maximise any potential efficiency gains and cost reductions that are available through the		1	2	2				
End date	31/03/2017		development and use of E-Billing and electronic invoicing.								
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									
Pro	Project 10 Project Title:			Select one major outcome							
Start date		Project Details:					0				
End date		Froject Details:									

Resources Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below

Resources is made up of four major areas of activity:

Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling, reporting & monitoring, council's day to day cash flow, insurance services, treasury management & pensions. Over the next four years we will transform by improving use of technology /reviewing processes //how information is stored in our financial systems.

Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate mily-layer planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management

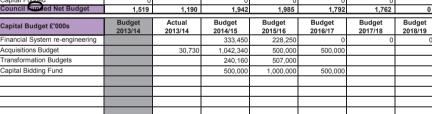
Commercial & procurement - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.

Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector, ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.

		Planning Assur	nptions					Corporate strategies your
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	NA SIMPLY		ervice contributes to
Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23			Asset Management Plan
Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+			Capital Programme
Budget, Service, Performance & Risk Setting	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports			Central Government
Budget, Service, Performance & Risk Monitoring	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports			Corp Equality Scheme
Budget, Service, Performance & Risk Closing	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports		С	orp Procurement Strategy
Anticipated non financial resources	2012/13	2013/14	2014/15	2015/16	2016/17	2018/19	Med	ium Term Financial Strategy
Staff (FTE)	69.2	64.2	64.2	61.2	61.2		R	isk Management Strategy
Staff (Trainees)	4	4	4	4	4		Trea	asury Management Strategy
Staff (Apprentices)	0	2	2	0	0		\	/oluntary Sector Strategy
								Select Strategy delivery
Performance indicator		s (T) & Provisional Perfo		Polarity	Reporting cycle	Indicator type		Main impact if indicator not
r en ormanice mulcator				roidilly	reporting cycle	mulcator type		mot

										Select Strategy delivery
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Periorillatice illuicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	indicator type	met
Accuracy of P8 Revenue Forecast (compared to outurn)		90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
Accuracy of P8 (P9 to 2013/14) Capital Forecast		90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0	0	0		Low	Annual	Business critical	Government intervention
% of contracts over threshold overseen by Procurement Board		80%	80%	80%	80%		High	Quarterly	Quality	Poor decision making
Action plans in place for 'red' risks	90%	90%	90%	90%	90%		High	Quarterly	Outcome	Poor decision making

DEPARTMENTAL 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	9,175	9,177	8,660	8,717	8,539	8,524	0				
Employees	4,084	4,121	3,821	3,815	3,643	3,596					
Premises	103	99	105	106	107	109					
Transport	4	7	4	4	4	4					
Supplies & Services	4,532	4,403	3,834	3,895	3,889	3,919					
3rd party payments	23	81	178	179	178	178					
Support services	429	467	718	718	718	718					
Depreciation -	0		0	0	0	0					
Revenue 3 00s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19				
Income	7,657	7,987	6,718	6,732	6,747	6,762	0				
Government grants	0	9	0	0	0	0					
Reimbursements	50	36	0	0	0	0					
Customer & client receipts	739	992	804	818	833	848					
Recharges	6,443	6,525	5,914	5,914	5,914	5,914					
Reserves	425	425	0	0	0	0					
Capital Funded	0		0	0	0	0					
Council Runded Net Budget	1,519	1,190	1,942	1,985	1,792	1,762	0				
·-	Donton	Astrod	D d 4	Burdenst	Destant	Budent	D. d. d				

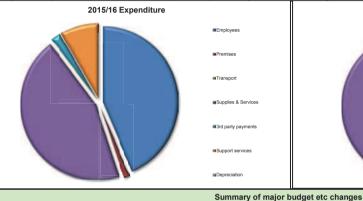


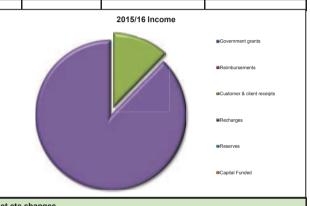
2,115,950

2,235,250

1,000,000

30,730





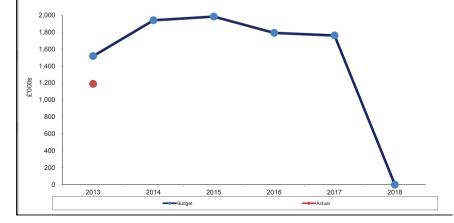
2015/16

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2016-20, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

Financial System: From 1 December 2015 the new financial system will be fully operational. It is envisaged that the implementation of this new financial system and the adoption of new streamlined processes. Options around exploring shared service will be explored.

Savings: Saving for future years will be identified from improved processes resulting from the new financial system.

2016/17



MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken. Financial System: The new financial system and the adoption of new streamlined processes will facilitate the further savings below.

Savings: Savings of £103k (checking) will be delivered by reduction of three posts, non salary budgets savings £137k through improved processes, consolidation of budgets and review of recharges.

2017/18

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

Savings: Savings of £78,000 (checking) will be delivered from improved processes and the appropriate charging for services.

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Resources ADDITION OF A CONTROL OF A CONT											
			PROJECT DESCRIPTION Resources	MAJOR EXPECTED OUTCOME		(XI.O -						
Dec	oject 1	Duning at Title	Evaluation of future funding levels		Likelihood	Impact	Score					
Start date	01/04/2013	Project Title: Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained	To meet legislative requirements	2	2	4					
		B :	NNDR system will be undertaken along with sensitivity analysis.	M. (7)								
Start date End date	01/08/2013 01/12/2015	Project Title: Project Details:	Financial systems re-engineering programme 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 December 2015 -	More efficient way of working	3	3	9					
			project length allows for post implementation review									
Pro	oject 3 I	Project Title:	Develop and implement whole life costing for capital projects	More efficient way of working								
Start date	01/09/2014	Project Details:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes		3	2	6					
End date	d date 31/03/2016 3) Amend the template 4) Apply the temple to selected schemes											
Pro	oject 4	Project Title:	Improve joint finance and business planning	More efficient way of working								
Start date	01/04/2015	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2014		2	2	4					
End date	31/03/2018	,	information following the implementation of the new performance and risk management system									
Pro	oject 5	Project Title:	Evaluation of different models of funding the capital programme	Required to deliver options for the MTFS								
Start date	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					
Englate	31/03/2016		borrowing or any other suitable methods of funding capital expenditure.									
	oject 6 01/04/2014	Project Title: Project Details:	Fully implement the new performance/risk management IT system Implementation of a cloud based system for the management and governance of performance and risk information known as Covalent. The earlier phases of the project are now complete, this financial year the three final phases will be completed: 1) The transfer of risk registers will be completed by the end of May 2014	More efficient way of working	2	2	4					
End date	31/03/2015		The roll out of the system for use in monitoring local performance indicators the provision of screen icons to senior management for performance and risk information.									
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		the production of an action plan. It would be appropriate to undertake a follow-up review now.									
Pro	oject 8	Project Title:	Recharge Review	More efficient way of working								
Start date	01/04/2014	Proiect 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:	Infrastructure Assets Accounting	Required to deliver options for the MTFS			[
Start date	Project Details: impact on our balance sheet. Financial officers will need to workclosely with technical staff within						0					
End date	date 31/03/2016		Environment and Regeneration.				<u> </u>					
Pro	Project 10 Project Title:			Select one major outcome								
Start date	t date Project Details:						0					
End date		-										

																		The Comments strategies
Cllr Mar	Legal S	ervices let Member for Fil	nanco			Anticipate	d demand		2013/14	. 1	Pla 201	nning Assur		5/16	2016/17	2017/18		The Corporate strategies your
Enter a brief descrip				low	Chargeable hou				18602		195			500	19500	→		contributes to
	-		-		Chargeable hou	urs for Richmon	d		18602		127	47	12	747	19500	→	→	
This is a shared legal service with Borough of Kingston upon Tham	th the London Bo	oroughs of Richmon	nd and Sutton a	and the Royal	Chargeable hou		-				198			319	20319	→	→	
representation to all services acre	oss all four cour	ncils, including to a	arms length deli	very vehicles	Chargeable hou						92			238	9238	→	→	
(Achieving for Children and curre companies. The service also pro-	ently ,Sutton Hou vides advice in r	using Partnership) a relation to the cons	and council owr titution and dec	ned cision making		urs for Achieving		-			120		12	000	12000	→	→	
in all councils and advice to mem	nbers in relation	to their roles.					lousing Partnership		2012/13		201		201	4/15	2015/16	2016/17	2018/19	
The current agreement for a sha	ared service is fo	or a further 2 years.			Staff (FTE)	icipated fion ii	nanciai resources		42.5		87			7.5	85.5	84.5	2010/10	
		•			Apprentices				1					1	4	→		
					Select anticipat													
					Select anticipat	ed resources		D.	.f	a Tanasta	- /T) 9 Duanii	sianal Danfa	rmance Targ	rate (DT)				
						Performanc	e indicator	2013/1		14/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	, ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
					Chargeable hou	ırs		36,4		76,429	73,804	→	→	2010/10(11)	High	Monthly	Business critical	Increased costs
					-					- /								
										-								
								- 	\dashv							+		
		EPARTMENTAL E								2	015/16 Exp	enditure					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							=Farata : : :			a .	
Expenditure	3,802		4,776	4,775	4,715				1					■Employees				■Government grants
Employees	3,134		4,150	4,150	4,090	4,070								■Premises				
Premises Transport	5		9	5	5			12						= 1 161111363				■Reimbursements
Supplies & Services	468	1,439	426	426	426	426	5	/						■Transport				
3rd party pay nents Support services	189	185	0 185	185	185	185		//				1					di A	
Support services Depreciation	100	100	100	100	100	100					V.	- 1		■Supplies & Se	vices		N I	■Customer & client receipts
Revenue 2000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19				4						7	
Income	3,851		4,829	4,829	4,829	4,829								■3rd party payn	nents			■Recharges
Government grants Reimbursements	2,277	3,195	4,353	4,353	4,353	4,353		No.										
Customer & lient receipts	304	383	4,353	4,353	4,353			120						Support service	es			
Recharges Capital Funded	1,270	1,316	0															■Capital Funded
Council Funded Net Budget	-49	-94	-53	-54	-114	-134				_				■Depreciation				
	Budget	Actual	Budget	Budget	Budget	Budget	Budget							0				
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summary	of major budget et	c cnanges		
Legal Case Management		213,588	0	0	0	(0								2015/16			
		\vdash																
		 																
	0	213,588	n	0	n	,	0								2016/17			
		2.0,000	•			`	£6	60,000 savings for	Merton a	re require	ed. Further	savings for	Sutton, King	ston and Ric	hmond may be require	ed.		
0			-			- 2-						Ü			, ,			
2013	2014	2015	-	2016	2017	2018												
-20 -						/												
						/												
-40																		
sc	_					/									2017/18			
-60 -		1				/	£2	20,000 savings for	Merton a	re require	ed. Further s	avings for S	Sutton, Kings	ston and Ric	hmond may be require	d.		
						7												
-80 -					/													
					/													
-100					/													
				b.	/										2018/19			
-120 -					_ /													
					~													
-140 J					-													
	_	■ Budget		-	Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MA				
			Legal Services PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		CKI _s O	
Dr	oject 1	Project Title:	Shared service	Improved customer satisfaction	Likelihood	Impact	Score
Start date	01/04/2014		To embed the newly expanded shared service, to identify and exploit the efficiencies of the new	improved customer satisfaction	2	2	4
End date	31/03/2016	Project Details:	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	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
End date	31/03/2016						
Pr	oject 3	Project Title:	Delivering Savings	To meet budget 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		2	2	4
End date	31/03/2018		Remond				
Pr	oject 4	Project Title:	Future Model	Income generation			
Start date	01/04/2015	Project Details:	To consider whether the practice needs to apply to become an Alternative Business Structure in order to deliver legal services to council services provided by external third parties.		2	2	4
End date	31/03/2016		<u></u>				
	oject 5	Project Title:		Select one major outcome			
Start date		Project Details:					0
O Pr	oject 6	Project Title:		Select one major outcome			
Start date Start date		Project Details:					0
Pr	oject 7	Project Title:		Select one major outcome			
Start date End date		Project Details:					0
Pr	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
Pr	oject 9	Project Title:		Select one major outcome	1	-	\vdash
Start date		Project Details:		costs and major cateding			0
End date		1 Tojout Dutails.					
Pro	oject 10	Project Title:		Select one major outcome			\Box
Start date		Project Details:					0
End date							

