

# Committee: Overview and Scrutiny Commission

31<sup>st</sup> January 2013

**Agenda item: 6**

**Wards:**

**Subject:** Business Plan Update 2013-2017

**Lead officer:** Caroline Holland

**Lead member:** Councillor Mark Allison

**Contact officer:** Paul Dale

**Forward Plan reference number:**

---

## Recommendations:

1. That the Overview and Scrutiny Commission consider the latest information in respect of the Business Plan 2013-17 and Budget 2013/14 which was reported to Cabinet on 21 January 2013.

---

### 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 2013/14 which was reported to Cabinet on 21 January 2013. (Attached as Appendix 1)

### 2. Details

- 2.1 The Cabinet of 21 January 2013 received a further update report on the business plan for 2013-17. This included details of the financial implications arising from the Provisional Local Government Finance Settlement for 2013-15 which was announced on 19 December 2012.
- 2.2 A copy of the report to Cabinet on 21 January 2013 is attached as Appendix 1.

### 3. Alternative Options

- 3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 21 January 2013 sets out the progress made towards setting a balanced budget. There will be a further report to Cabinet on 18 February 2013, prior to Council on 6 March 2013, agreeing the Budget and Council Tax for 2013/14 and the Business Plan 2013-17, including the MTFs and Capital Programme 2013-17.

### 4. Consultation undertaken or proposed

- 4.1 Further work will be undertaken as the process develops.

## 5. **Timetable**

- 5.1 The timetable following this round of Scrutiny is set out in Appendix 1 of the attached report.

## 6. **Financial, resource and property implications**

- 6.1 These are set out in the Cabinet report for 21 January 2013.

## 7. **Legal and statutory implications**

- 7.1 All relevant implications have been addressed in the Cabinet reports. Further work will be carried out as the budget and planning proceeds and will be included in the budget report to Cabinet on the 18 February 2013.
- 7.2 Detailed legal advice will be provided throughout the budget setting process further to any proposals identified and prior to any final decisions.

## 8. **Human Rights, Equalities and Community Cohesion Implications**

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

## 9. **Crime and Disorder implications**

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

## 10. **Risk Management and Health and Safety Implications**

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

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

- Appendix 1: Cabinet report 21 January 2013 'Business Plan Update 2013-17'

### **BACKGROUND PAPERS**

Budget files held in the Corporate Services department.

# Cabinet

21 January 2013

**Agenda item:**

**Business Plan Update 2013-2016**

**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 2013/14 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2013-2017. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 6 March 2013 and set a Council Tax as appropriate for 2013/14.

## Recommendations:

---

1. That Cabinet notes the latest information on the revenue budget and provides direction on options for setting a balanced budget
  2. That Cabinet notes the latest information on the Local Government Finance Settlement 2013-15 and the implications for Merton's budget
  3. That Cabinet note and agree the Council Tax Base for 2013/14.
  4. That Cabinet note and agree the NNDR Base
  5. That Cabinet note the call on reserves over the course of the medium term financial strategy period.
- 

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update to Cabinet on the Business Planning process for 2013-17 and in particular on the progress made so far towards setting a balanced revenue budget for 2013/14 and over the MTFS period as a whole.
- 1.2 It also sets out the latest information and analysis of the Local Government Finance Settlement 2013-15 which was published on 19 December 2012 and summarises the implications for Merton's budget and MTFS.

- 1.3 The report provides a general update on all the latest information relating to the Business Planning process for 2013-17.
- 1.4 Details relating to setting the Council Tax Base for 2013/14 are given with an assessment of the implications for the budget 2013/14 and the Medium Term Financial Strategy 2013-2017.
- 1.5 Finally, a copy of the latest draft Service Plans are attached as Appendix 11.

## 2. DETAILS

### Introduction

- 2.1 A review of assumptions in the MTFS was undertaken and reported to Cabinet on 10 December 2012.
- 2.2 The revised MTFS over the four year period excluding new savings proposals was reported to be as follows:-

	2013/14	2014/15	2015/16	2016/17
	£'000	£'000	£'000	£'000
Departmental Base Budget 11/12	140,853	140,853	140,853	140,853
Departmental Budget Changes	-4,032	-5,989	-66	3,526
Departmental Re-priced Budget	136,821	134,864	140,787	144,379
Treasury items	15,130	16,939	17,881	18,744
Other Corporate items	-5,403	-4,103	-4,623	-4,623
Levies	647	660	672	686
CORPORATE PROVISIONS:	10,374	13,496	13,930	14,807
<b>BUDGET REQUIREMENT</b>	<b>147,195</b>	<b>148,360</b>	<b>154,717</b>	<b>159,186</b>
FUNDING	-146,950	-140,195	-139,760	-140,125
<b>BUDGET GAP (cumulative)</b>	<b>245</b>	<b>8,165</b>	<b>14,957</b>	<b>19,061</b>

- 2.3 The following draft savings proposals were considered by Cabinet on 10 December and are currently subject to scrutiny by the Overview and Scrutiny Panels and Commission in January 2013.

	2014/15	2015/16	2016/17
	£'000	£'000	£'000
Total Draft Savings (cumulative)	4,657	8,312	11,408

- 2.4 If the draft savings proposals are agreed, the revised MTFS budget gap is:-

	2013/14	2014/15	2015/16	2016/17
	£'000	£'000	£'000	£'000
<b>GAP (cumulative) Cabinet 10/12/12</b>	<b>245</b>	<b>8,165</b>	<b>14,957</b>	<b>19,061</b>
Total Draft Savings (cumulative)	0	-4,657	-8,312	-11,408
<b>REVISED GAP net of Savings (Cumulative)</b>	<b>245</b>	<b>3,508</b>	<b>6,645</b>	<b>7,653</b>

## 2.5 Review of Assumptions

The assumptions underlying the draft budget and MTFS continue to be reviewed as the business planning process develops. Those that have changed since the December Cabinet report are discussed in the following paragraphs.

### 2.5.1 Taxicards, Concessionary Fares and Freedom Passes

#### a) Taxicards

It was reported to Cabinet in December 2012 that the revised cost of taxicards would be as follows:-

Taxicards (cumulative £000)	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Cost in Current MTFS	31	62	72	82
Additional cost	43	43	43	43
Revised Estimate	74	105	115	125

#### b) Concessionary Fares and Freedom Passes

This scheme is administered by London Councils on behalf of London boroughs. At its meeting on 13 December 2012, London Councils' Transport and Environment Committee (TEC) considered the Concessionary Fares 2013/14 Settlement and Apportionment and the options for 2014/15 onwards.

For 2013/14 the apportionment is £8,570,893, an increase of £448,483 on the 2012/13 budget of £8,122,410. The MTFS includes £0.407m for this so it is necessary to add about £41,500 to cover this increase.

For 2014/15, the TEC report considers two options to recognise the move to a usage basis from 2014/15 onwards. The first option is moving straight to usage from 2014/15 and the second option is based on a transition phase to smooth the distributional effects of moving to usage. The transition option seems less likely than the direct move to the new apportionment because of the need for unanimous agreement by London boroughs.

The implications for Merton's budget are:-

Option 1: No Transition	Apportionment 2014/15 onwards	£8.976m
	Amount in Merton's MTFS	£8.955m
	Shortfall in 2014/15	£0.021m

Option 2: Transition in 3 years	Apportionment 2014/15	£8.733m
	Apportionment 2015/16	£8.854m
	Apportionment 2016/17	£8.976m

The London Councils figures are based on current usage figures and will increase due to fare increases so comparison over the whole MTFS period is not possible.

Assuming option 1 is used the changes required to the MTFS are

2013/14:	Increase provision by £41,500
2014/15:	Increase provision by £21,000 (worst case)

The MTFS for 2015/16 and 2016/17, currently allows for increases of £0.448m and £0.440m respectively, and it is proposed to leave these unchanged at the moment. This position will be kept under close review.

## 2.5.2 Pensions

Following Lord Hutton's review of public sector pension schemes all other schemes (the so called "pay as you go schemes") are being amended from 1<sup>st</sup> April 2013. On the 21<sup>st</sup> December 2012 the DCLG issued a consultation document on proposed changes in the Local Government Pension scheme. This recognises the unique nature of the LGPS as a funded scheme where future liabilities are matched by a pool of investments. The document proposes that there should be changes in the benefits paid to members of the scheme and increases in their contributions to the scheme from 1<sup>st</sup> April 2014. This is timed to coincide with the triennial revaluation of the fund.

It has been suggested that for some employers there may be a small reduction in the employer's liability for future service costs but others could face an increase. Greater clarity is required on a variety of issues before the outcome can be known with certainty. The more pressing issue is the scale of the deficit contribution required. The two critical factors for this are the size in future liabilities primarily driven by potential changes in longevity and the performance of investments which has been volatile in recent years. The impact of the potential "fiscal cliff" in the USA could make a critical impact on the position. Merton has one of the better funded and performing Local Authority Pension schemes but relatively small changes to liabilities and investment performance could have a significant impact on the council's revenue budget.

At this stage it is not proposed to make any changes to the MTFS pending the receipt of further information.

## 2.5.3 Council Tax Base

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 2013/14. 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 2013/14. The Council is required to determine its Council Tax Base by 31 January 2013 and advise preceptors accordingly.

In 2013/14 the Council Tax Base calculation is 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 will ensure that new local council tax support schemes, to be implemented under the Local Government Finance Act 2012, can be fully reflected in the council tax base for all authorities. The regulations will also enable billing authorities to take account of any homes potentially liable to the Empty Homes Premium in their council tax base when they set their budgets and council tax for the financial year 2013/14.

For 2013/14 the Council Tax Base has been calculated as:-

<b>Council Tax Base 2013/14</b>	<b>66,981.2</b>
---------------------------------	-----------------

This is significantly different to the 2012/13 Council Tax Base of 74,816.2 and reflects the changes arising from the new arrangements. The estimated yield from Council Tax in 2012/13 is £82.522m based on a Band D council tax of £1,102.99. The yield in 2013/14 based on the same level of Band D Council Tax would be £73.880m

The change in yield can be accounted for as follows:-

	£m	£m
Council Tax Yield 2012/13		-82.522
Reduced Yield from Council Tax Support Scheme	10.625	
Extra Yield from Council Tax Base changes	-0.789	
Extra Yield from Technical Reforms	-1.194	
		8.642
Council Tax Yield 2013/14		-73.880

However, in relation to each financial year, all billing authorities, and local precepting authorities must determine whether their relevant basic amount of council tax is excessive. The main determinant of this is a comparison between the relevant basic amount of council tax for the financial year under comparison and the immediately preceding financial year. An authority's relevant basic amount of council tax is the basic amount of council tax, adjusted to omit precepts, levies and special bodies. The Department of Communities and Local Government have set provisional amounts, termed (Alternative Notional Amounts) which they consider should be used as a basis for comparison between financial years. Merton's Alternative Notional Amount is £1,095.41. The latest estimate of council tax yield based on the basic amount is £73.372m.

A detailed summary of the methodology and assumptions used in calculating the council tax base for 2013/14 is provided in Appendix 3.

## 2.5.4 Council Tax Freeze Grant 2013/14

In the announcement of the provisional Settlement 2013-15, the Secretary of State stated “ just to be clear this year’s freeze grant goes into base for the spending review period and has the same status as every other item in base”. The provisional Settlement includes £834,593 p.a. Council Tax Freeze Grant (equivalent to 1%). This will be incorporated into the MTFS.

## 3. LOCAL GOVERNMENT FINANCE SETTLEMENT 2013-15

- 3.1 The provisional Local Government Finance Settlement 2013-15 was announced on 19 December 2012. This Settlement incorporates a great number of changes resulting from the Local Government Finance Act 2012, principally arising from the Business Rates Retention (BRR) Scheme.
- 3.2 Appendix 2 sets out the main details set out in the provisional Settlement and assesses the implications for Merton’s finances as set out in the Medium Term Financial Strategy (MTFS).
- 3.3 In terms of core funding, the following table summarises the main sources for 2013/14 and 2014/15 compared with the amounts assumed in the MTFS:-

	2013/14			2014/15		
	Provisional Settlement 2013/14	MTFS December 2012 Cabinet	Difference	Provisional Settlement 2014/15	MTFS December 2012 Cabinet	Difference
	£m	£m	£m	£m	£m	£m
RSG	31.907			30.214		
Business Rates Retained	21.227			25.886		
RSG+Business Rates Retained	53.134	52.970	0.164	56.100	46.900	9.200
<b>Rolled-in Grants</b>	<b>25.502</b>	<b>26.946</b>	-1.444	<b>15.55</b>	<b>26.946</b>	-11.396
New Homes Bonus	2.458	1.136	1.322	2.458	1.136	1.322
<b>Total including NHB</b>	<b>81.094</b>	<b>81.052</b>	<b>0.042</b>	<b>74.108</b>	<b>74.982</b>	<b>-0.874</b>

- 3.4 Details of rolled-in grants and other grants which have been announced so far are included in Appendix 2. Details of Public Health allocations were announced on 10 January 2013 and a summary of the main details are included in Appendix 6. Further announcements are expected and a further update will be provided to Cabinet in February.
- 3.5 Assumptions for RSG/BRR Funding in 2015/16 and 2016/17
- 3.5.1 Following the Government’s Autumn Statement, and the Office for Budget Responsibility’s Economic and Fiscal Outlook for Autumn 2012, both of which were published on 5 December 2012, the Institute of Fiscal Studies issued some bleak forecasts of Local Government funding plans beyond 2014/15.



3.5.2 The Government has stated that it intends to protect funding for the NHS, schools and Overseas Aid for at least another year. Based on their assumptions that:

- i) Spending on health, schools and ODA will be protected from further reductions
- ii) No more welfare cuts or tax rises

the IFS estimate that Local Government funding will reduce by an additional 3.2% in 2015/16 and 16.2% over the period 2015/16 to 2017/18

3.5.3 These assumptions will be built into the MTFS for 2015/16 and 2016/17.

#### 4. LEVIES AND PRECEPTS

##### 4.1 GLA

On 2 January 2013, the Mayor of London published his 2013-14 draft revenue budget and capital spending plan for consultation. This includes the budget proposals for the GLA (Mayor and Assembly), the Mayor's Office for Policing and Crime (MOPAC), the London Fire and Emergency Planning Authority (LFEPA), Transport for London (TfL) and the London Legacy Development Corporation (LLDC).

The proposed GLA Band D Council Tax for 2013/14 is £303.00 which is a reduction of £3.72 (1.2%) on the 2012/13 Band D Council Tax of £306.72.

##### 4.2 Other levies and precepts

The latest information on the other precepts and levies is as follows:-

	2012/13 £000	2013/14 £000	Change %
Wimbledon and Putney Common Conservators	267	TBA	
London Pension Fund Authority	253	253	0%
Lee Valley Regional Park	215	TBA	
Environment Agency	146	TBA	

Any increases in these levies may need to be offset by reductions in Merton's base budget, in order to remain eligible for the Council Tax Freeze Grant.

#### 5. FEEDBACK FROM THE OVERVIEW AND SCRUTINY PROCESS IN JANUARY 2013

5.1 The information available on the Business Planning process reported to Cabinet on 10 December 2012 is subject to review by the Overview and Scrutiny Panels and Commission in January 2013 and the outcome will be reported to Cabinet in February.

## 6. CAPITAL PROGRAMME 2013-17: UPDATE

- 6.1 The proposed capital programme 2016/17 was presented to Cabinet on 22nd October 2012. The programme has been reviewed by scrutiny panels. There were amendments to the programme as reported to Cabinet and Council in November and elsewhere on this agenda. 2012/13 capital expenditure will be reviewed up to the end of December (period 9). Likely spend levels will be estimated and budgets re-profiled between years. The impact of this on likely capital charges across the MTFs period will then be built into the final report to Cabinet in February; options to optimise the funding of capital across the period will also be explored for this meeting.

## 7. SUMMARY AND UPDATE OF MTFs IMPLICATIONS

- 7.1 Taking into account the new information received since the last report, the budget gap remaining on the MTFs is as follows:-

	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000
<b>GAP net of Savings (Cumulative) (para.2.4 refers)</b>	<b>245</b>	<b>3,508</b>	<b>6,645</b>	<b>7,653</b>
Changes since December Cabinet (Appendix 4 refers)	788	589	2,426	7,298
<b>REVISED GAP net of Savings (Cumulative)</b>	<b>(1,033)</b>	<b>4,097</b>	<b>9,071</b>	<b>14,951</b>

- 7.2 A detailed summary of the changes that have been made since Cabinet in December 2012 is contained in Appendix 4. A summary of the latest draft MTFs is included as Appendix 8.

## 8. IMPACT OF SAVINGS PROPOSALS ON BALANCING THE BUDGET OVER THE MTFs PERIOD

### 8.1 Additional Savings

Cabinet on 22 October agreed savings targets for each department as follows:-

TARGET SAVINGS BY DEPARTMENT	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Total £000s
Community and Housing	0	2,357	1,618	972	<b>4,947</b>
Children, Schools and Families	0	898	617	371	<b>1,886</b>
Environment and Regeneration	0	2,582	1,772	1,065	<b>5,419</b>
Corporate Services	0	1,675	1,150	691	<b>3,516</b>
Total Savings	0	7,512	5,157	3,099	<b>15,768</b>
<b>Total Cumulative Savings</b>	<b>0</b>	<b>7,512</b>	<b>12,669</b>	<b>15,768</b>	

Savings identified to date and subject to scrutiny are:-

IDENTIFIED SAVINGS BY DEPARTMENT	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Total £000s
Community and Housing (Revised)	0	1,190	1,414	1,608	4,212
Children, Schools and Families	0	175	631	250	1,056
Environment and Regeneration (Revised)	0	1,759	783	580	3,122
Corporate Services	0	1,533	827	658	3,018
Total Savings	0	4,657	3,655	3,096	11,408
<b>Total Cumulative Savings</b>	<b>0</b>	<b>4,657</b>	<b>8,312</b>	<b>11,408</b>	

If departments are required to meet their targets the additional savings will amount to:-

(SHORTFALL)/SURPLUS	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	Total £000s
Community and Housing	0	(1,167)	(204)	636	(735)
Children, Schools and Families	0	(723)	14	(121)	(830)
Environment and Regeneration	0	(823)	(989)	(485)	(2,297)
Corporate Services	0	(142)	(323)	(33)	(498)
Total Savings	0	(2,855)	(1,502)	(3)	(4,360)
<b>Total Cumulative Savings</b>	<b>0</b>	<b>(2,855)</b>	<b>(4,357)</b>	<b>(4,360)</b>	

## 8. NNDR BASE

- 8.1 In setting their budgets for a relevant financial year, authorities will need to have regard to the income they can expect to receive under the business rates retention scheme. The Council's estimate of its Business Rates income is an important element of this calculation and this information is provided to Central Government via completion of the NNDR 1 form.
- 8.2 Whilst broadly similar to the current NNDR1 form, the revised form to be used for the new arrangements will in future take as its starting point the rateable value appearing on local lists at 30 September. It will also allow authorities the ability to provide their own forecasts by adjusting income figures to reflect local intelligence about growth and possible changes to the rating list.
- 8.3 The starting point is to multiply the aggregate rateable value on 30 September 2012 by the non-domestic rating multiplier. From the gross calculated rate yield deduct:
- Mandatory reliefs
  - Discretionary reliefs
  - Estimate of losses in collection
  - Allowance for cost of collection
  - Special authority adjustments – City of London Offset

and make adjustments for rates yield arising from

- Enterprise Zones
- New Development Deals
- Renewable Energy Schemes
- Rate Retention Adjustments - Estimated change in rates between 1 October 2012 and 30 September 2013
- Transitional arrangements.

Not all of these adjustments affect Merton.

- 8.4 The results of the calculation give the Net yield after transitional arrangements and rate retention and for Merton this is shared:-

	Share	£m
Central Government	50%	40.787
Merton	30%	24.472
GLA	20%	16.315
Total	100%	81.874

- 8.5 Merton's NNDR1 form is attached as Appendix 9.
- 8.6 The estimate of business rates income in the NNDR1 will be used by central Government to determine a schedule of payments for the payment, by Merton (the billing authority), of the central share due to central government. The estimate will also form the basis on which Merton (the billing authority) and the GLA (its precepting authority) work out a schedule of payments for the business rates income due to the GLA.
- 8.7 In the Provisional Local Government Settlement 2013-15 announced on 19 December 2012, the DCLG advised Merton that its Business Rates Baseline was £23,867,753. This was the DCLG's provisional estimate of Merton's share of the Business Rates it will collect in 2013/13.

Therefore, the difference between the DCLG provisional estimate, and Merton's latest estimate based on the NNDR1 form is:-

Merton's 2013/14 NNDR	£
DCLG Provisional Estimate	23,867,753
Merton's Estimate as per NNDR1	24,472,361
Difference	604,608

#### 8.8 Funding in Merton's Budget

Merton will use the figure calculated from the NNDR form into its budget.

- 8.9 In addition, Merton will receive Revenue Support Grant of £47.221m and a top-up payment due from Central Government as set out in the local government finance report for 2013/14.

## 9 GENERAL FUND BALANCES AND RESERVES

9.1 The General Fund balance can be seen as an authority's working balance. In considering the budget plans for the medium term, it is also necessary to give some attention to the level of this working balance. In coming to this decision a number of issues should be considered.

These include:

- (a) the retention of working balances to cushion cash flow variations and to avoid increased borrowing costs;
- (b) the retention of sums to provide against inflation and pay awards being in excess of the assumptions made within the budget;
- (c) the retention of sums to provide for contingent liabilities; or
- (d) to meet unforeseen events

9.2 In taking a decision on the level of balances, it is important to take into consideration current and future budget pressures and recognise that in order to set a balanced budget over the next four years there is a need for significant net reductions in the budget which inevitably will mean that there is very little room for manoeuvre in determining the level of balances.

9.3 In determining an appropriate level of general fund balances, previously an analysis of the overall expenditure of the authority had been prepared. An updated version of this analysis has been prepared and is attached as Appendix 5. The overall level of balances is summarised below and compares with current GF balances of £13.975m as shown in the final accounts for 2011/12.

	Min	Medium	Max
	£m	£m	£m
Level of balances	13.11	20.05	27.03

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

	£m
Net spending	8.1
Safety Net	2.4
Appeals	3.4
Level of balances	13.9

- 9.5 The average level of balances for outer London boroughs for 2011/12 was £14.2m, with a low of £7.1m and a high of £31.6m.
- 9.6 There has been a regular quarterly update on the use of earmarked reserves for 2012/13 reported through to Cabinet as part of the financial monitoring report. An initial review of their use over the MTFS has been undertaken as is shown in Appendix 10. This shows the level of earmarked reserves falling from £42.3m to £34.1m. The final review will be reported to Cabinet and Council as part of Council Tax setting process in February and March.
- 9.6 The average level of earmarked reserves for outer London boroughs for 2011/12 was £45.5m, with a low of £5.5m and a high of £75.5m.

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

- 10.1 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.
- 10.2 In accordance with statute, consultation is taking place with business ratepayers and a meeting has been arranged for 14 February 2013.

## **11. TIMETABLE**

- 11.1 Charts of the revenue and capital budget timetables are attached as Appendix 1 (a) and 1 (b).

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

- 12.1 All relevant implications have been addressed in the report.

## **13. LEGAL AND STATUTORY IMPLICATIONS**

- 13.1 All relevant implications have been addressed in the report.

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

- 14.1 The equalities assessments of the savings proposals were provided to Cabinet in December 2012.

**14. CRIME AND DISORDER IMPLICATIONS**

14.1 Not applicable

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

15.1 A risk analysis for the General Fund is included as Appendix 5.

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

**Appendix 1(a): Budget Timetable (Revenue)**

**Appendix 1(b): Budget Timetable (Capital)**

**Appendix 2: Provisional Local Government Settlement 2013-15**

**Appendix 3: Council Tax Base**

**Appendix 4: Changes since Cabinet in December 2012**

**Appendix 5: Risk Analysis for the General Fund**

**Appendix 6 Public Health Grants**

**Appendix 7: Budget Summaries**

**Appendix 8: Latest MTFS**

**Appendix 9: Merton's Draft NNDR1 Form**

**Appendix 10: Reserves and balances**

**Appendix 11: Draft Service Plans**

**BACKGROUND PAPERS**

Budget files held in the Corporate Services department.