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Environment and Regeneration Department

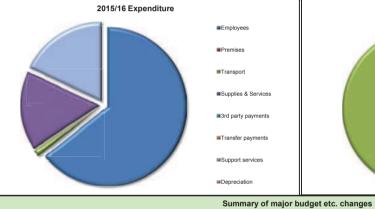
Commercial Services (Waste Operations)				Pla	nning Assur	mptions					The Corporate strategies your
Cllr Judy Saunders Cabinet Member for Performance & Implementation	Anticipated demand	2013	3/14	201			15/16	2016/17	2017/18	TARPPEN	contributes to
Enter a brief description of your main activities and objectives below	Residual contracts	98	33	11	83	1	000	1100	1200	1300	Waste Management Plan
	Dry recycling contracts	64	13	99	13	6	600	700	800	800	Climate Change Strategy
Commercial Waste & Recycling, Collection & Disposal directly from local businesses. Under government legislation the council has a duty to arrange for the collection of commercia											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	2013		201			15/16	2016/17	2017/18	2018/19	
recreation or entertainment .	Staff (FTE) Transport	14		1			4	11	11	11	
Pest Control Service: Legislation requires that local authorities undertake enforcement for	Transport	4	•	-	'		4	4	4	4	
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.	Burganian talkada	Perform	ance Target	ts (T) & Provi	sional Perfo	rmance Targ	gets (PT)	Dalaste.	Bounday out	In Protection	Main impact if indicator not
Objectives	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
- to make both services more efficient, cost effective and competitive in the commercial market		£1.45m	£1.5m	£1.2m	£1.25m	£1.3m	£1.35m	High	Monthly	Business critical	Loss of income
- be more reactive to seasonal demands - become competitive in both commercial waste and pest control, looking at the marketing of	Market Share Commercial waste %	New	30	26	28	29	30	Low	Quarterly	Outcome	Loss of income
the services and pricing structure.	Customer satisfaction survey %	New	85	87	89	91	91	High	Annual	Outcome	Reputational risk
ТОМ							<u> </u>				
		1									
		1									
DEPARTMENTAL BUDGET AND RESOURCES				2015/16 Exp	enditure					2015/16 Income	\neg
Revenue £'000s Budget Actual Budget Budget	Budget Budget Budget										
2013/14 2013/14 2014/15 2015/16 Expenditure 712 430 723 723	2016/17 2017/18 2018/19 723 723 0						■Employees				■Government grants
Employees 404 234 357 357											·
Premises 6 0 6	6 6	//					■Premises				■Reimbursements
Transport 126 24 126 126 Supplies & Services 62 55 62 62						1					■ Reimbursements
3rd party payments 0 0 0 (//				1	■Transport				
Transfer payments 0 0 0 0 Support savpes 103 106 172 172		12					-0		(■Customer & client receipts
Support services 103 106 172 172 Depreciation 11 11 0 0	0 0			4			■Supplies & Ser	vices			1
	Budget Budget Budget						■3rd party paym	ente			■Recharges
2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19 2,245 2,245 0	1					siu paity payii	ents			1
1,599 2,245 2,24	2,245 2,245 0 0 0					/	■Transfer paym	ents			
Reimburgements 7 0 7	7 7						- Handier payin				■Reserves
Custome Mient receipts 2,022 1,599 2,238 2,238 Recharge	2,238 2,238						■Support servic	es			
Reserves Capital Pubed				Ш							■Capital Funded
							■Depreciation				
Council Funded Net Budget -1317 -1169 -1522 -1522	-1522 -1522 0			-							
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. changes		
2013/14 2013/14 2014/13 2013/10	2010/17 2017/10 2010/19							2015/16			
	 										
	 										
0 0 0	0 0 0							2016/17			
0 2013 2014 2015 2016	2017 2018										
	7.0										
-200 -	/										
-400	/										
	/										
g -600 -	/							2017/18			
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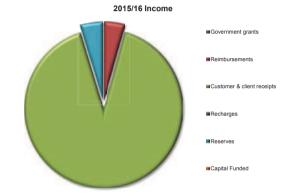
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Commercial Services (Was			10 // 0	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME			
Pr	oject 1	Project Title:	Market Testing of Pest Control Service	To meet budget savings	Likelihood	Impact	Score
Start date	2014-15	Project Details:	Market testing has been completed. We are entering into a full procurement exercise for the Pest		2	2	4
End date	2014-15	1 Tojest Betails.	Control service.				
Pr	oject 2	Project Title:	Sales and Marketing Plan	Income generation			
Start date	2014-15	- Project Details:	Sales and Marketing plan for Commercial Waste Service area has been completed and action plan provided.		3	2	6
End date	2014-15						
Pr	oject 3	Project Title:	South London waste partnership (phase C)	More efficient way of working			
Start date	2015-16	- Project Details:	The SLWP inlcudes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including: waste collection, street cleansing, grounds and parks maintenance, winter gritting and fleet maintenance as		0	0	0
End date	2017-18		well as commercial waste collection.				
Pr	oject 4	Project Title:					
Start date		- Project Details:			0	0	0
End date							
Pr	oject 5	Project Title:					
Start date		- Project Details:					0
(D) Pr	oiect 6	Project Title:		Select one major outcome	-		\vdash
Start date	9,000	- Project Details:		Coloc one major detection			0
End date							
Pr	oject 7	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date							
Pr Start date	oject 8	Project Title:		Select one major outcome			
End date		- Project Details:					0
Pr	oject 9	Project Title:		Select one major outcome	+		$\vdash \vdash \vdash$
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date							

Development and Building Control				Pla	nning Assur	mptions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18		Cerve contributes to
Enter a brief description of your main activities and objectives below	enforcement cases	7	00	7	50	78	80	800	820	800	Local Development Framework
Building Control	Planning applications (economy dependant)	20	000	25	600	26	000	2700	2800	2800	Local Development Framework
Building Control competes with AIS. We provide a Building Control Service in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate sales through D	BC applications (economy dependant)		650	17	'00	17	' 50	1750	1800	1800	Economic Development Strategy
structures and also sports grounds.	Tree applications	6	00	6	20	64	40	660	670	670	Local Development Framework
Development control	Pre applications	1	13	1	05	1	10	115	120	125	Housing Strategy
Promote regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to	Planning performance agreements		0		3		7	10	10	10	Local Development Framework
mpliment the Mayoral, Community Infrastructure Levy (CIL) charging regime.	Prior approvals (permitted development)	2	25	5	30	60	00	620	640	640	Local Development Framework
	Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
Objectives - continue to concentrate on the commercialisation of the Building Control (BC) service and	Staff (FTE)	- ;	39		17	3	36	35	35	35	
maintain or improve the market share	Performance indicator	Perforr	nance Targe	ts (T) & Prov	sional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator no
- review the pre-application charging regime for Development Control (DC) and to investigate	renormance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	mulcator type	met
whether additional income generation is possible. - impliment mobile/flexible working to improve efficiency	% Major applications processed within 13 weeks	60	60	60	60	60	60	High	Monthly	Quality	Reduced customer service
-as part of sustainable communitiies to enable a comprehensive development management	% Minor applications processed within 8 weeks	65	65	66	65	65	65	High	Monthly	Quality	Reduced customer service
	0/ 0/1	1						I P Ir	Marin Hallan	0	

		Anticipated non financial resources	201	3/14	20	14/13	20	13/10	2010/17	2017/10	2010/19	
Objective	s to concentrate on the commercialisation of the Building Control (BC) service and	Staff (FTE)	;	39		37		36	35	35	35	
	r improve the market share	Performance indicator	Perforr	nance Targe	ts (T) & Prov	isional Perfo	rmance Targ	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	e pre-application charging regime for Development Control (DC) and to investigate	renormance marcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folality	Reporting Cycle	mulcator type	met
	dditional income generation is possible. t mobile/flexible working to improve efficiency	% Major applications processed within 13 weeks	60	60	60	60	60	60	High	Monthly	Quality	Reduced customer service
	sustainable communitiies to enable a comprehensive development management	% Minor applications processed within 8 weeks	65	65	66	65	65	65	High	Monthly	Quality	Reduced customer service
	encourage regeneration.	% Other applications processed within 8 weeks	80	81	81	82	82	82	High	Monthly	Quality	Reduced customer service
-review the	e possibility of shared services with neighbouring boroughs.	% appeals lost	35	35	35	35	35	35	Low	Quarterly	Perception	Reputational risk
		Income (Development and Building Control)	£1.97m	£2.01m	£2.05m	£2.11m	£2.11m	2.11	High	Monthly	Business critical	Loss of income
		% Market share retained by LA (BC)	65	65	66	66	67	67	High	Monthly	Perception	Loss of income
		% enforcement site visits within 15 days	80	75	75	75	75	75	High	Quarterly	Quality	Reduced service delivery
		Number of enforcement cases closed	600	600	600	600	600	600	High	Quarterly	Quality	Reduced service delivery
		backlog of enforcement cases	800	775	750	750	725	700	High	Quarterly	Output	Reduced service delivery
		% satisfied with Planning (annual resident survey)	28	29	29	30	31	32	High	Annual	Perception	Reputational risk

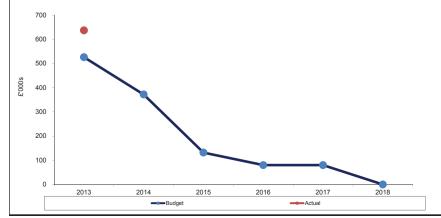
	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,476	2,496	2,433	2,393	2,341	2,341	0
Employees	1,561	1,608	1,580	1,540	1,488	1,488	
Premises	2	0	2	2	2	2	
Transport	32	23	32	32	32	32	
Supplies & Services	365	327	386	386	386	386	
3rd party payments	0	0	0	0	0	0	
Transfer payments	2	0	2	2	2	2	
Support services	514	538	431	431	431	431	
Depreciation	0	0	0	0	0	0	
Revenue 00s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	1,950	1,859	2,061	2,261	2,261	2,261	0
Government grants	0	0	0	0	0	0	
Reimbursements	134	181	96	96	96	96	
Customer & lient receipts	1,816	1,678	1,859	2,059	2,059	2,059	
Recharg	0	0	0	0	0	0	
Reserves	0	0	106	106	106	106	
Capital Funded							
Council Funded Net Budget	526	637	372	132	80	80	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





Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

HPDG grant expires June 2014(2 DC officers)



ER07=£200K; EN09=£40K EN11=£52K

2017/18

2015/16

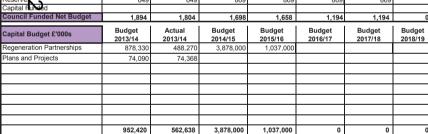
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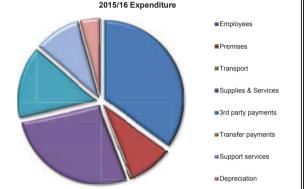
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Development and Built				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		KASO -	
Pr	oject 1	Project Title:	Commercialisation of Building Control	Income generation	Likelihood	Impact	Score
Start date	2013-14	Project file.	This is to ensure Building Control is more commercially aware in a more competitive	ilicome generation	3	2	6
End date	2014-15	Project Details:	market.			_	
Pr	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						
Pr	oject 3	Project Title:	Improving the development management processes	Delivering regeneration in the Borough			
Start date	2014-3	- Project Details:	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		inaliagement process to deliver regeneration objectives.				
Pr	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						
Pr	oject 5	Project Title:	Section review	More efficient way of working			
Start date	2014-15	- Project Details:	Section review looking the structure and interaction with other services		6	2	12
Eactate							
O Pr	oject 6	Project Title:	Shared services review with Wandsworth (part of TOM)	More efficient way of working			
Start date	2014/15	Project Details:	Looking at oportunities for sharing with wandsworth, especalli back office functions given both authorities use the same IT product		3	2	6
End date	2015/16						
Pr	oject 7	Project Title:	Lean review of pre-application process (part of TOM)	Income generation			
Start date	2014/15	- Project Details:	To ensure the priocess is efficient and robust from a customer perspective and to investigate any further incom opportunities.		6	1	6
End date	2014/15		any tarana moon opportunition.				
Pr	oject 8	Project Title:	DC 60 Day rapid improvement plan	Improved customer satisfaction			
Start date	2014/15	Project Details:	Improving all elements of the service from a customer care perspective and		5	1	5
End date	2014/15	,	embedding new working practices.				
Pr	oject 9	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major outcome	+		\vdash
Start date							
		Project Details:					0
End date							