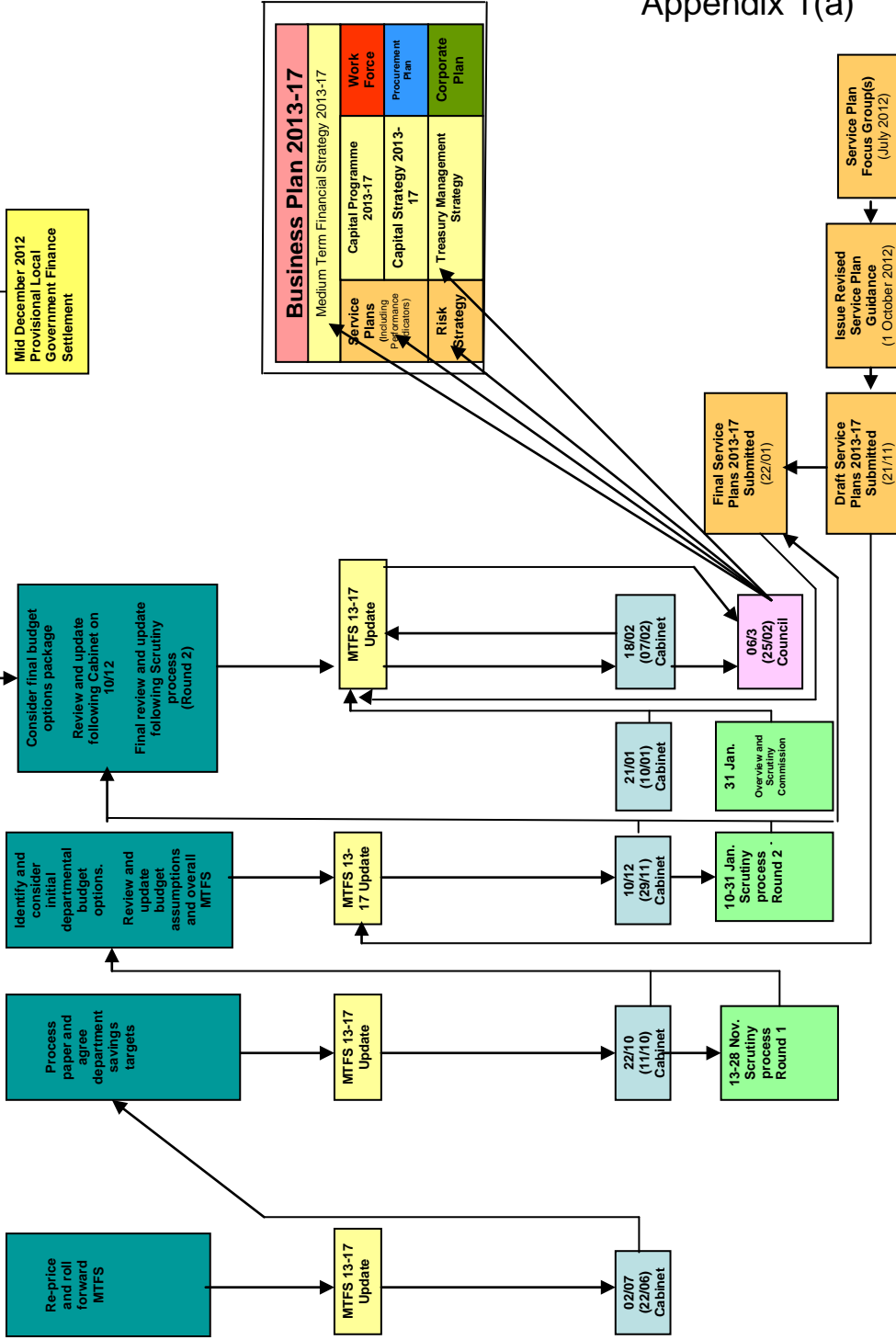
**REPORT AUTHOR**

– *Name: Paul Dale*

– *Tel: 020 8545 3458*

**email:** [paul.dale@merton.gov.uk](mailto:paul.dale@merton.gov.uk)

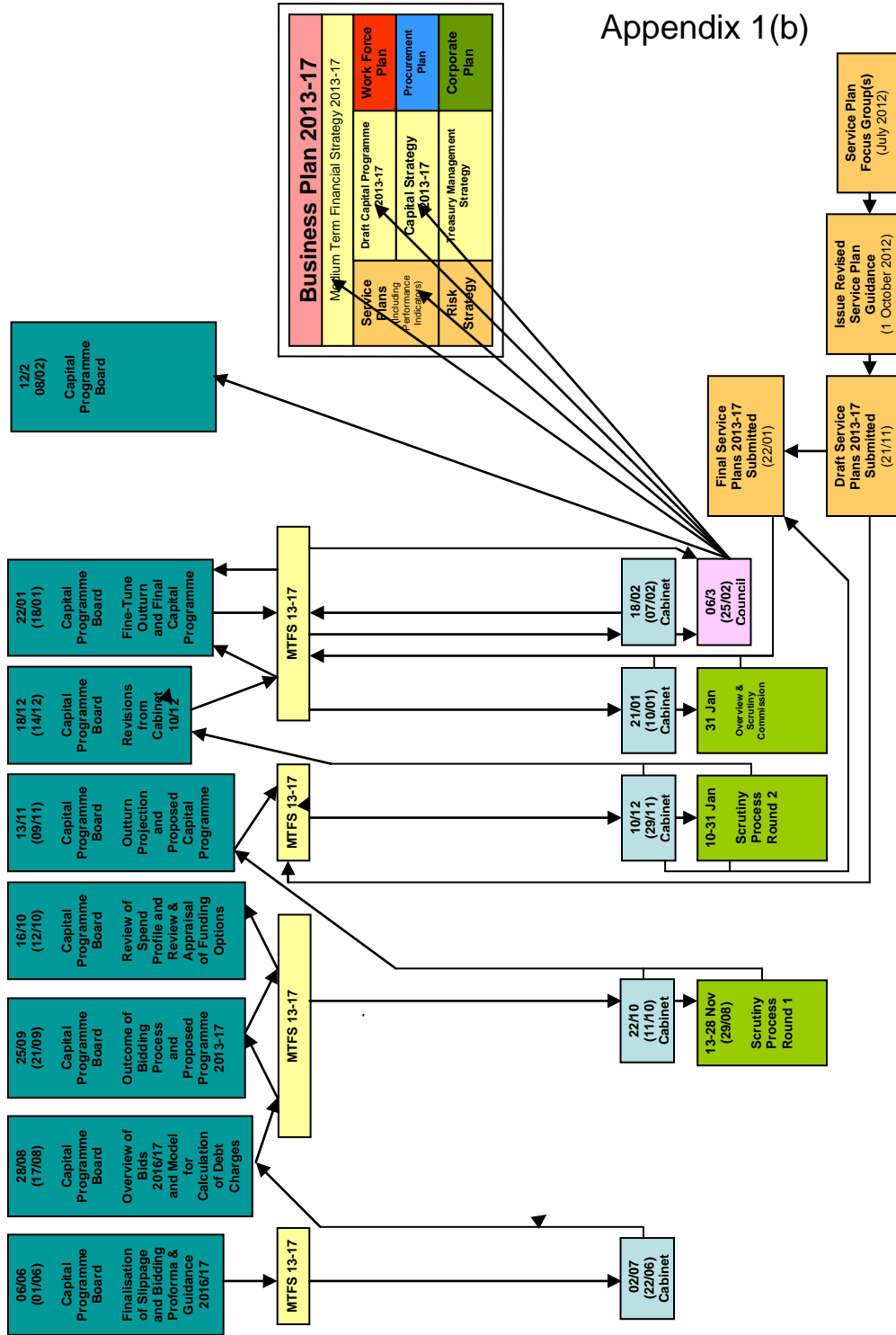
Business Planning Timetable - Business Plan 2013-17 (Revenue)



Appendix 1(a)



Business Planning Timetable - Business Plan 2013-17 (Capital)



Appendix 1(b)



## LOCAL GOVERNMENT FINANCE SETTLEMENT 2013-15

## SUMMARY

1. Introduction
  - 1.1 The provisional Local Government Finance Settlement 2013-15 was announced on 19 December 2012. This Settlement incorporates a great number of changes resulting from the Local Government Finance Act 2012, principally arising from the Business Rates Retention (BRR) Scheme.
  - 1.2 This summary sets out the main details set out in the provisional Settlement and assesses the implications for Merton's finances as set out in the Medium Term Financial Strategy (MTFS).
  - 1.3 Forecasting resources for the next four years has been challenging because of the uncertainty surrounding the final details of the BRR scheme and also because of the Government's revised economic measures which only became known when the Autumn Statement was announced on 5 December 2012.
2. Key Points
  - The national Local Government funding control total in 2013/14 is 4% less than the 2012/13 total on a like for like basis
  - National Spending Power, defined by the Government as the aggregate of council tax, start up funding, other specific grants, and NHS funding to support social care and benefit health, has reduced by 1.7%. Merton's Spending Power has reduced by 2.2%.
  - There is a cap on the reduction in Spending Power of 8.8%
  - Each authority will receive a Start Up Funding Assessment which comprises formula funding (effectively what formula grant would have been if the previous system had remained) plus a number of grants which have been rolled-in.
  - The Start Up Funding Assessment total comprises Revenue Support Grant plus BRR scheme funding.
  - Formula funding will be subject to damping, and authorities are categorised into bands, ranging from Band 1 (most dependent) to Band 4 (least dependent). Merton is in Band 4 with a damping rate of 8.7%.
  - The total of Specific and general grants have reduced considerably since 2012/13 because most of the main grants have been rolled into the BRR system. Full details have yet to be announced.
  - The Estimated Business Rates Aggregate (EBRA) is the total of business rates to be distributed. It totals £21.797bn in 2013/14. EBRA is distributed as individual local authority business rates baselines and used to determine local and central shares and RSG amounts.
  - Business Rate Baselines for each authority are calculated by multiplying the EBRA by the proportionate share for the authority. These give a business rate yield, 50% of which is the central share (to Central Government) and 20% to the GLA for London boroughs.

- Each local authority will receive a Start Up Funding Assessment which comprises Revenue Support Grant plus Baseline Funding.
- Where an authority's business rates baseline is higher than its funding baseline it will pay a tariff to central government; and where an authority's business rates baseline is lower than its funding baseline it will receive a top-up from central government. Top ups and tariffs will balance at the national level and will increase with RPI inflation each year. London overall has 24 top up authorities and 9 tariff authorities (including the GLA which is a tariff). Merton is a top up authority.
- Tariff authorities have to pay a levy on any growth in business rates. Top-up authorities will retain all of their growth.
- The government confirmed the safety net threshold as 7.5% in its November policy statement. This means an authority is guaranteed 92.5% of its funding baseline each year. The trigger point for a safety net payment is different for each authority as it depends on the relative size of funding and business rates baselines.
- The government is consulting on the draft settlement figures, as well as the data that underpin them. The deadline for response is 15 January 2013. There is no indication as to when the Settlement will be confirmed.

### SPENDING POWER

	Adjusted 2012/13 Spending Power	2013/14 Spending Power inc. Efficiency Support Grant	Change £m	Change %
England				-1.7%
Inner London				-1.2%
Outer London				-1.2%
Merton	£171.456m	£167.681m	£3.775m	-2.2%

### 3. Implications for Merton

A summary of the implications for Merton compared to the amounts included in the MTFS is set out in Annex 1.

A summary of specific and special grant allocations notified so far is set out in Annex 2.

<b>2013/14 Headline Amounts</b>	<b>RSG</b>	<b>Baseline Funding</b>	<b>Total</b>	<b>MTFS December 2012 Cabinet</b>	<b>Difference</b>
	£m	£m	£m	£m	£m
Total	47.221	31.415	78.636		
<u>Of which:</u>					
Council Tax Freeze	1.237	0.823	2.060	2.061	-0.001
Council Tax Support Grant	5.844	3.888	9.732	10.158	-0.426
Early Intervention Grant	3.716	2.472	6.188	7.223	-1.035
GLA General Funding	0.000	0.000	0.000		0.000
Homelessness Prevention	0.240	0.160	0.400	0.500	-0.100
Lead Local Flood Authority Funding	0.077	0.051	0.128	0.189	-0.061
Learning Disability & Health Reform	4.200	2.794	6.994	6.815	0.179
<b>Rolled-in Grants</b>	<b>15.314</b>	<b>10.188</b>	<b>25.502</b>	<b>26.946</b>	<b>-1.444</b>
RSG	31.907		31.907		
Baseline Funding		21.227	21.227		
	31.907	21.227	53.134	52.970	0.164
<b>Total</b>	<b>47.221</b>	<b>31.415</b>	<b>78.636</b>	<b>79.916</b>	<b>-1.280</b>
New Homes Bonus			2.458	1.136	1.322
<b>Total including NHB</b>			<b>81.094</b>	<b>81.052</b>	<b>0.042</b>
<b>2014/15 Headline Amounts</b>	<b>RSG</b>	<b>Baseline Funding</b>	<b>Total</b>	<b>MTFS December 2012 Cabinet</b>	<b>Difference</b>
	£m	£m	£m	£m	£m
Total	39.271	32.379	71.65		
<u>Of which:</u>					
Council Tax Freeze	1.212	0.848	2.060	2.061	-0.001
Council Tax Support Grant		0.000	0.000	10.158	-10.158
Early Intervention Grant	3.246	2.548	5.794	7.223	-1.429
GLA General Funding	0.000	0.000	0.000		0.000
Homelessness Prevention	0.235	0.165	0.400	0.500	-0.100
Lead Local Flood Authority Funding	0.075	0.052	0.127	0.189	-0.062
Learning Disability & Health Reform	4.289	2.880	7.169	6.815	0.354
Rolled-in Grants	9.057	6.493	15.550	26.946	-11.396
RSG	30.214		30.214		
Baseline Funding		25.886	25.886		
RSG + Baseline Funding	30.214	25.886	56.100	46.900	9.200
<b>Total</b>	<b>39.271</b>	<b>32.379</b>	<b>71.650</b>	<b>73.846</b>	<b>-2.196</b>
New Homes Bonus			2.458	1.136	1.322
<b>Total including NHB</b>			<b>74.108</b>	<b>74.982</b>	<b>-0.874</b>

SUMMARY OF SPECIFIC AND SPECIAL GRANTS			
	2013/14	2014/15	
<b>Revenue:</b>	£	£	
Community Right to Bid	7,855	7,855	
Community Right to Challenge	8,547	8,547	
Council Tax Freeze Grant 2013/14	834,593	834,593	
Housing Benefit Subsidy Admin. Grant - Main	1,329,953		
Housing Benefit Subsidy Admin. Grant - Additional	65,812		
Lead Local Flood	189,000	189,000	£127k rolled in , £61k paid via LSSG
Local Reform and Community Voices DH Revenue Grant	130,990	135,078	
Social Fund: Set-up funding	3,669		
Social Fund: Programme Funding (AME)	366,911	366,911	
Social Fund: Administration Funding (DLE)	77,351	71,066	
Weekly Collection Support Scheme			Total £655k: Year 1 £147k, Year 2 288k, Year 3 £220k
Council Tax Support - New Burdens Funding		105,584	
<b>Capital:</b>			
Adult PSS: Community Capacity	402,185	410,310	

	2013/14	
Other	£	
Supporting People	5,492,540	
Housing Strategy for Older People	34,822	
Preserved Rights	641,702	
Central Education Services within LACSEG	3,584,800	DEDUCTION
Council Tax Support	9,731,767	Rolled in
Early Intervention Grant	6,188,718	Rolled in
Learning Disability and Health Reform Grant	6,994,571	Rolled in

**COUNCIL TAX BASE 2013-14: CHANGES TO METHODOLOGY****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 2013/14. The Council is required to determine its Council Tax Base by 31 January 2013.
- 1.2 In 2013/14 the Council Tax Base calculation is 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 will ensure that new local council tax support schemes, to be implemented under the Local Government Finance Act 2012, can be fully reflected in the council tax base for all authorities.
- 1.3 The regulations will also enable billing authorities to take account of any homes potentially liable to the Empty Homes Premium in their council tax base when they set their budgets and council tax for the financial year 2013/14.
- 1.4 Under the regulations, the council tax base is the aggregate of the relevant amounts calculated for each valuation band multiplied by the authority's estimated collection rate for the year.
- 1.5 The relevant amounts are calculated as
- number of chargeable dwellings in each band shown on the valuation list on a specified day of the previous year,
  - adjusted for the number of discounts, and reductions for disability, that apply to those Dwellings

1.6 The Council Tax Base for 2012/13 was approved as follows:-

<b>Bands</b>	<b>Council Tax Base 2012/13</b>
Band A	557.4
Band B	5,095.7
Band C	16,100.7
Band D	24,034.3
Band E	14,003.0
Band F	6,391.0
Band G	5,784.0
Band H	2,850.1
<b>Total</b>	<b>74,816.2</b>

1.7 With a Band D council tax of £1,102.99, the council tax yield for Merton is £82.522m

## 2. TAXBASE 2013/14

2.1 All authorities notify the DCLG of their unadjusted Council Tax Base using a CTB Form and the deadline for return was 12 October 2012 and Merton met this deadline.

2.2 There was a change to this year's' form so that a tax base for Formula Grant purposes (old methodology) was calculated and a tax base for Revenue Support Grant purposes (new methodology) was also calculated. The difference between the two calculations is that the new methodology excludes dwellings which are classed as long-term empty (on 1 October 2012) and hence entitled to 100% discount for Revenue Support Grant purposes. This adjustment is made so that authorities which have already taken advantage of flexibilities on exemptions are not penalised in the RSG calculation.