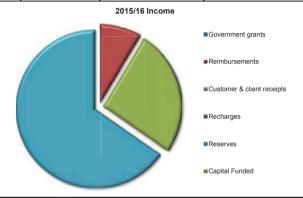
	Regulatory Service								1 00	0/4.4		nning Assu			0040/47			service contributes to
Cllr Andrew Judge C						Anticipate				3/14	201		2015		2016/17	2017/18		
Enter a brief descrip	ption of your ma	iin activities a	and objectives I	below		Total number of				530	1	35	15		1545	1550	1550	Air Quality Action Plan
Describe extension 1 1 1 1	I been like to the						service requests	s		000	62		65		6760	7030	7030	Central Government
Provide statutory environmental					=	Licence/permi	t applications		18	360	18	70	18	80	1890	1900	1900	Climate Change Strategy
council's that make up the Regul Richmond).	ulatory Services F	artriersnip (Ci	unently LB Mer	tori anu LB														commercial & Trading Standards Deliv
dominora).					Anti	icipated non fi	nancial resour	ces	201	3/14	201	1/15	2015	5/16	2016/17	2017/18	2018/19	Crime & Disorder (partnership plan)
Deliver savings and efficiencies	by:					Staff ((FTE)		1 :	35	2	7	2	7	27	27	27	
reducing overheads																		
generating additional incor	me								1								i i	
attracting new business rationalising ICT systems									1									
rationalising for systems									Perform	nance Targe	ts (T) & Provi	sional Perfo	rmance Targe	ets (PT)				Main impact if indicator no
ransform the service by:						Performanc	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
dd					% service reque	ests replied in 5	working days		90	85	90	95	96	96	High	Monthly	Perception	Reduced customer service
demand management streamlining business proc	202202				Income generat		working dayo		£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income
implementing new ways of							emises inspecte	d	95	95	-	97	98	98	High	Annual	Business critical	Government intervention
								:u			96					Quarterly	Business critical	Anti social behaviour
					No. of underage			14	220	220	230	235	240	240	High			
							on monitoring si	ites	90	90	90	90	90	90	High	Quarterly	Business critical	Reduced enforcement
						s. processed wi			95	95	96	96	98	98	High	Quarterly	Business critical	Reputational risk
					% of food premi	ises rated 2* or	above		90	92	94	95	96	96	High	Quarterly	Outcome	Reputational risk
	DE	PARTMENTA	AL BUDGET AN	D RESOURCES							2015/16 Ex	enditure					2015/16 Income	
evenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget				-0.00 IO LA						2010/10 111001116	
ivende £ 0008	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						-1	Employees				
xpenditure	2,536	2,62				1,512				100			-	p.0,000				■Government grants
nployees	1,521	1,60				939												
remises	2		0	0	0 0	(0		//				-	Premises				
ansport	48	4		9 3					//									■ Reimbursements
upplies & Services	322	31		4 5					/			1	į mi	Transport		/		
rd party payments ransfer payments	162	16		0 10		104			//				1			/		=0
upport <u>servi</u> ces	481	49				371			4				\	Supplies & Ser	rvices			■Customer & client receipts
epreciation	401	49	0	5	5 5	31	 							Supplies & Sei	IVICES			
	Budget	Actual	Budget	Budget	Budget	Budget	Budget				1							Darkson
evenu 000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		100				1 100	3rd party paym	nents			■Recharges
ncom	695	80											,					
overnmen grants eimbursements	67	6		0	0 0	(0							Transfer paym	ents			=D
	86	16		3	3 3	3	3											Reserves
Custome & lient receipts	346	38	34	4 34	4 344	344	4			/				Cupport con:				
Recharges Reserve CO	0 196	19	U	0	2	ļ			V4					Support servic	e»			■Capital Funded
Capital Fanord	196		0	0	0	,	1											Capital Fullded
Council Funded Net Budget	1,841	1,818	-	1,163	1,164	1,165								Depreciation				
g																		
Capital Budget £'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	c. changes		
	2013/14	2013/14	2014/15	2015/16	2010/17	2017/10	2010/19								2015/16			
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			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE F Regulatory Services Partnership		PPE		a
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		
Pro	ject 1	Project Title:	Development of shared 'regulatory' service		LIKEIIIIOOU	impact	Ocore
Start date	2012-13	Project Details:	Provision of Environmental Health, Trading Standards and Licensing services with the London Boroughs of Groydon and Richmond with Merton acting as the lead/host borough.	To meet budget savings	2	3	6
End date	2014-15						
Pro	ject 2	Project Title:	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 flexible working arrangements i.e. working from home and satellite "touch-down" areas in partner boroughs arrangements to provide for a more efficient and resilient service.	More efficient way of working	2	1	2
Pro	oject 3	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'				
Start date End 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
Pro	ject 4	Project Title:	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	2016-17						
Pro	ject 5	Project Title:	Investigation of contaminated land at Marlowe Square				
Startonate	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
E Cate	2015-16		the risk of harm to local residents				
O Pro	oject 6	Project Title:	Introduce hard charging to determine core service costs				
Sta Coate	2014-15	Project Details:	Introduce hard charging to determine core service costs and menu of optional additional services.	More efficient and cost effective way of working	2	1	2
End date	2015-16			, ,			
Pro	oject 7	Project Title:	Establish commissioning model				
		Project fille.	Establish Commissioning model				
Start date	2014-15	Project Details:	Establish commissioning model to facilitate negotiation between shared service and constituent boroughs.	More efficient and cost effective way of working	2	1	2
End date	2015-16						
Pro	ject 8	Project Title:					
Start date							0
End date							1
Dro	oject 9	Project Title:					
110	,,000	i roject ritie.					1
Start date							0
End date		Project Details:					
Pro	ject 10	Project Title:					
Start date		Project Details:					0
End date		Froject Details.					

	Future M									Di-							The Cornerate strategies	
Cllr Andrew Judge C			t. 9 Danamana			Anticipated	l daman d	20:	13/14		nning Assun 4/15		15/16	2016/17	2017/18		The Corporate strategies your	
Enter a brief descrip			,			Popula			5.038		.822		1.569	214,229	216,806	218.100	Asset Management Plan	
									,		, -		,	, -		-,	9	
futureMerton is tasked with deliver accomodating population growth for	ing aevelopment, or the lona-term si	regeneration, et istainability of th	ne borough.	anu	-	Actual business	es in borougn	/,	500	//	'00	/	900	8,100	8,150	8,200	Road Safety Plan	
[to be merged with Traffic & Highw	ays in 2015/16]	,						_									Local Implementation Plan	
Develop new Local Plan policies	:																Local Transport Plan	
development and growth objective		y strategies to s	support regenera	ation, economic	Anti		nancial resources	2013/14			2014/15		15/16	2016/17	2017/18	2018/19	Community Plan	
 Develop sustainable developmer 	nt policies to supp					Staff (F	,	28		27		27		27	27	27	Climate Change Strategy	
 Develop urban design / planning design quality in the borough 	frameworks to s	ipport regenera	tion and growth	and increase		Staff (Appr	rentices)	1			1	2		2	0	0	Core Planning Strategy	
Deliver projects as set out in our	Economic Develo	pment and Clim	nate Change Str	ategies and the													Economic Development Strategy	
Regeneration Delivery Plan (future	Growth Strategy	2015)	-	-													Local Development Framework	
 Attract developer interest, extern support to deliver our regeneration 			, public sector fu	inding and		Performance	indicator	Performance Targets (T) & Provisional Performance		rmance Tarç	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not			
To develop transport policies an	d secure external	funding from Tr	ansport for Lond	don (TfL) to		renomance	mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting cycle	mulcator type	met	
deliver improvements to Merton's p					New	homes target (number per year)	320	320	411	411	411	411	High	Annual	Outcome	Loss of Government grant	
Lead on Major Planning develop					Town cer	ntre vacancy rat	tes (% of units vacant)	10	10	10	9	8	8	Low	Quarterly	Outcome	Reputational risk	
Wood Tower, St Georges Quarter, LBM lead on planning and design 					% Inc walking + cycling mode share from 35.40% base 2		% Inc walking + cycling mode share from 35.40% base 2012		0.3	0.3	0.4	0.3	0.2	0.2	High	Annual	Perception	Reputational risk
partnership with Circle (High Path					Em	n from buildings	6.5	9.0	11.5	12.0	12.5	13.0	High	Annual	Outcome	Environmental issues		
 LBM lead on non-operational 	property assets	decisions for gr	rowth and reger	neration	Reduction in	KSI's: road traffic ac	cidents (Number of incidents)	60	55	50	45	42	40	Low	Annual	Perception	Reputational risk	
investment purposes. • LBM lead on Crossrail 2. Trar	nlink Extension:	D grouth onno	rtunition and av	tornal funding	% Modal in	crease in cycling	g from 2% 2012 baseline	0.2	2.0	3.0	0.2	0.2	0.2	Low	Annual	Output	Political risk	
opportunities	IIIIIK EXTERISION,	D growth oppo	ituriities ariu ex	terrial fulluling	Number of new jobs created through EDS E&SAP			150	300	450	600	TBC	TBC	High	Annual	Outcome	Social exclusion	
l				- 1	% of new jobs created; number that are apprentices				60	80	100	TBC	TBC	High	Annual	Outcome	Social exclusion	
					Number of new businesses created as part of EDS MBSS			50	100	200	300	TBC	TBC	High	Annual	Outcome	Reduced Business Rates	
	DEF	ARTMENTAL	BUDGET AND I	RESOURCES				2015/16 Expenditure								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	3,547	3,463	2,987	2,987	2,573	2,573	0						Employees				■Government grants	
Employees	1,356	1,434	1.046	1.046	632	632												
Premises	294	284	270	270	270	270							Premises					
Transport	9	3	9	9	9	9			. \								■ Reimbursements	
Supplies & Services 3rd party payments	889 512	798 441	808 445	808	808 445	808 445					- 6		Transport					
Transfer payments	512	441	445	445 0	445	445					- 3						■Customer & client receipts	
Support se vices	363	379	287	٥	287	287						١.	Supplies & Se	ervices	II.		Customer & client receipts	
Depreciation	124	124	122	122	122	122									67			
Revenue 000s	Budget Actual Budget Budge				Budget 2016/17	Budget 2017/18	Budget 2018/19						3rd party pay	ments			■Recharges	
Government grants	1,653	1,659	1,289	1,329	1,379	1,379	0				_ /							
Government grants			0	0		V					Transfer payr	nents	100		Reserves			
Reimbursements Customer Valient receipts	mbursements 678 655 114 114 114 114 114		114 396	114											=11C3C17C3			
Recharges	306	335	306	346	396	396					1		Support servi	ces				
Reserves	649	649	869	869	869	869					1						■Capital Funded	
Capital Flunded	649 649 869								_				Depreciation					



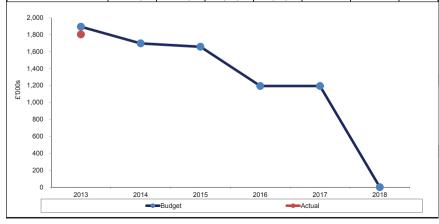




EN42=£40K

Capitalisation ongoing for Mitcham, Colliers Wood, Cycling and Asset Disposals.

Overall budgets to be re-cast Jan/Feb 2014 as part of proposed tranformation: merging futureMerton and Traffic & Highways from May 2014



ER23=£414,000 saving or income to be achieved via major development planning & growth agenda EN42=£50K EDS reserves project to wind down

2017/18

Summary of major budget etc changes

2015/16

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Future Mert		TIK IKININ	Λ4 Ω	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pro	oject 1	Project Title:	Local Plan: Estate Regeneration		Likelinood	impact	Score
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. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.	Improved resident well being	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 c£2.5m)	Improved resident well being	2	2	4
End date			,				
Pro	oject 3	Project Title:	Connecting Colliers Wood / South Wimbledon Planning Framework				
Start date	2014-15	Project Details:	Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public real, new homes and town centre re-designation) Stage 1; delivery c£2.5m investment in 'Connecting Colliers	Quality place making to support a growing population whilst identifying regeneration opprtunities and inward investment.	4	1	4
End date	2019-20		Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+				
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 for the site following the outcome of the Sites and Policies Plan	Improved efficiency of investment into the borough and make it a more attractive place to live and work	3	1	3
End date	2016-17						
Pro	oject 5	Project Title:	Climate Change Strategy & Action Plan				
Starroute	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 creation of a revolving invest-to-save investment fund. Other projects include Air Quality, Greening	Income generation	2	2	4
Encoate	2018-19		Businesses, PV roll-out and District Heat & Power feasibility				
N Pro	oject 6	Project Title:	futureWimbledon & Crossrail 2				
Start Gate	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 architecture,	Promoting Merton and achieving greater inward investment in terms of Jobs and infrastructure.	2	2	4
End date	2022-23	,	design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)				
Pro	oject 7	Project Title:	Morden Town Centre Regeneration				
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development	Increasing Merton's hosuing supply. Attracting investment into Morden. Physical improvements to public space and streetscape. Economic benefits and increased jobs via new development and increased local spending power. Improved resident wellbeing and improved reputation for LBM.	4	3	12
End date	2019/2020		Partner selection (2015/16-2016/17) Physical project delivery c2017/18				
Pro	oject 8	Project Title:	Economic Development Strategy and Action Plans				
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business Support Service. Merton Micro Loan and Business Loan Fund.	Improved economic resilience, supporting jobs and business growth	2	1	2
End date	2015-16		Sepport Co. 1.55. Morton Milito Econ and Saunces Econ 1 and.				
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 training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport	Improved resident well being	2	2	4
End date	2015-16		Strategy.				
Pro	ject 10	Project Title:	Borough Cycling Initiatives				
Start date	2014-15	Project Details:	TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)	Improved resident well being	2	1	2
End date	2024-26		Same Syste degregation contains (20 Parts 2017) To)				

											PMP-//-O	
Leisure & Cultural Development					anning Assur		45/40	004047	ARPEND (or rogate strategies your			
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2013/14		2014			15/16	2016/17	2017/18	2018/19	Service contributes to	
Enter a brief description of your main activities and objectives below	Population	206,038		208,8			1,569	214,229	216,806	TBC	Asset Management Plan	
Delivery of the objectives of the TOM (Target Operating Model). Engage local people in healthy living and lifestyle changes through increased involvement and	No. of Children & Young People aged 8-17 in west of borough	7,550		7,70			,900	8,050	8,200	TBC	Children & Young person's Plan	
participation in sports, arts, cultural and physical activities and events, by working with partners to	Population of most disadvantaged wards	125,400	J	126,1			6,850 FBC	127,540	128,100	TBC	Cultural Strategy	
increase the number, scope and quality of facilities, programmes, activities and events on offer in the borough - thus creating a universal culture and sport offer.	Users of Merton's Leisure Centres	TBC		TBO				TBC	TBC	TBC	Community Plan	
Implement Merton's new Culture & Sport Framework and promote this methodology as best	Anticipated non financial resources	2013/14		2014			15/16	2016/17	2017/18	2018/19	Open Spaces Strategy	
practice across Merton and the Culture and Sport sector more widely.	Staff (FTE)	16.6	-	16.	.4		7	14.1 7	14.1 7	14.1 7	Social Inclusion Strategy	
Build a replacement Morden Park Pool and plan for a replacement Wimbledon Park Watersports Centre, encompassed in a masterplan for the Wimbledon Park site. Complete the	Accommodation	<u> </u>								·	Voluntary Sector Strategy	
development of the BMX track and transfer to St.Marks Academy.	Volunteers	20 30	-	20			20	20 30	20 30	20		
Deliver Merton's contribution to major sports, arts & cultural events.	Staff seasonal		nonce Torget		visional Perfo		30	30	30	30		
Manage Leisure Centres & Wimbledon Theatre contracts, one public hall, a water sports centre	Performance indicator							Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
and all of the booking functions (pitch hire; cemeteries; allotments; activity programmes; pavilions; hall; etc).	Income £ from Merton Active Plus			2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19 (PT)	High	Monthly	Business critical	Loss of income	
We will also contribute towards services across the Local Strategic Partnership	Income £ from Watersports Centre			55,000	60,000	60,000	60,000	High High	Monthly	Business critical	Loss of income	
Over the next four years we will transform our services by:	Income £ from Watersports Centre			377,000	387,000	387,000	387,000		Monthly	Business critical	Loss of income	
 using improved technology especially in the area of online bookings, self-service, communications and sales & marketing 				42,030	44,000	45,000	45,000	High				
developing the watersports centre into a marine college & outdoor adventure centre	14-25 yr old Fitness Centre Participation at leisure centres			103,000	106,000	106,000	106,000	High	Monthly Quarterly	Output Output	Reduced uptake of service Reduced customer service	
drive our services through commercial and community strands	External Capital & Revenue funding			100,000	100,000	100,000	100,000	High				
vary the leisure centre contract to take account of the new Morden Leisure Centre	% residents rating facilities Good to Excellent		51.5	52.0	52.5	53 TDC	53	High	Annual	Outcome	Reduced customer service	
deliver grants, commissions and raising funds in partnership and in accordance with the Culture	Total Number of Users of Merton's Leisure Centres		TBC	TBC	TBC	TBC	TBC	High	Monthly	Output	Reduced uptake of service	
Sport Framework reducing costs, increase income and be more cost effective.	Total Number of Users of Polka Theatre	TBC 1	TBC	TBC	TBC	TBC	TBC	High	Quarterly	Output	Reduced uptake of service	
							I .	-	1			
DEPARTMENTAL BUDGET AND RESOURCES			2	2015/16 Ex	penditure					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 2,025 2,056 2,088 1,975	1,981 1,987 0										= covernment grants	
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Transport 13 10 8 8	8 8										■ Reimbursements	
Supplies & Services 343 345 288 170		//				i.	■Transport					
3rd party payments 244 244 286 289	288 288	1				\	·					
Transfer Payments 10 0 5 5 Support Savies 268 279 361 361	361 361	-				N	■Supplies & Serv	rices			■Customer & client receipts	
Depreciation 430 417 433 433	433 433						moupplies a ociv	1003				
Revenue 2000s Budget Actual Budget Budget	Budget Budget Budget		1					.			■ Recharges	
2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19					,	■3rd party payme	ents			■ Red larges	
						,	Toronto Doministo					
	0 0 0						■Transfer Payme	ents			Reserves	
Reimbursements 43 58 51 56 Customer dient receipts 500 417 554 578												
Recharges 427 435 337 337			//				■Support service	s				
Reserves 0 48 0 (0 0										■Capital Funded	
Capital Funded		■ Depreciation										
Council Funded Net Budget 1,048 1,088 1,146 1,004	981 987 0						.,					
Capital Budget £'000s Budget Actual Budget Budget	Budget Budget Budget						Summary of	major budget etc o	hanges			
2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19						· · · · · · · · · · · · · · · · · · ·					
Morden Leisure Centre 0 100,000 900,000	9,000,000 1,000,000 0	0 2015/16 00 EN35 =£14K; EN36=£10K; EN37=£5K; EV09=£120K										
Wimb Pk Lame de-silting 0 0 ((; EN36=£10K; EN	N37=£5K; E	EV09=£120k	<							
Other 366,204 634,290 300,000	300,000 300,000 300,000											
								004045				
0 366,204 734,290 1,200,000								2016/17				
	EN35=£14K	; EN36=£10K; EN	N37=£5K									
1,400												
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2013 2014 2015 2016	2017 2018											
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■■ Budget	Actual											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Leisure & Cultural De			D # 0	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	REIDE		
Pro	oject 1	Project Title:	Increasing participation in culture, sport and physical activity	Improved resident well being	Likelihood	Impact	Score
Start date	2014	Project Details:	Develop with partners joint community programmes in the east of the borough in accordance with the	·	2	2	4
End date	2018-19	,,	Culture & Sport Framework				
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	2018-19						
Pro	oject 3	Project Title:	Leisure Centres Contract	To meet budget savings			
Start date	Start date 2016 Project Details:		Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre		2	2	4
End date	2017-18						
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 a master plan for Wimbledon Park which includes the replacement of the existing Wimbledon Park Watersports Centre.		4	2	8
End date	2017-18						
Pro	oject 5	Project Title:	Implementation of Online Leisure & Cultural Bookings	More efficient way of working			
Start 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 Customer Contact Programme to ensure service needs are appropriately embedded within that		2	2	4
Egate	2016-17		initiative.				
O Pro	oject 6	Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings			
Stat Pate Stat Pate End date	2014	- 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 strands of commercial and community activities.		2	2	4
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		2	1	2
End date	2016-17	1 Toject Betaile.	facility increasing community use and transferring the management of the BMX track to the school.				
Pro	oject 8 I	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	2017-8	,,	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	2018-19		required				
Pro	oject 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	2018-19		Wimbledon Park, etc.				