2.3 For Merton it should be noted that, in respect of localisation of council tax support, Cabinet on 12 November 2012 resolved:-

A. To agree that the Council will absorb the funding reduction for council tax support for 2013/14 and implement the prescribed default scheme which will be broadly similar to the existing council tax benefit scheme, in order to maintain low Council Tax charges for those on lower incomes and other vulnerable residents.

B. To agree that a review of local schemes will be undertaken for the full year of 2013/14 and that any changes arising from that review for a local scheme will be developed for consideration for the 2015/16 budget process along with the impact of the ageing population in Merton.

2.4 It should be noted that, in respect of technical reforms to Council Tax, Cabinet on 2 July 2012 resolved that:-



- A. agreement is given to the withdrawal of the existing discounts and exemptions for empty homes from April 2013 in order to minimise Council Tax charges for Merton residents and to encourage property owners to bring homes into use more quickly; and
- B. agreement is given to a review of the impact of these changes along with a review of the empty homes premium to establish if a premium should be charged to be undertaken for the full year of 2013/14 and then reported back to Cabinet for consideration for the 2015/16 budget process.

2.5 In effect, Cabinet agreed:-

- To remove the existing 10% discount for second homes (empty and furnished properties)
- To implement a local discount of 0% for uninhabitable properties (empty, unfurnished and undergoing major repair)
- To implement a local discount of 0% for vacant dwellings (empty and unfurnished properties)
- To review empty homes to see if a premium should be charged to aid bringing the properties back into use.

2.6 The introduction of local council tax support schemes will have the effect of reducing the council tax base since there will be a deduction on a band by band basis for the total amount that the authority estimates will be applied, pursuant to the authority's council tax reduction scheme. This will be expressed as an equivalent number of chargeable dwellings in the band.

2.7 Similarly, reductions in discounts under the technical reforms to council tax will have the effect of increasing the council tax base.

2.8 The Council Tax base calculation includes an adjustment for the collection rate. This should reflect previous and current collection experience and be realistic and achievable to avoid large surpluses and deficits accumulating on the Collection Fund.

2.9 For 2012/13, the estimated collection rate used was 96.5%. The current forecast for collection in 2012/13 is 97.45%. The current target for 2013/14 is 97%. Consideration is needed as to whether this is realistic and achievable or whether there may be an adverse reaction to the removal of discounts which, for example, leads to an empty property with no discount being occupied with a 25% discount.

2.10 For this reason, a collection rate at the same level as 2012/13 (i.e. 96.5%) could be used. This allows 0.5% for potential amendments to exemptions. This is used in the following calculations.

### 3. PROVISIONAL CALCULATION OF COUNCIL TAX BASE 2013/14

- 3.1 Based on the old methodology, and using an estimated collection rate of 96.5%, the council tax base under the old methodology for formula grant purposes would be:-

<b>Bands</b>	<b>Council Tax Base 2012/13</b>
Band A	532.5
Band B	5,142.2
Band C	16,392.8
Band D	24,156.1
Band E	14,022.4
Band F	6,575.7
Band G	5,820.6
Band H	2,889.2
<b>Total</b>	<b>75,531.5</b>

- 3.2 Based on the same council tax in 2012/13 of £1,102.99, the additional yield from this level of council tax base would be approximately £0.789m.

### 3.3 Council Tax Benefit Payments – Converted into Taxbase implications

- 3.3.1 The new regulations require the council to produce an estimate of the council tax reduction scheme in relation to each band, expressed as an equivalent number of chargeable dwellings in that band.
- 3.3.2 The estimated cost of council tax benefit support payments by band as at November 2012 is

<b>Bands</b>	<b>Council Tax Benefit Payments 2012/13 £</b>	<b>Council Tax 2012/13 £</b>	<b>Merton Council Tax 2012/13 £</b>	<b>GLA Council Tax 2012/14 £</b>
Band A	312,140	939.81	735.33	204.48
Band B	2,370,526	1,096.44	857.88	238.56
Band C	4,845,122	1,253.08	980.44	272.64
Band D	4,788,632	1,409.71	1,102.99	306.72
Band E	1,330,929	1,722.98	1,348.10	374.88
Band F	311,868	2,036.25	1,593.21	443.04
Band G	105,714	2,349.52	1,838.32	511.20
Band H	6,187	2,819.42	2,205.98	613.44
<b>Total</b>	<b>14,071,118</b>			

- 3.3.3 This information is used to calculate the estimated number of properties to deduct from the council tax base to reflect the effect of absorbing council tax benefit expenditure.

<b>Bands</b>	<b>Council Tax Benefit Payments 2012/13 £</b>	<b>Council Tax 2012/13 £</b>	<b>Equivalent Number of Properties</b>	<b>Band Ratio</b>	<b>CT Base Adjustment Band D equivalent</b>
Band A	312,140	939.81	332.1	6/9	221.4
Band B	2,370,526	1,096.44	2,162.0	7/9	1,681.6
Band C	4,845,122	1,253.08	3,866.6	8/9	3,437.0
Band D	4,788,632	1,409.71	3,396.9	9/9	3,396.9
Band E	1,330,929	1,722.98	772.5	11/9	944.2
Band F	311,868	2,036.25	153.2	13/9	221.3
Band G	105,714	2,349.52	45.0	15/9	75.0
Band H	6,187	2,819.42	2.2	18/9	4.4
<b>Total</b>	<b>14,071,118</b>		<b>10,730.5</b>		<b>9,981.8</b>

3.3.4 Therefore, a reduction of 9,981.8 results in a loss of £14.071m in council tax raised. This is shared in the following proportions:-

	<b>Band D</b>	<b>CT Base Adjustment</b>	<b>Loss of Council Tax</b>
Merton	£1,102.99	9,981.8	£11.010m
GLA	£306.72	9,981.8	£3.061m
<b>Total</b>	<b>£1,409.71</b>		<b>£14.071m</b>

3.3.5 The DCLG have previously advised that Merton will receive grant of £10.158m in respect of the change to how Council Tax Benefit Support is provided. This reflects a reduction of 10% in Government funding towards Council Tax Benefits.

### 3.4 Technical Reforms – Converted into Council Tax Base Implications

3.4.1 As indicated in paragraph 2.7 have the effect of increasing the council tax base. Using a similar methodology to the Council Tax Benefit Support adjustment it is necessary to estimate the level of discounts/exemptions withdrawn as part of the technical reforms agreed by Cabinet on 2 July 2012.

3.4.2 Using 2011/12 outturn, the estimated reduction in discounts/exemptions is

	<b>£000</b>
Second homes	120
Class A	439
Class C	1,022
Long Term Empty	0
<b>Total</b>	<b>1,581</b>

- 3.4.3 Using the Band D Council Tax of £1,409.71, this converts to an estimated increase in council tax base of 1,121.5

#### 4. SUMMARY OF COUNCIL TAX BASE 2013/14

- 4.1 Under paragraph 3 of the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914), the council tax base is calculated by applying the formula

$T = A \times B$  where

T = the Council Tax Base

A = the total of the relevant amounts for each of the council tax valuation Bands

B = the authority's estimate of the collection rate for the year.

- 4.2 Due to the complexities arising from the changes to the methodology introduced by localisation of council tax support and the technical reforms, there are three components to the calculation of the total relevant amounts for each council tax band. Bringing together the Council Tax Base using the original methodology and the adjustments required for Council Tax Benefit Support, and revisions to discounts and exemptions results in the following calculation of A, the total of the relevant amounts for each of the council tax valuation Bands

	Council Tax Base 2013/14
Council Tax Base (CTB Form – Original methodology)	78,270.9
Less: Reduction in CT Base for CT Reduction Scheme	(9,981.8)
Add: Increase for Technical Reform Adjustments	1,121.5
<b>Total of relevant amounts (A)</b>	<b>69,410.6</b>

- 4.3 As discussed in paragraphs 2.9 and 2.10, the estimated collection rate for the year is 96.5%. This is B in the formula in paragraph 4.1 for calculating the council tax base.

	Council Tax Base 2013/14
<b>Total of relevant amounts (A)</b>	<b>69,410.6</b>
<b>Authority's estimate of collection rate (B)</b>	<b>96.5%</b>
<b>Council Tax Base 2013/14</b>	<b>66,981.2</b>

- 4.4 Based on the same Band D Council Tax as for 2012/13 of £1,102.99, the yield from the Council Tax Base for 2013/14 would be £73.880m, a decrease of £8.642m on the 2012/13 yield.

The change in yield can be accounted for as follows:-

	£m	£m
Council Tax Yield 2012/13		-82.522
Reduced Yield from Council Tax Support Scheme	10.625	
Extra Yield from Council Tax Base changes	-0.789	
Extra Yield from Technical Reforms	-1.194	
		8.642
Council Tax Yield 2013/14		-73.880

## ANALYSIS OF CHANGE IN BUDGET GAP SINCE DECEMBER 2012

	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
<b>Cabinet 10 December 2012</b>	<b>245</b>	<b>8165</b>	<b>14957</b>	<b>19061</b>
Reduction in vacancy drag provision	-85	-85	-85	-85
Revised Concessionary Fare/Taxicards	-358	-379	-400	-400
Revised New Homes Bonus following	-1322	-1322	-1322	-1322
Council Tax Base - take out of model	365	730	1095	1460
Changes in Funding - Provisional Settlement				
Initial	1280	2196	4489	8997
Revised Council Tax Freeze Grant 2013/14	-35	-35	-835	-835
Departmental Rolled in Grants	14727	14727	14727	14727
Adjustment re rolled in grants - CSF	10	10	10	10
New Savings 2013/17	0	-4657	-8312	-11408
Single Status/Equal pay	600	0	0	0
HB Admin Grant	0	127	127	127
Income	0	-1	-1	-1
Budgets previously funded by DSG	0	60	60	60
Other adjustments and rounding	0	45	45	43
NNDR charge to Merton properties	-107	-107	-107	-107
Change in levies	-12	0	0	0
<b>Funding</b>				
Council Tax Income	9,150	9,150	9,150	9,150
Council Tax Freeze Grant 2011/12	2,060	2,060	2,060	2,060
RSG/NNDR	6,103	- 2,885	- 2,885	- 2,885
NNDR - Additional arising from NNDR1	- 605	- 605	- 605	- 605
Top-up	- 7,547	- 7,547	- 7,547	- 7,547
Rolled in Grants	- 25,502	- 15,550	- 15,550	- 15,550
Sub-total: Funding Changes	- 16,341	- 15,377	- 15,377	- 15,377
<b>Cabinet 21 January 2013: Latest Balance</b>	<b>- 1,033</b>	<b>4,097</b>	<b>9,071</b>	<b>14,951</b>

**Risk Analysis for General Fund**

- 1 The Council's draft budget for 2013/14, has been analysed to identify key areas of risk. Costs that are regarded as fixed have been disregarded along with Schools' budgets.

	£m
<b>Expenditure</b>	
Employees	90.0
Premises Related Expenditure	8.3
Transport Related Expenditure	10.7
Supplies and Services - <b>DSG</b>	30.5
Third Party Payments	82.6
Transfer Payments	120.0
Support Services	33.7
Depreciation and Impairment Losses	14.0
Cost of Borrowing	15.5
Pension Fund	4.8
Contingency	1.0
Corporate Provisions	5.8
<b>Income</b>	
Government Grants	252.3
Other Grants, Reimbursements and Contribs	22.0
Customer and Client Receipts	55.7
Interest	0.0
Recharges	35.3
Balances	1.3
Asset Rentals: Depreciation & Impairment	13.7
<b>Overall Total</b>	<b>797.2</b>

2. In addition, the savings proposals for 2014/17 have been assessed in terms of deliverable risk. The level of deliverable risk is:-

	£'000	%
Low	3,270	28.7
Medium	3,918	34.3
High	4,220	37.0
<b>Total</b>	<b>11,408</b>	<b>100</b>

3. Using the data available the levels of risk for the key areas have been assessed as shown in the following table:-

	£m	Min %	Mid %	Max %
<b>Expenditure</b>				
Employees	90.0	0.25	0.50	0.75
Premises Related Expenditure	8.3	1.50	2.50	3.50
Transport Related Expenditure	10.7	2.00	3.00	4.00
Supplies and Services	30.5	1.50	2.50	3.50
Third Party Payments	82.6	3.00	5.00	7.00
Transfer Payments	120.0	3.00	4.00	5.00
<b>Income</b>				
Government Grants	252.3	1.00	2.00	3.00
Other Grants, Reimbursements and Contribs	22.0	1.00	2.00	3.00
Customer and Client Receipts	55.7	1.50	2.50	3.50
<b>Savings</b>				
Low deliverability risk	3.3	1.00		
Medium deliverability risk	3.9		2.50	
High deliverability risk	4.2			5.00
Safety Net Threshold	2.4	100.00	100.00	100.00



1. Applying the risk levels in the table above produces the following level of assessed risk:-

	£m	Min £m	Mid £m	Max £m
<b>Expenditure</b>				
Employees	90.0	0.23	0.45	0.68
Premises Related Expenditure	8.3	0.12	0.21	0.29
Transport Related Expenditure	10.7	0.21	0.32	0.43
Supplies and Services	30.5	0.46	0.76	1.07
Third Party Payments	82.6	2.48	4.13	5.78
Transfer Payments	120.0	3.60	4.80	6.00
<b>Income</b>				
Government Grants	252.3	2.52	5.05	7.57
Other Grants, Reimbursements and Contribs	22.0	0.22	0.44	0.66
Customer and Client Receipts	55.7	0.84	1.39	1.95
Interest	0.0	0.00	0.00	0.00
Recharges	35.3	0.00	0.00	0.00
Balances	1.3	0.00	0.00	0.00
<b>Savings</b>				
Low deliverability risk	3.3	0.03		
Medium deliverability risk	3.9		0.10	
High deliverability risk	4.2			0.21
Safety Net Threshold		2.40	2.40	2.40
		<b>13.11</b>	<b>20.05</b>	<b>27.03</b>

**APPENDIX 6**

## Public Health Grants

On 10 January 2013, the Department of Health announced that from April 2013, public health budgets will be protected for the first time, with local authorities taking the lead for improving the health of their local communities. This will help drive local efforts to improve health and wellbeing by tackling the wider determinants of poor health. The funding allocations support the Government's vision of helping people live longer, healthier and more fulfilling lives and tackling inequalities in health.