Cit Any Sauders Cablest Notice for Performance A Replacementation Authorized Security 201418 201419 2	Parking				Pla	nning Assum	nptions					The Corporate strategies your
April Control Contro	Cllr Judy Saunders Cabinet Member for Performance & Implementation	-			201	4/15	201				A TOURDIDE	
A											/V/\ L	
Additional to any control of the con			252	,520	280	,600	Not I	known	Not known	Not known		
Application Company	have a permit or badge for. Surplus income generated by traffic management must be used for									 		Local Hansport Plan
Marie Part	·	Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
The content of the	Objectives enforce parking regulations across the borough including Controlled Parking Zones and bus	Staff (FTE)	7	71	7	2	87			87	87	
The control of the co	anes	Transport	1	15	1	5	1	15				
Part	Automatic Number Plate Recognition (ANPR) cameras at bus lane and moving traffic locations.	·							upon ANFR needs	upon ANER needs		
Part												
The state of profession of pro	he charging structure						rmance Targets (PT)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Part	controls can be effectively enforced thus improving compliance and ultimately congestion								·			
Control Cont		. 01										
Processing of the content of PAPA CONTENT CONTENT CONTENT CO	icrease in demand for parking spaces in existing CPZ's and pressure in areas with no controlled	Percentage of cases won at PATAS compared to pre-	vious					E40/				
Page 18 Page	arking to introduce CPZ's.	,		50%	52%	54%	54%	54%	riigii	Worlding	Business Chical	Loss of income
Ferromagner of the previous control of PATAL STATE AND THE CONTROL OF THE PATAL STATE AND THE CONTROL OF THE PATAL STATE AND THE PATAL STATE AND THE CONTROL OF THE PATAL STATE AND THE CONTROL			previous 24%	23%	22%	21%	21%	21%	Low	Monthly	Business critical	Loss of income
September 1, 10, 10, 10, 10, 10, 10, 10, 10, 10,		Percentage of cases where council does not contest a										1
## Property Property		due to new evidence compared to the previous years	data 28%	27%	26%	25%	25%	25%	Low	Monthly	Business critical	Loss of income
## Property Property								 		 		
## Property Property												
## Property Property												
## Property Property	DEDARTMENTAL BUIDGET AND RECOURSE			I	1		I	<u> </u>	' 	1		
## Services 291944 291944 291944 291944 2919	Product Askert Product Product	Budget Budget Budget		2	2015/16 Exp	enditure					2015/16 Income	
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Part			1	N				Transport		//		Reinbursements
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	aspiner & client receipts 11,725 11,379 12,182 12,50 Recharges	5 13,013 13,295						Support service	ces			
Supplied Budget E0050	Reserves										■Capital Funded	
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2013/14 2014/4	Capital Budget C1000a Budget Actual Budget Budget	Budget Budget Budget	Summary of major budget ste sharpes									
S7,998 42,910 0 0 0 0 0 0 0 0 0	2013/14 2013/14 2014/15 2015/16							Summary		. changes		
Add 12 FTEs (72.5 to 94.5 total) ME7 grade admin officers to handle increase in back office volumes with introduction of ANPR camera enforcement £340K ANPR income = 82.3 total Growth = £550K - To help mitigate loss of income from proposed Deregulation Bill regarding the enforcement of static contraventions. Funded from introduction of ANPR. Add 12 FTEs (72.5 to 94.5 total) ME7 grade admin officers to handle increase in back office volumes with introduction of ANPR camera enforcement £340K ANPR income = 82.2 total Growth = £550K - To help mitigate loss of income from proposed Deregulation Bill regarding the enforcement of static contraventions. Funded from introduction of ANPR. EN02=£226K; EV12=£125K ANPR income reduction = £3,300K **ANPR income reduction = £500K **ANPR income reduction = £500K **ANPR income reduction = £500K **Total Part of the proposed Deregulation Bill regarding the enforcement of static contraventions. Funded from introduction of ANPR. **ANPR income reduction = £500K **ANPR income reduction = £500K **Total Part of the proposed Deregulation Bill regarding the enforcement of static contraventions. Funded from introduction of ANPR. **ANPR income reduction = £500K **Total Part of the proposed Deregulation Bill regarding the enforcement of static contraventions. Funded from introduction of ANPR. **END2=£225K; EV12=£125K ANPR income reduction = £500K **ANPR income reduction = £500K **Total Part of the proposed Deregulation Bill regarding the enforcement of static contraventions. Funded from introduction of ANPR. **END2=£250K	7	0 0 0 0 ENOS	5-637K: E\/02-64K:	E\/11=£125	K				2015/16			
Growth = £550k - To help mitigate loss of income from proposed Deregulation Bill regarding the enforcement of static contraventions Funded from introduction of ANPR. Converting to the proposed Deregulation Bill regarding the enforcement of static contraventions Funded from introduction of ANPR. Converting to the proposed Deregulation Bill regarding the enforcement of static contraventions Funded from introduction of ANPR. Converting to the proposed Deregulation Bill regarding the enforcement of static contraventions Funded from introduction of ANPR. ENGLET 228K; EV12=E125K ANPR income reduction = £1,300k	2.,,00	Add ²	12 FTEs (72.5 to 84.5			officers to h	nandle incre	ase in back	office volumes with intro	oduction of ANPR came	ra enforcement £340K	
## 1,342,910				mitigate los	s of income	from propose	ed Deregula	tion Bill rega	arding the enforcement o	f static contraventions F	unded from introduction	of ANPR
EN02=£226K; EV12=£125K ANPR income reduction = £1,300k -1,000 2013 2014 2015 2016 2017 3/18 EN02=£226K; EV12=£125K ANPR income reduction = £1,300k -2,000 -3,000 -4,00		Cion	var – 2000k – To ficip	magate 100	o or income	nom proposi	ou Deregula	don biii regu	ading the embreement o	r static contraventions i	anaca nom ma oaacaon	01744114
EN02=£226K; EV12=£125K ANPR income reduction = £1,300k -1,000 2013 2014 2015 2016 2017 3/18 EN02=£226K; EV12=£125K ANPR income reduction = £1,300k -2,000 -3,000 -4,00		+ + + + + + + + + + + + + + + + + + + +										
EN02=£226K; EV12=£125K ANPR income reduction = £1,300k -1,000 2013 2014 2015 2016 2017 3/18 EN02=£226K; EV12=£125K ANPR income reduction = £1,300k -2,000 -3,000 -4,00												
ANPR income reduction = £1,300k EV12=£125K ANPR income reduction = £500k ANPR income reduction = £500k	0 57,095 1,342,910	· · · · · · · · · · · · · · · · · · ·							2016/17			
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3,000 -	-1,000	/										
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4,000	-3.000	/										
EV12=£125K ANPR income reduction = £500k -6,0008,0009,00010,000 -		/							2017/18			
-5,0007,0008,00010,00010,000 -	90-4,000											
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-7,0008,0009,00010,000	-6,000	/										
-8,000 - -9,000 - -10,000		/										
-9,000 - -10,000	-7,000	/										
-10,000	-8,000 -	/							2018/19			
-10,000	-9,000											
■■Budget ■■Actual	-10,000											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Parking			0.44	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME			
Pro	oject 1	Project Title:	Tackling Traffic Congestion		Likelihood	Impact	Score
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.	More efficient way of working	2	2	4
End date	2015-16	,					
Pro	oject 2	Project Title:	Cashless parking				
Start date	2013-14	Project Details:	Rollout 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	D : 4779					
Pro	oject 3	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 4	Project Title:					7
Start date		Project Details:					
End date							
	oject 5	Project Title:					
Start date		- Project Details:					
(D) Pro	oject 6	Project Title:					
Staticate Staticate End date		Project Details:					
	oject 7	Project Title:					
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End date		- Project Details:					
Pro	oject 8	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 9	Project Title:]
Start date		Project Details:					
End date							
Pro	oject 10	Project Title:					
Start date		Project Details:					
End date							

Olla Andreas Indian Online Manufactor Contains Ellin C. D
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration
Enter a brief description of your main activities and objectives below
he service manages, maintains and develops Merton's parks & open spaces including the nanagement of a cemetery service, and a varied programme of events from small community to rge commercial ones. There are currently in excess of 100 separate sites. The team also nanages allotments and works with allotment societies to assist them self-manage wherever ossible. The service is becoming increasingly efficient and commercial in the way it manages its ports and other lettings and is moving to a position where community groups and organisations ontribute directly to front-line delivery, including self-management of assets. The current TOM ansformation process will emphasise and further embed these principles.

Parks and Green Spaces

Objectives:

The team's primary objectives in the forthcoming years include the following principal tasks: increasing income

- reducing operational expenditure

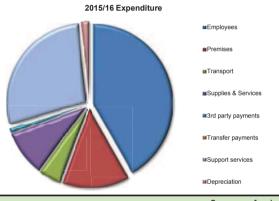
- maintaining and improving service standards and performance
 securing investment and delivering improvements to open space facilities
- securing investment and udenting improvements to open space tacting each extension of encouraging and facilitating community self-management of sites and facilities
 providing project management, support and/or advice on the development and delivery of major open space construction and redevelopment projects
 implementation of agreed TOM transformation process outcomes

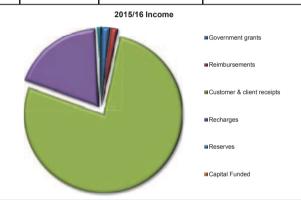
		Planning Assur	nptions				The Corporate strategies your
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		contributes to
Increased sports pitch demand (Total number of bookings)	2%	1%	1%	1%	1%	1%	Open Spaces Strategy
Attendance at major community outdoor events (No. of people	50,000	50,000	55,000	55,000	60,000	60,000	Children & Young person's Plan
Number of funerals at LBM cemeteries	200	205	210	215	220	240	Cultural Strategy
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Capital Programme
Staff (FTE)	64	83.8	80.3	77.8	73.8	73.8	
Staff accommodation units (No. of mess rooms/depots)	12	12	12	12	10	10	
Transport vehicles	19	19	19	19	18	17	
Performance indicator	Performance Targets (T) & Provisional Perfo		rmance Targets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
r enormance mulcator	2013/14(T) 2014/15(T)	2015/16(PT) 2016/17(PT)	2017/18(PT) 2018/19(PT)	Folarity	Reporting cycle	mulcator type	met

Performance indicator	Perforn	nance Target	s (T) & Prov	isional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting Cycle	mulcator type	met
Residents % satisfaction with parks & green spaces	71	72	73	74	75	76	High	Annual	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	70	71	72	73	74	75	High	Biennial	Perception	Reputational risk
Total LBM cemeteries income £	396,000	536,000	553,000	569,000	586,000	604,000	High	Monthly	Business critical	Loss of income
Total outdoor events income £	305,000	316,000	328,000	341,000	351,000	362,000	High	Monthly	Business critical	Loss of income
Number of Green Flags	5	5	5	5	5	6	High	Annual	Quality	Reputational risk
Number of outdoor events in parks	120	130	130	130	130	130	High	Monthly	Perception	Reputational risk
Volunteer input in parks management (No. of groups)	25	30	35	40	45	50	High	Quarterly	Perception	Reduced service delivery

	Budget	Actual	Budget	Budget	Budget	Budget	Budget
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Expenditure	5,540	5,670	5,255	5,251	5,251	5,251	(
Employees	2,240	2,319	2.202	2.202	2.202	2.202	
Premises	873	899	715	715	715	715	
Transport	244	249	243	243	243	243	
Supplies & Services	541	490	494	490	490	490	
3rd party payments	49	47	49	49	49	49	
Transfer payments	7	-2	7	7	7	7	
Support se vices	1,471	1,553	1,460	1,460	1,460	1,460	
Depreciation	115	115	85	85	85	85	
Revenue 5 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	3,024	3,025	2,965	3,000	3,013	3,013	- (
Government grants	50	43	53	53	53	53	
Reimbursements	188	251	48	48	48	48	
Customer Wlient receipts	2,276	2,197	2,319	2,354	2,367	2,367	
Recharges	487	511	570	570	570	570	
Reserves Capital Fusied	23	23	-25	-25	-25	-25	
Capital Publicd	0	0				_	
Council Funded Net Budget	2,516	2,645	2,290	2,251	2,238	2,238	0

Council Funded Net Budget	2,516	2,645	2,290	2,251	2,238	2,238	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
Parks Investment		692,055	998,350	401,420	365,000	250,000	350,000
P&D Machines				60,000			
	0	692,055	998,350	461,420	365,000	250,000	350,000

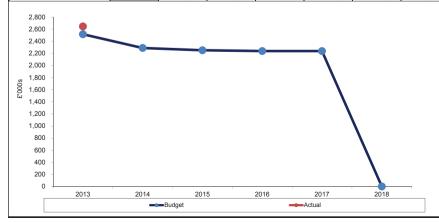




Summary of major budget etc. changes 2015/16

2016/17

EN45=£39K

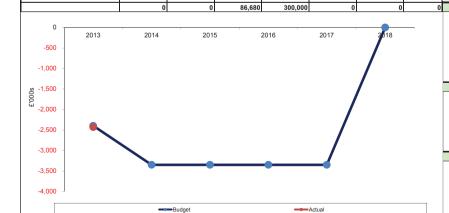


EN45=£13K

2017/18

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Parks and Green S			N # O	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Kist -	
				MAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Pro	oject 1	Project Title:	Management of parks & open spaces				
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering in parks	More efficient way of working	2	2	4
End date	2017-18		community groups. Increase volunteering in parity				
Pro	oject 2	Project Title:	Management of bowling greens		1		
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							
Pro	oject 3	Project Title:	Commercialisation of grounds and sports services				
Start date	Start date 2012-13		Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor	Income generation	2	2	4
End date	2018-19	,,	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						
Pro	oject 5	Project Title:	Development of new sporting hub at Joseph Hood Rec		1		
Sta <u>rt d</u> ate	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground	Income generation	3	2	6
Englate	2017-18	r reject Betaile.	The second of th				
O Pro	oject 6	Project Title:	New pavilion & facilities at Dundonald Rec		T		
State	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)	Improved reputation	2	2	4
End date	2016-17	Project Details.	Delivery of new pavilion drid dilied facilities at Dundonald Rec (With COF)				
Pro	oject 7	Project Title:	Management of paddling pools				
Start date	2013-14	Project Details:	Investment in new water play facilities.	More efficient ways of working	2	2	4
End date	date 2015-16	.,	, , ,	• • • • • • • • • •			

	Property							Plar	ining Assum	ntions						Corporale strategies your				
Cllr Andrew Judge C	Cabinet Member for Sustainability	v & Regeneration		Anticipate	d demand	201	2013/14		4/15		015/16	2016/17		2017/18	2018/19	service contributes to				
	ption of your main activities and	,			oposed disposals	2			12		4			1	2010110	Capital Programme				
<u> </u>	actions provide value for money an	<u> </u>		The number of pr		+	10		9	8		8		8		Economic Development Strategy				
maintain an accurate record of th	ne property assets of the council and the council and the councils investment.	nd to provide asset valuation			posed rent reviews		30	2	5		21	2	1	21		Housing Strategy				
income, managing the councils a	asset base to ensure that it has the	accommodation necessary	TI		nmercial properties		94		394		394		4	394		Medium Term Financial Strategy				
to support its services at a standa	ard it can afford. To support regene ravellers and lead the Integrated P	eration, deal with occupation	Aı	ticipated non fir	nancial resources	201	3/14	201	4/15	20	15/16	2016	6/17	2017/18	2018/19	Asset Management Plan				
programme of property sales to r	maximise capital receipts. Čommur	nity Right to Bid -to manage		Staff (FTE)		6		3		6	6		6		6		6		· ·
increased efficiency the possibilit significantly driving economic dev	ts to be listed and claims for compe ty of acting for other authorities on velopment and regeneration thriou timing of sales and capital receipts	specialisms and most oh closer working with Futu	e																	
Objectives					Perform	nance Target	s (T) & Provis	ional Perfor	mance Targ	rets (PT)					Main impact if indicator not					
 complete Asset Valuations to ti 	imetable agreed with Director of Co isposals to maximise capital receip	orporate Services		Performance indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	, ,	Pola	rity	Reporting cycle	Indicator type	main impact if indicator not				
 critically examine operational p 	property to ensure the council has the	the minimum necessary		Capital r	receipts	£5m	£1m	£5m TBC		TBC	2010/13(1/1)	Hig	ıh	Quarterly	Business critical	Loss of income				
to support the business plan maximise revenue income by le	etting vacant property		% V	% Vacancy rate of prop. owned by counc		5	4.0	3.5	3.5	3.3	1	Lo		Quarterly	Outcome	Loss of income				
 provide timely advice to inform ensure team is arranged to sup 	regeneration projects				tenants Inc. businesses	9.8	9.0	8.5	8.5	8.5	1	Lo		Quarterly	Outcome	Loss of income				
• crisure team is arranged to sup	pport objectives.			Asset Valuations		150	150	150	150	150		Hig		Annual	Business critical	Breach statutory duty				
				1					1											
						1					1					i				
						1					1									
DEPARTMENTAL BUDGET AND RESOURCES				Dudget	Dudant		2	015/16 Exp	enditure						2015/16 Income					
Revenue £'000s	Budget Actual 2013/14 2013/14	Budget Budget 2014/15 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19										9					
xpenditure	2,169 2,295	1,182 1,		1,182 1,182 0						■Employees						■Government grants				
mployees	271 280		70 27						- Descriptor											
remises	258 289	270	70 27	270		///	1				■Premises					■Reimbursements				
ransport Supplies & Services	222 240	155	1 55 15	1 155	 		- 1									Remodisements				
ord party payments	27 12	0	0	0 0	il l	/	- 1		1		■Transport									
ransfer payments	0 0	0	0	0						1						■Customer & client receipts				
Support se vices	518 598 873 873	444	44 44 42 4				1				■Supplies & Sen	vices				1				
Depreciation	Budget Actual	Budget Budget	Budget	Budget	Budget		1	A Second Second							V					
Revenue £'000s	2013/14 2013/14	2014/15 2015/16	2016/17	2017/18	2018/19					,	■3rd party payme	ents				■Recharges				
ncome Government grants	4,567 4,724	4,530 4,	30 4,53	0 4,530	0				- 1											
ent grants deimbursements	0 0 18 58	0	5	0 5)						■Transfer payme	ents			/	■Reserves				
Custo nar & client receipts	4.046 4.088	4.042 4.	42 4.04	2 4.042	2															
Recharges	502 577	483	83 48	3 483	В						■Support service	es								
Reserves Capital Euroded	1 1	0	0	0)		100									■Capital Funded				
Council Funded Net Budget	-2398 -2429	-3348 -33	18 -334	3 -3348	1 0						■Depreciation									
- I and a not Dudget																				
Capital Budget £'000s	Budget Actual 2013/14 2013/14	Budget Budget 2014/15 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						Summary of	of major bu	idget etc.	changes						
riests House	0 0	0 300,) 2017/10	0							2015/	16							
VH Smiths Dilapidations	0 0	86,680	0	0	0															
		,		1																
				1																
				1																
				1																
				1	1 1															



2016/17

2017/18

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Property A DIDICAL								
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME					
Pro	oject 1	Project Title:	Integrated Project Team		Likelihood	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	oject 2	Project Title:	Asset Management Plan						
Start date	2012-13	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		
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									
	oject 5	Project Title:							
Start date		- Project Details:							
TD Pro	oject 6	Project Title:							
Start date		Project Details:							
End date									
Pro	oject 7	Project Title:							
Start date		Project Details:							
End date									
Pro	oject 8	Project Title:							
Start date		Project Details:							
End date									
Pro	oject 9	Project Title:							
Start date		Project Details:							
End date									
Pro	oject 10	Project Title:							
Start date		Project Details:							
End date									

	Safer Mertor										nning Assur						The Corp	orate strategies your contributes to
	cauley Cabinet Membe					Anticipated Number of ne			13/14 540	2014			5/16	2016/17 600	2017/18 600			t Treatment Plan
			-			Popul			6,038	208.			,569	214,229	216,806	000		Social Behaviour
Safer Merton is a partnership of work together to combat crime &	& disorder and increase	safety & the per	rceptions of s	safety,	No. Multi Age		ment cases (domestic abus		158	15			58	158	158	158		tral Government
within the borough. The team co staff. The delivery of Crime and	consists of Voluntary Se	ctor and Police a	and Health fu	inded	Clie	its presenting at	the One Stop Shop	<u> </u>	191	23	0	2	30	230	230	230	Children	& Young person's Plan
interventions such as		chieved though	i a range or		An		nancial resources		2013/14 2014/15			5/16	2016/17	2017/18	2018/19		ommunity Plan	
 Tackling anti social behaviour a Managing Neighbourhood Wat 						Staff (FTE)		22)	2	20				Crime & Di	sorder (partnership plan)
 Drugs and alcohol abuse 		and a						-										
 The provision of school officers Other support and commissioner 			as well as ens	suring													Merton & Mi	cham N'bourhood Renewal
that the council is compliant with The service is managed through		ered by Police of	officers ioint h	- nealth		Denfermens	. indicator	Perfor	mance Targe	ts (T) & Provi	sional Perfo	rmance Targ	ets (PT)	Delevity	Departing avala	1		n impact if indicator not
staff, voluntary sector and the co	ommunity.	crea by r once or	inocio, joint n	icaitii	Performance indicator								2018/19(PT)	Polarity	Reporting cycle	Indicator type		met
The Statutory duty of the council A duty to establish a crime and					% of recidents	% CCTV camer	as operational unk & rowdy behaviour (AF	94	95	95	95	95	95	High Low	Quarterly Annual	Outcome Perception		Reputational risk Reputational risk
Complete an annual strategic a	assessment and agree	a plan with partn	ners in respor	nse			d about ASB (ARS)	S) 41 44	40 43	40 43	39 42	39 42	38 41	Low	Annual	Perception		Reputational risk
Respond to and deal with crime Delivering Anti-Social Behaviou			analytical wo	DFK			d about crime (ARS)	50	50	50	49	49	48	Low	Annual	Perception		Reputational risk
Specific duties around Domest					No. Multi Age	ncy Risk Assessi	ment cases (domestic abus		129	141	153	153	153	High	Monthly	Business critical		Breach statutory duty
						No. of One Stop	<u> </u>	45	46	46	46	46	46	High	Quarterly	Business critical		educed service delivery
							Problem Solving meetings	33	27	27	27	27	27	High	Quarterly	Business critical	R	educed service delivery
							bout drug users (ARS) med about tackling ASB (ARS	33	32 31	32	31 33	31 33	30 34	Low High	Annual Annual	Perception Perception		Reputational risk Reputational risk
	DEPARTMENTAL BUDGET AND RESOURCE				/o or residefil	, rooming wen millon	about tacking ASD (ARS	35	•	31		33	34	i iigii	Ailluai	•		reputational IISK
Devenue Clong.	Dudget Actual Budget Budget				Budget	Budget	Budget		:	2015/16 Exp	enaiture					2015/16 Income		
Revenue £'000s	2013/14 2	013/14 2	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				=0	
Expenditure Employees	1,668	1,544	1,526 840	1,490	1,49 0		0	1									■Gov	ernment grants
Premises	863	799	2	840 2	840								Premises					
Transport					7												■Reir	nbursements
3rd party payments												Transport						
Transfer payments	0	0	0	0	(0									■ Cus	tomer & client receipts		
Support sevices Depreciation	330 125	337 125	230 139	230 139	230 139	230 139		(Ilmania)				١.	Supplies & Ser	vices	0			
Revenue 000s			Budget	Budget	Budget	Budget	Budget								(A) 18		■ Per	harges
			2014/15	2015/16	2016/17	2017/18	2018/19					,	3rd party paym	ients	U =		-100	larges
Government grants	337 217	270 195	278 70	278 70	278		- 9						Transfer payme	onte	\			
Reimbursements	84	48	202	202	202	202							Transier payini	ents	100		■Res	erves
Custome Client receipts Recharges	123	114	6	6	6	6							Support service	es				
Reserves	-87	-87	0	0	(0											■Cap	ital Funded
Capital Funded Council Funded Net Budget	1,331	1,274	1,248	1,212	1,212	1,212	0						Depreciation					
Council I unded Net Budget																		
Capital Budget £'000s			Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						Summary	of major budget et	c. changes			
		10,167	0	300,000	300,000	0	0							2015/16				
							EV01=£3	SK										
							 											
		40.407		202 202	000.000									2016/17				
	0	10,167	0	300,000	300,000	0	0							2016/17				
1,600 7																		
1,400																		
1,200					_													
n 1000					\									2017/18				
1,000 -					\									20				
800 -					\													
					\													
600 -					`	\												
						\												
400 -						\								2018/19				
											2010/10							
200 -																		

──Budget

----Actual

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Safer Merton A DITITION OF 10 OVER THE FOUR YEAR PERIOD								
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME					
Pr	oject 1	Project Title:	Risk limitation of future grant loss		Likelihood	Impact	Score		
Start date	2013-14	Project Details:	CCTV Review - This includes planning and funding of the system going forward. A coordinated and cohesive approach across numerous partner agencies and departments in the council will be a key	More efficient way of working	4	2	8		
End date	on going		requirement in delivering successful outcomes						
Pr	oject 2	Project Title:	ASB changes						
Start date	2014-15	Project Details:	ASB legislation changes from October 2014 requires changes in protocols and strategy for partnership delivery	To meet legislative requirements	4	3	12		
End date	on going oject 3	Project Title:							
FI	l l	Project fille.							
Start date		Project Details:							
End date									
Pr	oject 4	Project Title:							
Start date		Project Details:							
End date									
	oject 5	Project Title:							
Start date		- Project Details:							
(D) Pr	oject 6	Project Title:					\vdash		
Start date Start date		Project Details:							
Pr	oject 7	Project Title:					\vdash		
Start date		Project Details:							
End date									
Pr	oject 8	Project Title:							
Start date		Project Details:							
End date									
	oject 9	Project Title:							
Start date		Project Details:							
End date							<u> </u>		
Pro	oject 10	Project Title:							
Start date		Project Details:							
End date									