Upper tier and unitary local authorities will, from April 2013, have a duty to take appropriate steps to improve the health of their population, funded through a ring-fenced grant. Local authorities will take the lead for improving the health of their local population and reducing health inequalities. The public health allocations formula, aims to allocate the new ring-fenced public health grant across upper tier and unitary local authority areas based on relative need for the next two financial years. Building on advice from an independent expert group – the Advisory Committee on Resource Allocation (ACRA) – funding is specifically targeted, for the first time, at those areas with the worst health outcomes.

The ring fenced grants for 2013-14 and 2014-15 provide local authorities with £2.66 billion and £2.79 billion to spend on public health services for their local populations. Average growth of 5.5% has been provided in 2013-14 and 5.0% in 2014-15, and a significant number will see growth of 10% in each year, representing a major investment in health and the prevention of illness. Every local authority will receive a real terms increase in funding.

Providing a two-year budget will also give local authorities a clearer long-term understanding of their future funding as they prepare to take on their new responsibilities.

The grant conditions and reporting arrangements that will apply to the grant from April 2013 have also been published.

Pace of change (PoC) policy determines final allocations. Local authorities do not receive their target allocations immediately, instead they move towards this allocation over time. The difference between the baseline expenditure of public health services and the target allocations is known as the distance from target (DFT). The DFT will differ between local authorities, in both size and direction.

If the target allocation is greater than the baseline estimates then the local authority is said to be under target. If the baseline estimate is greater than the target allocation then the local authority is said to be over target.

PoC policy sets the differential growth in allocations which local authorities receive. The local authorities furthest under target receive the highest growth to move them closer to target allocations.

**Details of Merton's Grants 2013-14 and 2014-15**

Local Authority	2013/14 opening baseline £000s	2013/14 opening baseline per head £s	2013/14 opening distance from target (DFT) %	2014/15 Closing DFT %	Cumulative Growth 2013/14 and 2014/15 %
Merton	8,740	42	8.10%	5.30%	5.70%
Local Authority	2013/14 target per head £s	2013/14 increase %	2013/14 grant £000s	2013/14 grant per head £	
Merton	41	2.80%	8,985	43	
Local Authority	2014/15 target per head £	2014/15 increase %	2014/15 grant £000s	2014/15 grant per head £	
Merton	41	2.80%	9,236	43	

The financial implications of this grant will be incorporated into the budget and MTFS which will be reported to Cabinet in February 2013.

# Draft Revenue Estimates 2013-14

Note: The draft revenue estimates in these pages are provisional as at mid - January 2013. There are a number of changes still to make including adjustments arising from the allocation of support services costs, possible further government grants announcements and adjustments required to ensure that the Council can set a balanced budget.

## SUMMARY - SUBJECTIVE ANALYSIS

<b>FULL TIME EQUIVALENTS</b>	<b>2012/13</b>	<b>2013/14</b>
Number of FTE Staff	<b>2,053.0</b>	<b>2,092.3</b>
Number of FTE Sutton / PCT TUPE Staff	<b>76.6</b>	<b>75.5</b>
Total FTE Staff	<b>2,129.6</b>	<b>2,167.9</b>

## SUBJECTIVE ANALYSIS OF ESTIMATES

	<b>2012/13 Estimate £000</b>	<b>Inflation £000</b>	<b>Other Variations £000</b>	<b>2013/14 Estimate £000</b>
<b>Expenditure</b>				
Employees	88,786	793	52	89,631
Premises	9,016	100	(849)	8,267
Transport	11,259	75	(625)	10,708
Supplies and Services	158,156	822	(1,959)	157,019
Third Party Payments	84,683	1,408	(3,358)	82,732
Transfer Payments	112,649	0	391	113,040
Support Services	33,744	0	0	33,744
Depreciation and Impairment Losses	13,907	0	84	13,990
<b>GROSS EXPENDITURE</b>	<b>512,201</b>	<b>3,197</b>	<b>(6,266)</b>	<b>509,133</b>
<b>Income</b>				
Government Grants	(259,218)	0	14,346	(244,872)
Other Reimbursements and Contributions	(20,711)	0	(1,108)	(21,819)
Customer and Client Receipts	(52,983)	(145)	(2,623)	(55,751)
Interest	(44)	0	0	(44)
Recharges	(35,323)	0	0	(35,323)
Reserves	(3,326)	0	1,989	(1,337)
<b>GROSS INCOME</b>	<b>(371,605)</b>	<b>(145)</b>	<b>12,605</b>	<b>(359,145)</b>
<b>NET EXPENDITURE</b>	<b>140,596</b>	<b>3,053</b>	<b>6,339</b>	<b>149,988</b>
Corporate Provisions	14,038	0	(1,790)	12,248
<b>NET EXPENDITURE</b>	<b>154,634</b>	<b>3,053</b>	<b>4,549</b>	<b>162,236</b>
<b>Funded by:</b>				
Formula Grant	(1,179)	0	(46,042)	(47,221)
Business Rates	(58,782)	0	26,762	(32,020)
New Homes Bonus	(1,136)	0	(1,322)	(2,458)
Council Tax	(82,522)	0	9,150	(73,372)
Council Tax Freeze Grant 2011/12	(2,060)	0	2,060	0
Council Tax Freeze Grant 2013/14	0	0	(835)	(835)
WPCC Levy	(267)	0	0	(267)
Collection Fund	(3,891)	0	1,591	(2,300)
PFI Grant	(4,797)	0	0	(4,797)
	<b>(154,634)</b>	<b>0</b>	<b>(8,636)</b>	<b>(163,270)</b>
	<b>0</b>	<b>3,053</b>	<b>(4,087)</b>	<b>(1,034)</b>

Other Variations: Contingency/Other

<b>Major Items: Corporate Provisions</b>	<b>£000</b>	<b>fte</b>
Corporate borrowing and Investment	1,050	0.0
Pension Fund and Auto-enrollment	550	0.0
Contingency and centrally held provisions	(2,365)	0.0
Cost of DR Recovery	(70)	0.0
Localisation of Council Tax Benefit/Technical Reforms to Council Tax	100	0.0
CHAS - Council Tax loss	1,226	0.0
Hardship Relief	500	0.0
Appropriation to/from Reserves	(5,738)	0.0
Depreciation and impairment	866	0.0
Council Tax Freeze Grant 2012/13	2,070	0.0
Levies	21	0.0
<b>TOTAL</b>	<b>(1,790)</b>	<b>0</b>

## SUMMARY

## FULL TIME EQUIVALENTS

Number of FTE Staff  
 Number of FTE Sutton / PCT TUPE Staff  
 Total FTE Staff

2012/13	2013/14
2,053.0	2,092.3
76.6	75.5
2,129.6	2,167.9

## SERVICE AREA ANALYSIS

	2012/13 Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
Corporate Services	10,534	180	420	11,133
Education Services ]	42,123	737	6,195	49,055
Children's Services ] CSF				
Environment and Regeneration	27,709	77	(2,192)	25,593
Adult Social Care ]	60,230	1,110	1,917	63,257
Cultural Services ] C&H				
Housing General Fund ]				
Add: Provision for Pay Award 2013/14	0	790		790
Add: CRM Growth	0	159		159
<b>TOTAL NET SERVICE EXPENDITURE</b>	<b>140,596</b>	<b>3,053</b>	<b>6,339</b>	<b>149,988</b>
<i>Corporate Provisions/Appropriations</i>	<b>14,038</b>	<b>0</b>	<b>(1,790)</b>	<b>12,248</b>
<b>NET EXPENDITURE</b>	<b>154,634</b>	<b>3,053</b>	<b>4,549</b>	<b>162,236</b>
<b>Funded by:</b>				
Revenue Support Grant	(1,179)	0	(46,042)	(47,221)
Business Rates	(58,782)	0	26,762	(32,020)
New Homes Bonus	(1,136)	0	(1,322)	(2,458)
Council Tax	(82,522)	0	9,150	(73,372)
Council Tax Freeze Grant 2011/12	(2,060)	0	2,060	0
Council Tax Freeze Grant 2013/14	0	0	(835)	(835)
WPCC Levy	(267)	0	0	(267)
Collection Fund	(3,891)	0	1,591	(2,300)
PFI Grant	(4,797)	0	0	(4,797)
	<b>(154,634)</b>	<b>0</b>	<b>(8,636)</b>	<b>(163,270)</b>
	<b>0</b>	<b>3,053</b>	<b>(4,087)</b>	<b>(1,034)</b>

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	1,050	0.0
Pension Fund and Auto-enrollment	550	0.0
Contingency and centrally held provisions	(2,365)	0.0
Cost of DR Recovery	(70)	0.0
Localisation of Council Tax Benefit/Technical Reforms to Council Tax	100	0.0
CHAS - Council Tax loss	1,226	0.0
Hardship Relief	500	0.0
Appropriation to/from Reserves	(5,738)	0.0
Depreciation and impairment	866	0.0
Council Tax Freeze Grant 2012/13	2,070	0.0
Levies	21	0.0
<b>TOTAL</b>	<b>(1,790)</b>	<b>0</b>

## CORPORATE ITEMS ANALYSIS

	2012/13 Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Cost of Borrowing including Minimum Revenue Provision	14,481	0	992	15,473
Pension Fund	4,537	0	250	4,787
Pensions: Auto-enrolment	0	0	300	300
Centrally held provision for Utilities inflation	927	0	73	1,000
Centrally held provision for Pay Award and increments	408	0	(408)	0
Bad Debt Provision	500	0	0	500
Contingency	2,000	0	(1,000)	1,000
Single Status and equalisation	515	0	(20)	495
Cost of DR recovery	70	0	(70)	0
Grants and other balances	510	0	(510)	0
Agency Workers	500	0	(500)	0
Localisation of Council Tax Benefit	0	0	1,500	1,500
CHAS - Council Tax loss	0	0	1,226	1,226
Hardship Relief	0	0	500	500
Appropriation to Closing the Gap Reserve	5,768	0	(5,768)	0
<b>Levies:-</b>				
Lee Valley	215		14	229
London Pensions Fund	253		0	253
Environment Agency	146		7	153
WPCC	267		0	267
<b>GROSS EXPENDITURE</b>	<b>31,097</b>	<b>0</b>	<b>(3,414)</b>	<b>27,683</b>
<b>Income</b>				
Investment Income	(401)		58	(343)
Depreciation & Impairment	(14,558)		866	(13,692)
Use of Reserves - Closing the Gap Reserve	(30)		30	0
Council Tax Freeze Grant 2012/13	(2,070)		2,070	0
Technical Reforms of Council Tax	0		(1,400)	(1,400)
<b>GROSS INCOME</b>	<b>(17,059)</b>	<b>0</b>	<b>1,624</b>	<b>(15,435)</b>
<b>NET EXPENDITURE</b>	<b>14,038</b>	<b>0</b>	<b>(1,790)</b>	<b>12,248</b>



**2013/2014 ESTIMATES**

**CORPORATE SERVICES  
DEPARTMENT**



## SUMMARY: CORPORATE SERVICES DEPARTMENT

### FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE Sutton TUPE staff

2012/13	2013/14
414.9	414.0
42.6	41.6
<b>457.5</b>	<b>455.6</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Employees	21,285	33	513	21,831
Premises	3,467	35	(427)	3,075
Transport	154	2	(0)	156
Supplies and Services	13,946	139	(1,577)	12,508
Third Party Payments	839	11	86	936
Transfer Payments	99,636	0	0	99,637
Support Services	9,989	0	0	9,989
Depreciation and Impairment Losses	1,525	0	163	1,688
<b>GROSS EXPENDITURE</b>	<b>150,843</b>	<b>220</b>	<b>(1,243)</b>	<b>149,820</b>
<b>Income</b>				
Government Grants	(101,394)	0	(75)	(101,469)
Other Reimbursements and Contributions	(2,902)	0	500	(2,402)
Customer and Client Receipts	(9,720)	(41)	60	(9,701)
Interest	0	0	0	0
Recharges	(25,115)	0	0	(25,115)
Reserves	(1,178)	0	1,178	0
<b>GROSS INCOME</b>	<b>(140,309)</b>	<b>(41)</b>	<b>1,663</b>	<b>(138,687)</b>
<b>NET EXPENDITURE</b>	<b>10,534</b>	<b>180</b>	<b>420</b>	<b>11,133</b>

## SUMMARY: CORPORATE SERVICES DEPARTMENT

### FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE Sutton TUPE staff

2012/13	2013/14
414.9	414.0
42.6	41.6
<b>457.5</b>	<b>455.6</b>

### SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2013/14 Estimate £000
	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	
Customer Services	1,022	12	(34)	1,000
Infrastructure & Transactions	1,327	93	169	1,589
Business Improvement	439	0	(302)	137
Corporate Governance	1,529	16	55	1,600
Resources	696	33	203	932
HR	(28)	8	201	181
Corporate Items	5,548	18	128	5,694
<b>TOTAL EXPENDITURE</b>	<b>10,534</b>	<b>180</b>	<b>420</b>	<b>11,133</b>
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
<b>NET EXPENDITURE</b>	<b>10,534</b>	<b>180</b>	<b>420</b>	<b>11,133</b>

## 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, Consultation & Community Engagement, and CHAS.

### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14
153.0	156.2

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Employees	5,372	5	202	5,579
Premises	54	1	(16)	39
Transport	74	1	0	74
Supplies and Services	3,359	21	(60)	3,320
Third Party Payments	322	3	0	325
Transfer Payments	0	0	0	0
Support Services	2,642			2,642
Depreciation and Impairment Losses	3	0	0	3
<b>GROSS EXPENDITURE</b>	<b>11,826</b>	<b>30</b>	<b>127</b>	<b>11,983</b>
<b>Income</b>				
Government Grants	(1,835)	0	(61)	(1,896)
Other Reimbursements and Contributions	(1,030)	0	0	(1,030)
Customer and Client Receipts	(5,926)	(19)	(100)	(6,044)
Interest				0
Recharges	(2,013)			(2,013)
Reserves	0		0	0
<b>GROSS INCOME</b>	<b>(10,803)</b>	<b>(19)</b>	<b>(161)</b>	<b>(10,983)</b>
<b>NET EXPENDITURE</b>	<b>1,022</b>	<b>12</b>	<b>(34)</b>	<b>1,000</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current year savings		
Previous years savings	(150)	0.0
Current year growth		
Transfer between departments		
Technical adjustments	116	3.2
Depreciation adjustments		
Overhead adjustments		
<b>TOTAL</b>	<b>(34)</b>	<b>3.2</b>

## INFRASTRUCTURE & TRANSACTIONS

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room and Transactional services.

### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14
84.1	81.6

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Employees	3,202	16	95	3,314
Premises	3,286	32	(411)	2,908
Transport	39	1	0	40
Supplies and Services	3,112	45	(64)	3,092
Third Party Payments	201	3	72	275
Transfer Payments	0	0	0	0
Support Services	866			866
Depreciation and Impairment Losses	1,522		163	1,685
<b>GROSS EXPENDITURE</b>	<b>12,228</b>	<b>97</b>	<b>(145)</b>	<b>12,180</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(2,099)	(4)	35	(2,068)
Interest	0	0	0	0
Recharges	(8,523)			(8,523)
Reserves	(280)	0	280	0
<b>GROSS INCOME</b>	<b>(10,901)</b>	<b>(4)</b>	<b>315</b>	<b>(10,591)</b>
<b>NET EXPENDITURE</b>	<b>1,327</b>	<b>93</b>	<b>169</b>	<b>1,589</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current year savings		
Previous years savings	(50)	(2.0)
Previous years growth		
Technical adjustments	56	(0.5)
Depreciation adjustments	163	
Overheads adjustments		
<b>TOTAL</b>	<b>169</b>	<b>(2.5)</b>

## BUSINESS IMPROVEMENT

The Business Improvement Division consists of IT Business Systems, IT Business Process Re-engineering, Business Improvement and Programme Office.

### FULL TIME EQUIVALENTS Number of FTE Staff

2012/13	2013/14
30.5	29.9

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Employees	1,683	(0)	(193)	1,489
Premises	0	0	0	0
Transport	3	0	0	3
Supplies and Services	374	0	(348)	26
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	301	0	0	301
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>2,361</b>	<b>0</b>	<b>(542)</b>	<b>1,819</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	(1,682)	0	0	(1,682)
Reserves	(239)	0	239	0
<b>GROSS INCOME</b>	<b>(1,921)</b>	<b>0</b>	<b>239</b>	<b>(1,682)</b>
<b>NET EXPENDITURE</b>	<b>439</b>	<b>0</b>	<b>(302)</b>	<b>137</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current year savings		
Previous years savings		
Current years growth		
Transfer between departments		
Technical adjustments	(302)	0.6
Overheads adjustments		
<b>TOTAL</b>	<b>(302)</b>	<b>0.6</b>

## CORPORATE GOVERNANCE

The Corporate Governance Division consists of Shared Legal Services, Internal Audit, Investigations, Democracy Services, Electoral Services, Information Governance and Safety Services.

### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14
70.4	69.4

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Employees	4,396	11	45	4,453
Premises	9	0	0	9
Transport	28	0	(0)	28
Supplies and Services	2,049	5	(498)	1,557
Third Party Payments	0	0	(0)	0
Transfer Payments	0	0	0	0
Support Services	591			591
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>7,073</b>	<b>17</b>	<b>(452)</b>	<b>6,638</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(1,872)	0	500	(1,372)
Customer and Client Receipts	(203)	(1)	7	(197)
Interest	0	0	0	0
Recharges	(3,469)			(3,469)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(5,544)</b>	<b>(1)</b>	<b>507</b>	<b>(5,038)</b>
<b>NET EXPENDITURE</b>	<b>1,529</b>	<b>16</b>	<b>55</b>	<b>1,600</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current year savings		
Previous years savings	(39)	(1.0)
Previous years growth		
Transfer between departments *		
Technical adjustments	94	
Depreciation adjustments		
Overhead adjustments		
<b>TOTAL</b>	<b>55</b>	<b>-1.0</b>

\* Information Governance team centralised

## RESOURCES

The Resources Division consists of Policy & Strategy, Commercial Services, Business Planning, Accountancy and Business Partners

### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14
72.1	72.2

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Employees	3,944	(2)	143	4,085
Premises	101	2	(1)	102
Transport	4	0	0	4
Supplies and Services	4,551	49	(716)	3,884
Third Party Payments	14	0	0	14
Transfer Payments	9	0	0	9
Support Services	743	0	0	743
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>9,366</b>	<b>50</b>	<b>(574)</b>	<b>8,842</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(890)	(16)	118	(789)
Interest	0	0	0	0
Recharges	(7,121)	0	0	(7,121)
Reserves	(659)	0	659	0
<b>GROSS INCOME</b>	<b>(8,670)</b>	<b>(16)</b>	<b>777</b>	<b>(7,910)</b>
<b>NET EXPENDITURE</b>	<b>696</b>	<b>33</b>	<b>203</b>	<b>932</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current year savings		
Previous years savings		
Technical adjustments	205	0.1
Net variation in grants		
Overheads adjustments		
<b>TOTAL</b>	<b>205</b>	<b>0.1</b>

## HR

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

### FULL TIME EQUIVALENTS

**Number of FTE Staff**

**Number of FTE Sutton TUPE staff**

2012/13	2013/14
4.8	4.8
42.6	41.6
<b>47.4</b>	<b>46.4</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Employees	2,030	3	221	2,254
Premises	17	0	0	17
Transport	7	0	0	7
Supplies and Services	238	4	(20)	222
Third Party Payments	108	2	0	109
Transfer Payments	0	0	0	0
Support Services	482			482
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>2,882</b>	<b>8</b>	<b>201</b>	<b>3,091</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(602)	0	0	(602)
Interest	0	0	0	0
Recharges	(2,307)			(2,307)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(2,909)</b>	<b>0</b>	<b>0</b>	<b>(2,909)</b>
<b>NET EXPENDITURE</b>	<b>(28)</b>	<b>8</b>	<b>201</b>	<b>181</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current year savings		
Previous years savings	(285)	(1.0)
Technical adjustments	93	
Overheads adjustments		
Transfer from departments	393	
<b>TOTAL</b>	<b>201</b>	<b>-1.0</b>



## CORPORATE ITEMS

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

### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14
0	0

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Employees*	657	0	0	657
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	264	15	128	407
Third Party Payments	195	3	14	212
Transfer Payments	99,627	0	0	99,627
Support Services	4,364			4,364
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>105,108</b>	<b>18</b>	<b>142</b>	<b>105,268</b>
<b>Income</b>				
Government Grants	(99,559)	0	(14)	(99,573)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges				0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(99,559)</b>	<b>0</b>	<b>(14)</b>	<b>(99,573)</b>
<b>NET EXPENDITURE</b>	<b>5,548</b>	<b>18</b>	<b>128</b>	<b>5,694</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current year savings		
Current year growth		
Previous years growth		
Technical adjustments	128	
Overheads adjustments		
Shared legal services devolved budgets		
<b>TOTAL</b>	<b>128</b>	<b>0.0</b>

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



## **2013/2014 ESTIMATES**

# **CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT**

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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

## FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14	DSG	LA
462.7	492.4	72.7	419.6

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000	2013/14 DSG Estimate £000	2013/14 LA Estimate £000
<b>Expenditure</b>						
Employees	25,595	(16)	(640)	24,939	4,718	20,221
Premises	973	10	(180)	803	166	637
Transport	3,443	50	(106)	3,387	44	3,343
Supplies and Services	133,089	468	964	134,521	126,710	7,811
Third Party Payments	26,420	225	(496)	26,149	10,327	15,822
Transfer Payments	352	0	0	352	0	352
Support Services	3,940	0	0	3,940	184	3,756
Depreciation and Impairment Losses	5,082	0	(93)	4,989	207	4,782
<b>GROSS EXPENDITURE</b>	<b>198,894</b>	<b>737</b>	<b>(551)</b>	<b>199,080</b>	<b>142,356</b>	<b>56,724</b>
<b>Income</b>						
Government Grants	(146,315)	0	6,394	(139,921)	(138,668)	(1,253)
Other Reimbursements and Contributions	(6,070)	0	124	(5,946)	(1,509)	(4,437)
Customer and Client Receipts	(4,092)	0	(130)	(4,222)	(2,179)	(2,043)
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	(250)	0	358	108	0	108
<b>GROSS INCOME</b>	<b>(156,771)</b>	<b>0</b>	<b>6,746</b>	<b>(150,025)</b>	<b>(142,356)</b>	<b>(7,669)</b>
<b>NET EXPENDITURE</b>	<b>42,123</b>	<b>737</b>	<b>6,195</b>	<b>49,055</b>	<b>0</b>	<b>49,055</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current year savings	(822)	-3.5
Overhead adjustments	0	
Depreciation adjustments	(93)	
Technical adjustments	7,097	
Transfers between departments	13	
<b>TOTAL</b>	<b>6,195</b>	<b>(3.5)</b>

**SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT****FULL TIME EQUIVALENTS**

Number of FTE Staff

2012/13	2013/14	DSG	LA
462.7	492.4	72.7	419.6

**SERVICE AREA ANALYSIS**

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000	2013/14 DSG Estimate £000	2013/14 LA Estimate £000
Senior Management	1,172	12	(22)	1,162	0	1,162
Childrens Social Care	10,793	46	(156)	10,683	54	10,629
Youth and Inclusion	2,926	23	1,267	4,216	617	3,599
Commissioning, Strategy and Performance	11,957	83	337	12,377	4,741	7,636
Education	22,915	126	4,547	27,588	15,860	11,728
Schools	(18,295)	0	(40)	(18,335)	(23,048)	4,713
Other Childrens, Schools and Families	10,655	447	262	11,364	1,776	9,588
<b>TOTAL NET EXPENDITURE</b>	<b>42,123</b>	<b>737</b>	<b>6,195</b>	<b>49,055</b>	<b>0</b>	<b>49,055</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Senior Management

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

#### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14	DSG	LA
3.0	3.0	0.0	3.0

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000	2013/14 DSG Estimate £000	2013/14 LA Estimate £000
<b>Expenditure</b>						
Employees	414	1	(15)	400	0	400
Premises	0	0	0	0	0	0
Transport	1	0	0	1	0	1
Supplies and Services	732	11	(7)	736	0	736
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	25	0	0	25	0	25
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>1,172</b>	<b>12</b>	<b>(22)</b>	<b>1,162</b>	<b>0</b>	<b>1,162</b>
<b>Income</b>						
Government Grants	0	0	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0	0	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>1,172</b>	<b>12</b>	<b>(22)</b>	<b>1,162</b>	<b>0</b>	<b>1,162</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	(12)	
Shared legal services devolved budgets	(5)	
Technical adjustments	(5)	
<b>TOTAL</b>	<b>(22)</b>	<b>0.0</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Children's Social Care

This budget contains the funding for the Community Support & Social Care, Looked After Children, Permanency & Placements and Safeguarding & Partnerships

## FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14	DSG	LA
133.8	163.5	1.0	162.5

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000	2013/14 DSG Estimate £000	2013/14 LA Estimate £000
<b>Expenditure</b>						
Employees	7,411	2	220	7,633	50	7,583
Premises	76	1	(1)	76	0	76
Transport	153	2	0	155	0	155
Supplies and Services	1,145	11	(196)	960	4	956
Third Party Payments	2,454	30	(759)	1,725	0	1,725
Transfer Payments	347	0	0	347	0	347
Support Services	1,267	0	0	1,267	0	1,267
Depreciation and Impairment Losses	11	0	0	11	0	11
<b>GROSS EXPENDITURE</b>	<b>12,864</b>	<b>46</b>	<b>(736)</b>	<b>12,174</b>	<b>54</b>	<b>12,120</b>
<b>Income</b>						
Government Grants	(1,099)	0	380	(718)	0	(718)
Other Reimbursements and Contributions	(881)	0	280	(601)	0	(601)
Customer and Client Receipts	(8)	0	3	(5)	0	(5)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	(83)	0	(83)	(167)	0	(167)
<b>GROSS INCOME</b>	<b>(2,071)</b>	<b>0</b>	<b>580</b>	<b>(1,491)</b>	<b>0</b>	<b>(1,491)</b>
<b>NET EXPENDITURE</b>	<b>10,793</b>	<b>46</b>	<b>(156)</b>	<b>10,683</b>	<b>54</b>	<b>10,629</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current year savings	(41)	0.0
Overhead adjustments	0	
Depreciation adjustments	0	
Transfer between departments	25	
Technical adjustments	(140)	
<b>TOTAL</b>	<b>(156)</b>	<b>0.0</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Youth and Inclusion

This budget covers the services of social inclusion, alternative education, youth service, youth justice, connexions, education welfare, behaviour support, pupil retention grant expanded pupil tuition and teenage pregnancy

## FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14	DSG	LA
75.9	66.5	12.3	54.3

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000	2013/14 DSG Estimate £000	2013/14 LA Estimate £000
<b>Expenditure</b>						
Employees	2,989	1	(266)	2,724	565	2,159
Premises	191	2	(30)	163	1	162
Transport	102	1	(26)	77	7	70
Supplies and Services	665	6	(198)	473	27	446
Third Party Payments	865	13	(69)	809	70	739
Transfer Payments	4	0	0	4	0	4
Support Services	516	0	0	516	18	498
Depreciation and Impairment Losses	9	0	0	9	0	9
<b>GROSS EXPENDITURE</b>	<b>5,341</b>	<b>23</b>	<b>(589)</b>	<b>4,775</b>	<b>688</b>	<b>4,087</b>
<b>Income</b>						
Government Grants	(1,661)	0	1,316	(345)	0	(345)
Other Reimbursements and Contributions	(330)	0	182	(148)	(10)	(138)
Customer and Client Receipts	(66)	0	0	(66)	(61)	(5)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	(358)	0	358	0	0	0
<b>GROSS INCOME</b>	<b>(2,415)</b>	<b>0</b>	<b>1,856</b>	<b>(559)</b>	<b>(71)</b>	<b>(488)</b>
<b>NET EXPENDITURE</b>	<b>2,926</b>	<b>23</b>	<b>1,267</b>	<b>4,216</b>	<b>617</b>	<b>3,599</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current year savings	(132)	-1.5
Overhead adjustments	0	
Depreciation adjustments	0	
Technical adjustments	1,399	
<b>TOTAL</b>	<b>1,267</b>	<b>(1.5)</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Commissioning, Strategy and Performance

This page contains the budgets for Policy, Planning & Performance, Joint Commissioning & Partnerships, Contract Procurement & School Organisation and Business Support.

## FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14	DSG	LA
52.645714	53.8	5.9	48.0

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000	2013/14 DSG Estimate £000	2013/14 LA Estimate £000
<b>Expenditure</b>						
Employees	2,288	1	(8)	2,281	243	2,038
Premises	159	1	(22)	138	82	56
Transport	33	1	3	37	7	30
Supplies and Services	6,233	61	(506)	5,788	2,069	3,719
Third Party Payments	6,327	19	0	6,346	4,827	1,519
Transfer Payments	0	0	0	0	0	0
Support Services	490	0	0	490	34	456
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>15,530</b>	<b>83</b>	<b>(533)</b>	<b>15,080</b>	<b>7,262</b>	<b>7,818</b>
<b>Income</b>						
Government Grants	(1,483)	0	843	(640)	(640)	0
Other Reimbursements and Contributions	(157)	0	40	(117)	(28)	(89)
Customer and Client Receipts	(1,933)	0	(13)	(1,946)	(1,853)	(93)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(3,573)</b>	<b>0</b>	<b>870</b>	<b>(2,703)</b>	<b>(2,521)</b>	<b>(182)</b>
<b>NET EXPENDITURE</b>	<b>11,957</b>	<b>83</b>	<b>337</b>	<b>12,377</b>	<b>4,741</b>	<b>7,636</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current year savings	(399)	0.0
Overhead adjustments	0	
Transfer between departments		
Technical adjustments	736	
<b>TOTAL</b>	<b>337</b>	<b>0.0</b>



## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Education

This page contains the budgets for School Standards & Quality, Extended Schools, Early Years & Children's Centres, Special Educational Needs, SMART Centre, Thee Virtual School and Schools ICT.

#### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14	DSG	LA
171.6	203.3	53.6	149.6

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000	2013/14 DSG Estimate £000	2013/14 LA Estimate £000
<b>Expenditure</b>						
Employees	8,649	2	348	8,999	3,069	5,930
Premises	417	4	(30)	391	50	341
Transport	3,150	47	(81)	3,116	30	3,086
Supplies and Services	12,073	43	654	12,770	11,126	1,644
Third Party Payments	7,491	30	427	7,948	5,430	2,518
Transfer Payments	1	0	0	1	0	1
Support Services	1,603	0	0	1,603	93	1,510
Depreciation and Impairment Losses	49	0	0	49	0	49
<b>GROSS EXPENDITURE</b>	<b>33,433</b>	<b>126</b>	<b>1,318</b>	<b>34,877</b>	<b>19,798</b>	<b>15,079</b>
<b>Income</b>						
Government Grants	(6,117)	0	3,856	(2,261)	(2,202)	(59)
Other Reimbursements and Contributions	(2,406)	0	(476)	(2,882)	(1,470)	(1,412)
Customer and Client Receipts	(1,995)	0	(151)	(2,146)	(266)	(1,880)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(10,518)</b>	<b>0</b>	<b>3,229</b>	<b>(7,289)</b>	<b>(3,938)</b>	<b>(3,351)</b>
<b>NET EXPENDITURE</b>	<b>22,915</b>	<b>126</b>	<b>4,547</b>	<b>27,588</b>	<b>15,860</b>	<b>11,728</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current year savings	(245)	(2.0)
Overhead adjustments	0	
Depreciation adjustments	0	
Technical adjustments	4,792	
<b>TOTAL</b>	<b>4,547</b>	<b>(2.0)</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Schools

This budget covers Schools Funding, including the two top slices to fund the Schools Sports Co-ordinator and Tree Works.

## FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14	DSG	LA
0.0	0.0	0.0	0.0

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000	2013/14 Estimate £000	2013/14 Estimate £000
<b>Expenditure</b>						
Employees	768	0	0	768	768	0
Premises	34	0	0	34	34	0
Transport	0	0	0	0	0	0
Supplies and Services	111,799	0	(30)	111,769	111,769	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Depreciation and Impairment Losses	5,013	0	(93)	4,920	207	4,713
<b>GROSS EXPENDITURE</b>	<b>117,614</b>	<b>0</b>	<b>(123)</b>	<b>117,491</b>	<b>112,778</b>	<b>4,713</b>
<b>Income</b>						
Government Grants	(135,826)	0	0	(135,826)	(135,826)	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	(83)	0	83	0	0	0
<b>GROSS INCOME</b>	<b>(135,909)</b>	<b>0</b>	<b>83</b>	<b>(135,826)</b>	<b>(135,826)</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>(18,295)</b>	<b>0</b>	<b>(40)</b>	<b>(18,335)</b>	<b>(23,048)</b>	<b>4,713</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Depreciation adjustments	(93)	
Technical adjustments	53	
<b>TOTAL</b>	<b>(40)</b>	<b>0.0</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Other Children Schools and Families Budgets

This budget covers residual schools retained budgets, Asylum Seeker Costs, Past and Present Pension and Redundancy Costs and PFI Unitary Charges.

#### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14	DSG	LA
25.7	25.7	0.0	25.7

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000	2013/14 DSG Estimate £000	2013/14 LA Estimate £000
<b>Expenditure</b>						
Employees	3,075	(23)	(917)	2,135	22	2,113
Premises	96	2	(98)	0	0	0
Transport	4	0	(4)	0	0	0
Supplies and Services	443	335	1,248	2,026	1,714	312
Third Party Payments	9,283	133	(95)	9,321	0	9,321
Transfer Payments	0	0	0	0	0	0
Support Services	40	0	0	40	40	0
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>12,941</b>	<b>447</b>	<b>134</b>	<b>13,522</b>	<b>1,776</b>	<b>11,746</b>
<b>Income</b>						
Government Grants	(130)	0	0	(130)	0	(130)
Other Reimbursements and Contributions	(2,295)	0	97	(2,198)	0	(2,198)
Customer and Client Receipts	(91)	0	31	(60)	0	(60)
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	274	0	0	274	0	274
<b>GROSS INCOME</b>	<b>(2,286)</b>	<b>0</b>	<b>128</b>	<b>(2,158)</b>	<b>0</b>	<b>(2,158)</b>
<b>NET EXPENDITURE</b>	<b>10,655</b>	<b>447</b>	<b>262</b>	<b>11,364</b>	<b>1,776</b>	<b>9,588</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	0	
Overhead adjustments	0	
Technical adjustments	262	
<b>TOTAL</b>	<b>262</b>	<b>0.0</b>



## **2013/2014 ESTIMATES**

# **ENVIRONMENT AND REGENERATION DEPARTMENT**

## SUMMARY: ENVIRONMENT & REGENERATION

### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14
643	657

### SERVICE AREA ANALYSIS

CHANGE BETWEEN YEARS				
2012/2013 Current Estimate £000	Inflation £000	Other Variations £000	2013/2014 Estimate £000	
Street Scene and Waste	28,229	174	(929)	27,473
Public Protection and Development	(4,692)	(56)	(188)	(4,936)
Sustainable Communities	3,036	8	(1,083)	1,961
Safer Merton	1,321	18	8	1,347
Senior Management and Support	(185)	(66)	(1)	(252)
<b>TOTAL EXPENDITURE</b>	<b>27,709</b>	<b>77</b>	<b>(2,192)</b>	<b>25,593</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

### Departmental Summary

#### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14
643	657

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/2013 Current Estimate £000	Inflation £000	Other Variations £000	2013/2014 Estimate £000
<b>Expenditure</b>				
Employees	22,643	(31)	(187)	22,426
Premises	3,543	39	(243)	3,339
Transport	6,082	0	(332)	5,750
Supplies and Services	5,931	(15)	(939)	4,976
Third Party Payments	13,781	187	(629)	13,339
Transfer Payments	21	0	0	21
Support Services	11,811	0	0	11,811
Depreciation and Impairment Losses	6,589	0	0	6,589
<b>GROSS EXPENDITURE</b>	<b>70,402</b>	<b>180</b>	<b>-2,330</b>	<b>68,251</b>
<b>Income</b>				
Government Grants	(1,242)	0	431	(811)
Other Reimbursements and Contributions	(4,069)	0	729	(3,340)
Customer and Client Receipts	(28,949)	(103)	(1,501)	(30,553)
Interest	0	0	0	0
Recharges	(6,891)	0	0	(6,891)
Reserves	(1,542)	0	479	(1,063)
<b>GROSS INCOME</b>	<b>(42,693)</b>	<b>(103)</b>	<b>138</b>	<b>(42,658)</b>
<b>NET EXPENDITURE</b>	<b>27,709</b>	<b>77</b>	<b>(2,192)</b>	<b>25,593</b>

Other variations are analysed as follows:

Major Items	£000	fte
Current year savings	(1,623)	14
Previous years savings	(15)	
Previous years growth	0	
Defferred savings	200	
Overhead adjustments	0	
Depreciation adjustments	(615)	
Transfers between departments	0	
Technical adjustments	-139	
Shared legal services devolved budgets	0	
<b>TOTAL</b>	<b>(2,192)</b>	<b>14</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Street Scene and Waste:** Traffic and Highway Services, Transport Services, Waste Management and Operations.

### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14
353	362

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/2013 Current Estimate £000	Inflation £000	Other Variations £000	2013/2014 Estimate £000
<b>Expenditure</b>				
Employees	10,831	21	113	10,966
Premises	1,625	20	(112)	1,532
Transport	5,587		(271)	5,316
Supplies and Services	1,149	(1)	85	1,232
Third Party Payments	10,926	159	(617)	10,468
Transfer Payments	2	0	0	2
Support Services	6,833	0	0	6,833
Depreciation and Impairment Losses	5,818	0	0	5,818
<b>GROSS EXPENDITURE</b>	<b>42,771</b>	<b>199</b>	<b>-802</b>	<b>42,167</b>
<b>Income</b>				
Government Grants	(189)	0	189	0
Other Reimbursements and Contributions	(820)	0	195	(625)
Customer and Client Receipts	(9,742)	(25)	(761)	(10,528)
Recharges	(3,541)	0	0	(3,541)
Reserves	(250)	0	250	0
<b>GROSS INCOME</b>	<b>(14,542)</b>	<b>(25)</b>	<b>(127)</b>	<b>(14,694)</b>
<b>NET EXPENDITURE</b>	<b>28,229</b>	<b>174</b>	<b>(929)</b>	<b>27,473</b>

Other variations are analysed as follows:

Major Items	£000	fte
Current year savings	(996)	9
Previous years growth	0	
Overhead adjustments	0	
Depreciation adjustments	7	
Technical adjustments	60	
<b>TOTAL</b>	<b>(929)</b>	<b>9</b>

NB: The financial information included above is the latest available but may change as the budget process develops and more up to date details become available.

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Public Protection & Development:** Consumer and Business Protection, Environmental Health, Development Control, Building Control, Parking Control.

### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14
137	146

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/2013 Current Estimate £000	Inflation £000	Other Variations £000	2013/2014 Estimate £000
<b>Expenditure</b>				
Employees	5,515	0	(38)	5,477
Premises	667	7	2	676
Transport	229	0	0	229
Supplies and Services	1,307	0	(313)	994
Third Party Payments	367	4	0	371
Transfer Payments	2	0	0	2
Support Services	1,589	0	0	1,589
Depreciation and Impairment Losses	56	0	0	56
<b>GROSS EXPENDITURE</b>	<b>9,732</b>	<b>11</b>	<b>-349</b>	<b>9,394</b>
<b>Income</b>				
Government Grants	(672)	0	192	(480)
Other Reimbursements and Contributions	(208)	0	9	(199)
Customer and Client Receipts	(13,321)	(67)	(159)	(13,547)
Recharges	0	0	0	0
Reserves	(223)	0	119	(104)
<b>GROSS INCOME</b>	<b>(14,424)</b>	<b>(67)</b>	<b>161</b>	<b>(14,330)</b>
<b>NET EXPENDITURE</b>	<b>(4,692)</b>	<b>(56)</b>	<b>(188)</b>	<b>(4,936)</b>

Other variations are analysed as follows:

Major Items	£000	fte
Current year savings	(380)	9.0
Previous years savings		
Previous year growth		
Deferred saving	200	
Overhead adjustments		
Depreciation adjustments	3	
Transfers between departments		
Technical adjustments	(11)	
<b>TOTAL</b>	<b>(188)</b>	<b>9.0</b>

NB: The financial information included above is the latest available but may change as the budget process develops and more up to date details become available.