	Street C	loaning								Dia.	ning Assum	nntions				1	The Corporate strategies your
Cllr Judy Saunders (ce & Implement	ation		Anticipated	d demand	20	13/14	2014			15/16	2016/17	2017/18		contributes to
Enter a brief descri						Popula			6,038	208,8			1,569	214,229	216,806	TBC	Anti Social Behaviour
Street Cleaning: to improve t						Housing P),890	81,0			,400	81,800	82,100	TBC	Performance Management Framework
collecting fly tips, removing lit						Kilometers			375	37			75	375	375	375	Waste Management Plan
Enforcement: to improve the	street scene by	education, adv	vice and enforc	ement,		11011.01010	01110000			-	_	_	-				Community Plan
reducing fly tipping, litter, dog	fouling, aband	oned vehicles, g	graffiti and fly p	osting; and	Anti	cipated non fir	nancial resources	20	13/14	2014	/15	201	15/16	2016/17	2017/18	2018/19	
collecting stray dogs. Winter Gritting: delivering an	efficient service	in accordance	with Highways	section		Staff (I			103	10	3	1	03	103	103	103	
priorities.	CITICICITE SCI VICE	, iii accordance	withinghways	o occion		Trans	port		26	26	ì	2	26	26	26	26	
Objectives																	
fulfil the council's statutory i																	
 maximise efficiencies through provide value for money set 				uninonnon		Performance	. to die de .	Performance Targets			ional Perfor	rmance Targ	gets (PT)	Balante	Boundary and	In direction to a con-	Main impact if indicator not
champion the needs of the		tille fleeds of fi	esidents and bi	usiliesses		Репогтапс	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
 improve our customer information 	mation and imp				% Reside	ents satisfied v	with street cleanlines:	58	60	56	57	58	59	High	Annual	Perception	Reputational risk
protect and care for the wel				environment,	% Sites	surveyed belo	ow standard for litter	8.5	7.5	9.5	9	8.5	8	Low	Quarterly	Perception	Reputational risk
 our customers and the local of provide a safe and supporting 				ve for			v standard for Detritu		12	15	14.5	14	13.5	Low	Quarterly	Perception	Reputational risk
outstanding health and safety		ioi ali oui emp	noyees and sur	ve ioi	% Sites :	surveyed belo	w standard for graffit	5.5	5.0	4.5	4.0	4	4	Low	Quarterly	Perception	Reputational risk
 provide a customer focusse 	ed approach to s		and improveme	ent			w standard for weeds	14.50	14.00	13.50	13.00	12.5	12	Low	Quarterly	Perception	Reputational risk
 improve levels of satisfaction 	on with services	provided.				Number of fly		3300	3200	3700	3600	3500	3400	Low	Monthly	Outcome	Reputational risk
							sickness per FTE	12	10	15	14	13	12	Low	Quarterly	Outcome	Increased costs
							standard for flypostir		1	1	1	1	1	Low	Quarterly	Perception	Reputational risk
					% of F	PNs issued th	nat have been paid	New	New	65%	68%	70%	72%	High	Monthly	Output	Loss of income
	D	EPARTMENTAL	BUDGET AND	RESOURCES						2015/16 Exp	enditure					2015/16 Income	I
Expenditure Employees Premises Transport Supplies & Services 3rd party payments Transfer payments Support services Depreciation Revenue: 000s Income Government grants Reimburgements Custome Client receipts Recharge Reserves Capital Ferbed Council Funded Net Budget Capital Budget £'000s	Spenditure Span S						Budget 2018/19 0					/	port meSupp intry payments meTran		c. changes		#Government grants #Reimbursements #Gustomer & client receipts #Recharges #Reserves #Capital Funded
	0	0	0	0	0	0	0							2016/17			
6,000 5,500 4,500 4,000 4,000 2,500 2,000 1,500 1,000 500 0 2013 2014 2015 2016 2017 2018														2017/18			
2013																	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Street Cleaning ADDITIONTY AND LEGENS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME					
Pro	oject 1	Project Title:	Introduce mobile working		Likelihood	Impact	Score		
Start date	2014-15	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	,							
Pro	oject 2	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 now completed. We are expanding this year to Mictham and Morden Town centres.	To meet legislative requirements	2	2	4		
End date	2015-16	-							
Pro	Project 3 Project Title: Review Street Cleansing equipment								
Start date	date 2014-15 Project Details: Chewing Gum equipment as well as review Mechanicals sweeping resource with a view to consider more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) being finalised.			Improve residents satisfaction	2	2	4		
End date	di date 2015-16 more flexible venicles. Procurement or new pedestrian venicles (Gluttons) being finalised.		more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) being finalised.						
Pro	Project 4 Proje		Title: Street Champions Initiative						
Start date	2014-15	Project Details:	Re-launch street champions initiative	Improve residents satisfaction	2	2	4		
End date	2015-16								
Pro	oject 5	Project Title:	Increase Enforcement Capacity						
Start date	2014-15	- Project Details:	We have develop and launched a pilot programme to increase enforcement potentially utilising additional private contractor capacity. We are considering whether this should be extended.	Improve residents satisfaction	3	1	4		
Emate	2015-16								
(D) Pro	oject 6	Project Title:	South London waste partnership (phase C)	More efficient way of working	†				
Start date	2015-16	Project Details:	The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including: waste collection, street cleansing, grounds and parks maintenance, winter gritting and fleet maintenance as		2	2	4		
End date	2017-18		well as commercial waste collection.						
Pro	oject 7	Project Title:	Litter bin type and provision	More efficient way of working					
Start date	2014-15	Project Details:	Review of existing litter bin provision and type considering different options for greater capacity and reduced emptying		1	2	3		
End date	2015-2016								
Pro	oject 8	Project Title:	Optimisation of Mechanical equipment	More efficient way of working					
Start date	ate 2015-16 Project Details: Undertake a review of existing work of mechanical vehicles and with a view to optimise routes.		Undertake a review of existing work of mechanical vehicles and with a view to optimise routes.		2	2	4		
End date	date 2015-16								
Pro	Project 9 Project Title:								
Start date		Project Details:							
End date		,							

Traffic & Highways Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below

The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 street lights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.

The main aims of the service are to:

- Ensure the safe and expeditious movement of all traffic on the Highway Network.
- Improve the condition of the higway network
- Improve the Public Realm.
- Improve the Street Scene.
- Improve the quality of life of local residents

Objectives

The overall objectives of the Service is to effectively maintain and manage the highway network and to ensure that this network is safe and serviceable for all road users.

Specific Objectives:

Introduce Mobile working

Channel shift and move to on-line self service system

Street lights	12,	6/3	12,	6/3	12,	,673	12,673	12,673		i	- Road Salety Plan
Number of trees to be maintained	16,	570	16,	640	16,	,710	16,710	16,710		i	Local Transport Plan
Network Maintenance and Improvement	363	.5km	363	.5km	363	.5km	363.5km	363.5km			Local Implementation Plan
Number of Streetwork Permits issued	11,	650	18,	000	18,	,000	18,000			ī	Capital Programme
Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Lo	cal Development Framework
Staff (FTE)	3	38	3	38	Merger of	T&H and fM				i —	
										i	
										i T	
										i	
Performance indicator	Perforn	nance Target	s (T) & Provi	isional Perfo	rmance Targ	gets (PT)	Polarity	Demontinu evele	Indicator type		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
Avg days taken to repair out of light Lamp Columns	New	3	3	3	3	3	Low	Quarterly	Quality		Reduced customer service
% response to Emergency Callouts (within 2 hrs)	100	100	100	100	100	100	High	Monthly	Quality	\neg	Increased costs
% Streetworks permitting determined	98	98	98	98	98	98	High	Monthly	Quality		Loss of income
% Streetworks inspections completed	32	35	37	38	38	38	High	Quarterly	Unit cost	\neg	Loss of income
% jobs completed where no Fixed Penalty Notice issued	96	98	99	99	99	99	High	Monthly	Outcome	\neg	Reduced customer service
% of Condition Surveys completed on time	90%	92%	95%	95%	95%	95%	High	Annual	Quality		Increased costs
Carriageway Condition - Unclassified Roads non principal Defectivenes Condition Indicator	New	21%	20%	19%	19%	19%	Low	Annual	Quality		Increased costs
Footway condition - Defectiveness Condition Indicator	New	21%	20%	19%	19%	19%	Low	Annual	Quality		Increased costs

2015/16

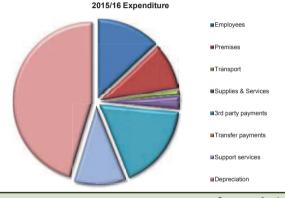
2016/17

12 672

2017/18

	DEPARTMENTAL 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	12,708	12,455	12,127	11,856	11,792	11,808	0							
Employees	1,857	1,645	1,831	1,543	1,544	1,544								
Premises	1,224	1,158	1,138	1,138	1,108	1,108								
Transport	131	113	131	131	131	131								
Supplies & Services	399	350	326	327	307	307								
3rd party payments	2,152	2,144	2,058	2,074	2,059	2,075								
Transfer payments	0	0	0	0	0	0								
Support services	1,294	1,394	1,259	1,259	1,259	1,259								
Depreciation	5,651	5,651	5,384	5,384	5,384	5,384								
Revenue 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							
Income (T)	2,957	2,705	2,787	2,787	2,797	2,797	0							
Government grants	0		0	0	0	0								
Reimburgements	954	526	837	837	847	847								
Customer client receipts	1,444	1,639	1,453	1,453	1,453	1,453								
Recharg	559	540	497	497	497	497								
Reserve														
Capital Funded														
Council Funded Net Budget	9,751	9,750	9.340	9,069	8.995	9,011	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
Traffic & Parking Management		326,474	216,730	135,000	150,000	156,000	175,000
Highways Gen Planned Works		451,089	714,630	434,600	419,000	419,000	419,000
Footways Planned Works		1,060,859	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Street Lighting		628,532	410,000	200,000	462,000	290,000	509,000
Street Scene		306,921	80,000	375,190	60,000	60,000	100,000
Highways Planned Road Works		1,590,625	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000
Transport For London		2,350,921	2,295,050	1,310,000	1,271,000	n/k	n/k
	0	6.715.421	6,499,510	4.954.790	4.862.000	3.425.000	3.703.000

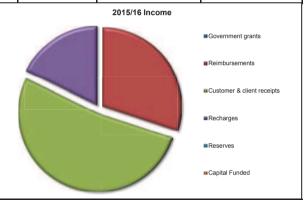


Planning Assumptions

2014/15

12 672

2013/14



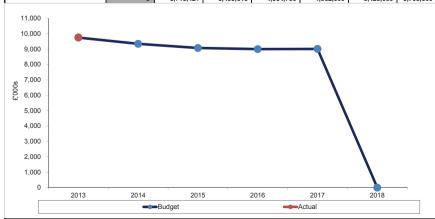
The Corporate strategies your

Summary of major budget etc. changes 2015/16

EN29=£252K

Anticipated demand

Growth = £464k - To mitigate budget pressure of reduced ability to capitalise revenue expenditure. Funded from introduction of ANPR



EN27=£10K; EN30=£20K; EN31=£30K; EN32=£10K

2017/18

2016/17

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Traffic & Highways Traffic & Highways AND EXPERTS DUTCOME										
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME							
Pro	ject 1	Project Title:	Flood and Water Management Schemes		Likelihood	Impact	Score				
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy	To meet legislative requirements	1	1	1				
End date	2015-16	1 Toject Details.	beveraging it and adoption of Local Flood Nisk management diffacely								
Pro	ject 2	Project Title:	Delivery of Mitcham Town Centre scheme								
Start date End date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre	Improved customer satisfaction	4	3	12				
	oject 3	Drainet Title	Ride London								
FIC	-	Project Title:	Riug Lolluoli								
Start date	2015-16	Project Details:	Delivery of London - Surrey Cycle Road Race	Improved customer satisfaction	1	1	1				
End date	2015-16										
Pro	ject 4	Project Title:	Mobile Working	More efficient way of working							
Start date	31/01/2015	Project Details:	Implement Mobile working solution across Trafic and Highway		2	2	4				
End date	31/03/2015	,									
Pro	ject 5	Project Title:	On-line self Service System	Improved customer satisfaction							
Start date	2015-16	Project Details:	Move to on-line self service system		2	2	4				
Eggate	2016-17										
	ject 6	Project Title:	4 Year work Programme								
Startcate	2015-16	Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough		2	1	3				
End date	2019-20										
Pro	ject 7	Project Title:	Street Lighting Investment - Conversion to LED	Improved resident well being							
Start date	2015-16	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs		2	2	4				
End date	2018-19										
Pro	ject 8	Project Title:		Improved resident well being							
Start date		Project Details:			2	2	4				
End date											
Pro	ject 9	Project Title:									
Start date		Droject Deteile									
End date		Project Details:									
Pro	ject 10	Project Title:					$\vdash \vdash \vdash$				
Start date		Decide of D. 1. "									
End date		Project Details:									

Transport				Pla	anning Assu	mptions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18		Contributes to
Enter a brief description of your main activities and objectives below	CSF Passenger Journeys - Contractors	95	000	95	000	950	000	95000	95000		Capital Programme
To provide a comprehensive and effective Home to School and Vunerable Adults transport	CSF Passenger Journeys - In-House	70	70000		000	70	000	70000	70000		Children & Young person's Plan
service, in support of the user departments such as Children Schools & Families and Community & Housing using the in-house fleet and taxi providers.	C&H Passenger Journeys - Contractors	48000		50	50000		000	50000	50000		Adult Treatment Plan
a riousing using the in-riouse neet and taxi providers.	C&H Passenger Journeys - In-House	85000		85	000	70	000	70000	70000		Customer Services Strategy
Providing self drive vehicles for the in-house departments (Waste Operations, Leisure, Parking	Anticipated non financial resources	2013/14		2014/15		2015/16		2016/17	2017/18	2018/19	
etc.) who require vehicles to carryout their services.	No. of Commissioned Taxi Framework contractors	34		34		34		34	34		
Full fleet manaegment is provided to support the council fleet of vehicles. This includes all	Staff	6	88	6	33	6	63	63	63		
servicing, repairs maintenance and Operators Licence requirements.	No.Transport Fleet vehicles	192		192		192		192	192		
Providing health & safety and vehicle related in-house training to all council staff and external											
organisations	Performance indicator	Perforn	nance Targe	ts (T) & Prov	isional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	mulcator type	met
Procurement of vehicles for the authority ensuring depts get the vehicles to suit their services, and provide assistance on vehicle specifications.	Spot checks on contractors	50	50	50	50	50	50	High	Monthly	Business critical	Reduced customer service
and provide assistance on venicle specifications.	Parents/carers satisfaction with taxi journeys	0	75%	75%	80%	80%	80%	High	Annual	Perception	Reduced customer service
<u>Objectives</u>	% MOT vehicle pass rates	95	95	95	95	95	95	High	Quarterly	Outcome	Reduce customer service

65

85

97

12

70

85

97

10

70

85

97

10

70

85

97

8

70

85

97

8

High

High

High

High

65

85

97

16

Average % passnger vehicles in use

% in-house journey that meet timescales

% Client user satisfaction

Sickness - average days per FTE

						1	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Expenditure	8,665	9,017	8,572	8,687	8,687	8,687	
Employees	1,806	2,176	1,837	1,835	1,835	1,835	
Premises	91	97	91	88	88	88	
Transport	5,740	5,686	5,378	5,492	5,492	5,492	
Supplies & Services	97	92	89	95	95	95	
3rd party payments	0	5	0	0	0	0	
Transfer payments	0	0	0	0	0	0	
Support se vices	541	574	752	752	752	752	
Depreciation	387	387	425	425	425	425	
Revenue ± 000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
\Box	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Government grants	8,771	8,555	8,572	8,687	8,687	8,687	
	0		0	0	0	0	
Reimbursements	911	839	911	911	911	911	
Custome Wlient receipts	7,868	7,716	8,572	7,776	7,776	7,776	
Recharges	0	0	0	0	0	0	
Reserves Capital Fued							
Capital Publed							
Council Funded Net Budget	-106	462	0	0	0	0	

Ensuring that the service provided by cTransport is effective ,value for money while still

meeting customers expectations.

Procurement of goods & services for the workshop area. Ensuring value for money and compiling with authorities standing orders

Procurement of replacement vehicles for the whole of the authority.

We will ensure legal compliance with regards to all stautory requirements for road tranposit positions in the control of
services including operators licence requiements.

recording	0	0	U	U		U	
Reserves Capital Funded							
Capital Fulled							
Council Funded Net Budget	-106	462	0	0	0	0	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
Replacement Fleet Vehicles		89,100	590,000	500,000	500,000	500,000	500,000
Other		14,236	30,000	46,890	0	0	0

620,000

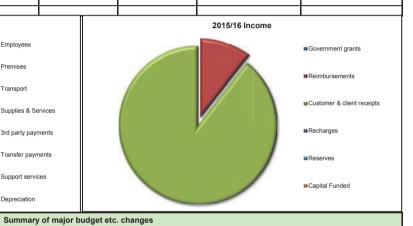
546,890

500,000

500,000 500,000

103,336

2015/16 Expenditure										
				■Employees						
						Premises				
		1				Transport				
					<u>.</u>	Supplies & Se	rvices			
						3rd party payr	nents			
						Transfer paym	nents			
						Support service	ces			
		_				Depreciation				



Unit cost

Outcome

Outcome

Unit cost

Increased costs

Incresed costs

Reduce update of service

Increased costs

Quarterly

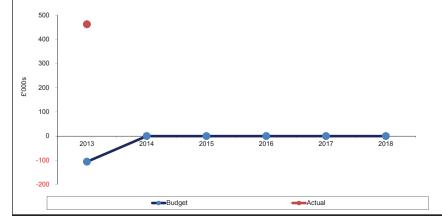
Quarterly

Annual

Quarterly

2015/16 Existing passenger Taxi framework expires in Oct 2015 - New passenger framework working with neighbouring boroughs Sutton, Kingson and Richmond due to commence August 2015

2016/17



2017/18

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Transport A DIDITIN NOTATION OF									
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME						
Pr	oject 1	Project Title:	New Joint Passenger Transport Framework		Likelihood	Impact	Score			
Start date	2015-16	Project Details:	Joint Passenger Transport Framework with neighboroughing boroughs Sutton and Kingston.	More efficient way of working, reducing costs and sharing routes	2	2	4			
End date	2019-20									
Pr	oject 2	Project Title:	Benchmarking - Internal Services							
Start date	2014-15	Project Details:	To carry out benchmarking excersises on internal services to find alternative options, value for money and possible savings to client departments	To imporve service and reduce costs	2	2	4			
End date	2015-16 roject 3	Project Title:								
Start date		Project Details:					0			
End date										
Pr	oject 4	Project Title:								
Start date		Project Details:					0			
End date	value of F	Desired Title								
	oject 5	Project Title:								
Start date		Project Details:					0			
O Pr	oject 6	Project Title:								
Start date End date		Project Details:					0			
Pr	oject 7	Project Title:								
Start date		Project Details:					0			
End date										
Pr Start date	roject 8	Project Title:								
End date		Project Details:					0			
Pr	oject 9	Project Title:								
Start date		Project Details:					0			
End date		FTOJECT DETAILS:								
Pro	oject 10	Project Title:								
Start date		Project Details:					0			
End date										

																	The Cornerate strategies
Waste Management Cllr Judy Saunders Cabinet Member for Performance & Implementation Enter a brief description of your main activities and objectives below				Anticipated demand Population			1 2	2013/14		Planning Assun 2014/15		15/16	2016/17	2017/18	ARPPAN	The Corporate strategies your	
								06,038	208		211,569		214,229	216,806	tbc	Waste Management Plan	
			•		Antininat				.00,036	150		1	5600	15900	16000	16100	Performance Management Framework
As a unitary authority, Merton is Household Reuse and Recyclin	na Centres - Mert	on is required to 1	provide facilities	for the		Total household	ste requests per a		71,000	71,			1,000	71,000	71,000	71,000	London wide strategy
disposal of excess household ar	nd garden waste	free of charge.					arden waste custo		71,000		71,000		012	6312	6612	6912	Climate Change Strategy
Objectives • provide efficient and accessible services to all of our customers, including those with specific					Anticipated non financial resources				013/14	2014/15		2015/16		2016/17	2017/18	2018/19	Climate Change Strategy
needs.					Ant	Staff (FTE)		5	107		110.5		07.5	107.5	107.5	107.5	
 to advise our customers on the with customer needs. 	e services provid	ed and to keep in	nproving our ser	vices in line		Trans			31	3			29	29	29	29	
promote public awareness of v	waste minimisation	on and encourage	e re-use and rec	ycling through		Trans	port			+	•		20		20	20	
information, education and empo	owerment.	_								+							
								Perfo	rmance Targe	ts (T) & Provi	sional Perfo	rmance Tar	gets (PT)				Main impact if indicator not
						Performance indicator) 2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
						% Household v	vaste recycled	42	42	40	41	43	43	High	Monthly	Business critical	Reputational risk
					% Res		with refuse collect		74	72	74	76	77	High	Annual	Perception	Reputational risk
					Re	sidual waste kg	per household pa	512	504	496	483	483	483	Low	Monthly	Outcome	Increased costs
					%	Municipal solid	waste landfilled	48	47	46	46	46	46	Low	Monthly	Outcome	Increased costs
					Nu	mber of missed	bins per 100,000	60	55	50	45	45	45	Low	Monthly	Outcome	Reduced customer service
					Tot	al waste arising	per household Kg	874	873	872	868	868	868	Low	Monthly	Outcome	Reputational risk
						ays lost from si	ckness per FTE	12	10	15	14	13	12	Low	Quarterly	Outcome	Increased costs
					% Resi	dents satisfied v	vith recycling facili	lities 73	75	75	76	77	78	High	Annual	Perception	Reputational risk
														High	Annual	Output	Reduced customer service
	D	EPARTMENTAL	BUDGET AND	RESOURCES					2	015/16 Expe	ndituro					2015/16 Income	
Povonuo 6'000e	Budget	Actual	Budget	Budget	Budget	Budget	Budget		2	o io/io ⊏xpe	пиниге					2010/10 111001110	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						■Employees				
xpenditure	16,370	15,392		13,833	14,029								. ,				■Government grants
Employees	3,620	4,049		3,504	3,577	3,648			1				■Premises				
Premises Transport	231 1,386			180 1,321	178 1,321				- 1								■Reimbursements
Supplies & Services	740			890	890	890							■Transport				
rd party payments	8,368	7,301	6,073	5,949	6,074	6,200				N I		\	m Hallsport				1
ransfer payments	2			2	2			(A)		VII		1	-0 5 6 0				■Customer & client receipts
Support se vices Depreciation	1,321 702	1,339 702	1,360 627	1,360 627	1,360 627	1,360 627				4			■Supplies & Ser	vices			
- a	Budget	Actual	Budget	Budget	Budget	Budget	Budget					-					■Recharges
Revenue 000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					1	■3rd party paym	ents			Reclaiges
Government grants	1,170			1,374				\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \				/					/
	288 138			288 140								/	■Transfer paym	ents			■Reserves
Reimbursements Custome lient receipts	274			308		308											
Recharges	598	631	638	638									■Support servic	es			
Reserves Capital Funded	-128	-128	0	0	0	0	4										■Capital Funded
Council Funded Net Budget	15,200	14,124	12,679	12,459	12,655	12,850	0						■Depreciation				
Council I unded Net Budget																	
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget	Budget										
	2013/14	103,384	215,400	49,000		6/17 2017/18 2018/19 25,500 25,500 25,500					2015/16						
		100,004	210,400	45,000	20,000	20,000		N14=£100K; EN16=	-ceek-					2010/10			
							 	N 14-£ 100K, EN 10-	-£00K,								
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	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Waste Management										
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME							
Pro	oject 1	Project Title:	South London waste partnership (phase B)		Likelihood	Impact	Score				
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:	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. This project has been delayed as planned to introduce during 2014-15. Will not start to be implemented until 2015-16, therefore planned savings need to be deferred.		3	2	6				
End date	2015-16		until 2013-10, therefore planned Savings need to be deferred.								
Pro	oject 3	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										
Pro	oject 4	Project Title:	LWARB efficiency review of Domestic waste collections	More efficient way of working	İ						
Start date	2014-15	- Project Details:	Review of existing service to ensure we have the most efficient service and consider options for the future. Phase one completed need to agree if we move forward with phase 2.		2	2	4				
End date	2014-15		luture. Phase one completed need to agree if we move forward with phase 2.								
Pro	oject 5	Project Title:	South London waste partnership (phase C)								
Sta rt d ate	2014-15		The SLWP inlcudes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including: waste		3	2	6				
age 30	2017-18	Project Details:	collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection.	More efficient way of working	3	2					
→ Pro	oject 6	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 7	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 waste streams, to achieve better pricing from materials in the medium term.	More efficient way of working	3	2	6				
End date	2014-15		made decame, to admove better prioring norn materials in the medium term.								
Pro	oject 8	Project Title:									
Start date		Project Details:					0				
End date											
Pro	oject 10	Project Title:									
Start date		Project Details:					0				
End date		.,									

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