## ENVIRONMENT AND REGENERATION DEPARTMENT

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

### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14
116	113

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/2013 Current Estimate £000	Inflation £000	Other Variations £000	2013/2014 Estimate £000
<b>Expenditure</b>				
Employees	4,443	0	(221)	4,222
Premises	1,246	13	(133)	1,126
Transport	259	0	(61)	198
Supplies and Services	3,026	0	(709)	2,317
Third Party Payments	1,021	6	(12)	1,015
Transfer Payments	17	0	0	17
Support Services	2,929	0	0	2,929
Depreciation and Impairment Losses	611	0	0	611
<b>GROSS EXPENDITURE</b>	<b>13,553</b>	<b>19</b>	<b>-1,136</b>	<b>12,435</b>
<b>Income</b>				
Government Grants	(59)	0	0	(59)
Other Reimbursements and Contributions	(1,554)	0	525	(1,029)
Customer and Client Receipts	(5,876)	(11)	(581)	(6,468)
Recharges	(1,985)	0	0	(1,985)
Reserves	(1,043)	0	110	(933)
<b>GROSS INCOME</b>	<b>(10,517)</b>	<b>(11)</b>	<b>54</b>	<b>(10,474)</b>
<b>NET EXPENDITURE</b>	<b>3,036</b>	<b>8</b>	<b>(1,083)</b>	<b>1,961</b>

Other variations are analysed as follows:

Major Items	£000	fte
Current year savings	(247)	(3.0)
Previous years savings	(15)	
Previous years growth		
Overhead adjustments		
Depreciation adjustments	(625)	
Transfers between departments		
Technical adjustments	(196)	
<b>TOTAL</b>	<b>(1,083)</b>	<b>(3.0)</b>

NB: The financial information included above is the latest available but may change as the budget process develops and more up to date details become available.

## ENVIRONMENT AND REGENERATION DEPARTMENT

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

### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14
27	25

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/2013 Current Estimate £000	Inflation £000	Other Variations £000	2013/2014 Estimate £000
<b>Expenditure</b>				
Employees	1,058	0	(42)	1,016
Premises	5	0	0	5
Transport	7	0	0	7
Supplies and Services	167	0	0	167
Third Party Payments	1,467	18	0	1,485
Transfer Payments	0	0	0	0
Support Services	358	0	0	358
Depreciation and Impairment Losses	104	0	0	104
<b>GROSS EXPENDITURE</b>	<b>3,166</b>	<b>18</b>	<b>-42</b>	<b>3,142</b>
<b>Income</b>				
Government Grants	(322)	0	50	(272)
Other Reimbursements and Contributions	(1,487)	0	0	(1,487)
Customer and Client Receipts	(10)	0	0	(10)
Recharges	0	0	0	0
Reserves	(26)	0	0	(26)
<b>GROSS INCOME</b>	<b>(1,845)</b>	<b>0</b>	<b>50</b>	<b>(1,795)</b>
<b>NET EXPENDITURE</b>	<b>1,321</b>	<b>18</b>	<b>8</b>	<b>1,347</b>

Other variations are analysed as follows:

Major Items	£000	fte
Current year savings		(1.8)
Previous years savings		
Previous years growth		
Depreciation adjustments		
Transfers between departments		
Technical adjustments	8	
<b>TOTAL</b>	<b>8</b>	<b>(1.8)</b>

NB: The financial information included above is the latest available but may change as the budget process develops and more up to date details become available.

## ENVIRONMENT AND REGENERATION DEPARTMENT

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

### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14
10	10

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/2013 Current Estimate £000	Inflation £000	Other Variations £000	2013/2014 Estimate £000
<b>Expenditure</b>				
Employees	796	(52)	1	745
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	282	(14)	(2)	266
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	102	0	0	102
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>1,180</b>	<b>-66</b>	<b>-1</b>	<b>1,113</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,365)	0	0	(1,365)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(1,365)</b>	<b>0</b>	<b>0</b>	<b>(1,365)</b>
<b>NET EXPENDITURE</b>	<b>(185)</b>	<b>(66)</b>	<b>(1)</b>	<b>(252)</b>

Other variations are analysed as follows:

Major Items	£000	fte
Technical adjustments	(1)	0
Overhead adjustments		
Shared legal services devolved budgets		
<b>TOTAL</b>	<b>(1)</b>	<b>0</b>

NB: The financial information included above is the latest available but may change as the budget process develops and more up to date details become available.



## **2013/2014 ESTIMATES**

# **COMMUNITY AND HOUSING DEPARTMENT**

## COMMUNITY AND HOUSING DEPARTMENT Total

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

### FULL TIME EQUIVALENTS

	2012/13	2013/14
Number of FTE Staff	532.39	529.20
Number of FTE PCT TUPE staff	33.92	33.92
	<b>566.3</b>	<b>563.1</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Employees	19,263	16	366	19,645
Premises	1,033	16	1	1,050
Transport	1,579	23	(187)	1,415
Supplies and Services	5,190	71	(407)	4,854
Third Party Payments	43,643	985	(2,319)	42,309
Transfer Payments	12,640	0	391	13,030
Support Services	8,004	0	0	8,004
Depreciation and Impairment Losses	711	0	14	725
<b>GROSS EXPENDITURE</b>	<b>92,062</b>	<b>1,111</b>	<b>(2,141)</b>	<b>91,032</b>
<b>Income</b>				
Government Grants	(10,267)	0	7,596	(2,671)
Other Reimbursements and Contributions	(7,670)	0	(2,461)	(10,131)
Customer and Client Receipts	(10,222)	(1)	(1,052)	(11,275)
Interest	0	0	0	0
Recharges	(3,317)	0	0	(3,317)
Reserves	(356)	0	(25)	(381)
<b>GROSS INCOME</b>	<b>(31,832)</b>	<b>(1)</b>	<b>4,058</b>	<b>(27,775)</b>
<b>NET EXPENDITURE</b>	<b>60,230</b>	<b>1,110</b>	<b>1,917</b>	<b>63,257</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(6,317)	(1.60)
Previous years savings	0	0
Previous years growth	2,127	0
Overheads adjustments	0	0
Depreciation adjustments	10	0
Rebasing of Income	(800)	
Technical adjustments	(67)	0
Transfers between departments	(173)	0
Grants	10,347	0
Other	(3,210)	(3.59)
<b>TOTAL</b>	<b>1,917</b>	<b>(5.19)</b>

NB: The financial information included above is the latest available but may change as the budget process develops and more up to date details become available.

## SUMMARY: COMMUNITY AND HOUSING

### FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE PCT TUPE staff

2012/13	2013/14
532.39	529.20
21.28	19.28
<b>553.7</b>	<b>548.5</b>

### SERVICE AREA ANALYSIS

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
Adult Social Care	55,140	1,074	1,615	57,829
Libraries and Heritage	3,372	14	(47)	3,340
Merton Adult Education	219	8	(108)	119
Housing General Fund	1,499	14	457	1,970
<b>NET EXPENDITURE</b>	<b>60,230</b>	<b>1,110</b>	<b>1,917</b>	<b>63,257</b>

## 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

2012/13	2013/14
428.24	424.65
21.28	19.28

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Employees	15,221	16	310	15,547
Premises	489	7	3	500
Transport	1,555	23	(188)	1,390
Supplies and Services	4,055	55	(476)	3,634
Third Party Payments	42,616	974	(2,256)	41,334
Transfer Payments	12,160	0	391	12,550
Support Services	6,630	0	0	6,630
Depreciation and Impairment Losses	62	0	14	76
<b>GROSS EXPENDITURE</b>	<b>82,789</b>	<b>1,075</b>	<b>(2,203)</b>	<b>81,660</b>
<b>Income</b>				
Government Grants	(7,152)	0	7,152	0
Other Reimbursements and Contributions	(7,665)	0	(2,347)	(10,012)
Customer and Client Receipts	(9,288)	(1)	(987)	(10,276)
Interest	0	0	0	0
Recharges	(3,317)	0	0	(3,317)
Reserves	(226)	0	0	(226)
<b>GROSS INCOME</b>	<b>(27,648)</b>	<b>(1)</b>	<b>3,818</b>	<b>(23,832)</b>
<b>NET EXPENDITURE</b>	<b>55,140</b>	<b>1,074</b>	<b>1,615</b>	<b>57,829</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(6,162)	
Previous years savings	0	
Growth	2,127	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	(800)	
Technical adjustments	(79)	
Transfers between departments	(171)	
Grants	9,847	
Other	(3,147)	(5.59)
<b>TOTAL</b>	<b>1,615</b>	<b>(5.59)</b>

(0)

NB: The financial information included above is the latest available but may change as the budget process develops and more up to date details become available.

## 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

2012/13	2013/14
47.00	46.40

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Employees	1,275	0	42	1,317
Premises	342	6	24	372
Transport	2	0	1	3
Supplies and Services	507	6	92	605
Third Party Payments	127	2	(63)	66
Transfer Payments	0	0	0	0
Support Services	907	0	0	907
Depreciation and Impairment Losses	553	0	(0)	553
<b>GROSS EXPENDITURE</b>	<b>3,713</b>	<b>14</b>	<b>96</b>	<b>3,823</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(2)	0	(114)	(116)
Customer and Client Receipts	(339)	0	(4)	(343)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	(25)	(25)
<b>GROSS INCOME</b>	<b>(341)</b>	<b>0</b>	<b>(143)</b>	<b>(484)</b>
<b>NET EXPENDITURE</b>	<b>3,372</b>	<b>14</b>	<b>(47)</b>	<b>3,340</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(13)	(0.60)
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income		
Technical adjustments	10	
Transfers between departments	(2)	
Grants	0	
Other	(42)	
<b>TOTAL</b>	<b>(47)</b>	<b>(0.60)</b>

NB: The financial information included above is the latest available but may change as the budget process develops and more up to date details become available.



## 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, Mitcham's Canons house, Pollards Hill and Morden libraries.

#### FULL TIME EQUIVALENTS

Number of FTE Staff

2012/13	2013/14
30.65	32.65

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Employees	1,758	0	56	1,813
Premises	164	2	(26)	141
Transport	3	0	0	3
Supplies and Services	351	5	(23)	334
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	232	0	0	232
Depreciation and Impairment Losses	95	0	1	96
<b>GROSS EXPENDITURE</b>	<b>2,604</b>	<b>8</b>	<b>7</b>	<b>2,619</b>
<b>Income</b>				
Government Grants	(1,817)	0	(56)	(1,873)
Other Reimbursements and Contributions	(3)	0	0	(3)
Customer and Client Receipts	(564)	0	(60)	(624)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(2,385)</b>	<b>0</b>	<b>(115)</b>	<b>(2,500)</b>
<b>NET EXPENDITURE</b>	<b>219</b>	<b>8</b>	<b>(108)</b>	<b>119</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(100)	
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	10	
Rebasing of Income	0	
Technical adjustments	2	
Transfers between departments	0	
Grants	0	
Other	(20)	2.00
<b>TOTAL</b>	<b>(108)</b>	<b>2.00</b>

NB: The financial information included above is the latest available but may change as the budget process develops and more up to date details become available.

**COMMUNITY AND HOUSING DEPARTMENT**  
**Housing General Fund**

**Housing Needs and Enabling Service**

**FULL TIME EQUIVALENTS**

Number of FTE Staff

2012/13	2013/14
26.5	25.5

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2012/13 Current Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
<b>Expenditure</b>				
Employees	1,009	0	(42)	968
Premises	38	1	0	38
Transport	18	0	0	18
Supplies and Services	276	4	0	281
Third Party Payments	900	9	(0)	909
Transfer Payments	480	0	0	480
Support Services	235	0	0	235
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>2,957</b>	<b>14</b>	<b>(42)</b>	<b>2,929</b>
<b>Income</b>				
Government Grants	(1,298)	0	500	(798)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(30)	0	(1)	(31)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	(130)	0	0	(130)
<b>GROSS INCOME</b>	<b>(1,459)</b>	<b>0</b>	<b>499</b>	<b>(960)</b>
<b>NET EXPENDITURE</b>	<b>1,499</b>	<b>14</b>	<b>457</b>	<b>1,970</b>

Major Items	£000	fte
Current Year savings	(42)	(1.00)
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	500	
Other	(1)	
<b>TOTAL</b>	<b>457</b>	<b>(1.00)</b>

DRAFT MEDIUM TERM FINANCIAL STRATEGY 2013-17				
	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
<b>Departmental Base Budget 2012/13</b>	<b>140,853</b>	<b>140,853</b>	<b>140,853</b>	<b>140,853</b>
Departmental Budget Changes *	9,135	2,626	4,873	5,368
<b>Departmental Re-priced Budget</b>	<b>149,988</b>	<b>143,480</b>	<b>145,726</b>	<b>146,221</b>
Treasury items	15,130	16,939	17,881	18,744
Other Corporate items	- 3,517	- 2,712	- 3,232	- 3,232
Levies	634.82	660	672	686
<b>CORPORATE PROVISIONS</b>	<b>12,248</b>	<b>14,887</b>	<b>15,321</b>	<b>16,198</b>
<b>BUDGET REQUIREMENT</b>	<b>162,236</b>	<b>158,367</b>	<b>161,047</b>	<b>162,419</b>
<b>FUNDING:</b>				
RSG - Main element	- 31,907	- 30,214	- 30,214	- 30,214
RSG - Rolled in Grants element	- 15,314	- 9,057	- 9,057	- 9,057
<b>RSG - Total</b>	<b>- 47,221</b>	<b>- 39,271</b>	<b>- 39,271</b>	<b>- 39,271</b>
Business Rates Baseline - Main element	- 13,680	- 17,375	- 17,375	- 17,375
Business Rates Baseline - Rolled in Grants element	- 10,188	- 6,493	- 6,493	- 6,493
Additional Business Rates from NNDR1	- 605	- 605	- 605	- 605
<b>Business Rates Yield as per NNDR1</b>	<b>- 24,472</b>	<b>- 24,472</b>	<b>- 24,472</b>	<b>- 24,472</b>
Top-Up Payment	- 7,547	- 7,547	- 7,547	- 7,547
<b>Business Rates Funding</b>	<b>- 32,020</b>	<b>- 32,020</b>	<b>- 32,020</b>	<b>- 32,020</b>
Estimated reduction in Grant Based on IFS	0	0	2293	6801
<b>Sub-Total: RSG + NNDR</b>	<b>- 79,241</b>	<b>- 71,291</b>	<b>- 68,998</b>	<b>- 64,490</b>
PFI Grant	- 4,797	- 4,797	- 4,797	- 4,797
New Homes Bonus	- 2,458	- 2,458	- 2,458	- 2,458
Collection Fund	- 2,300	- 1,250	- 1,250	- 1,250
Council Tax Income	- 73,372	- 73,372	- 73,372	- 73,372
Council Tax - WPCC	- 267	- 267	- 267	- 267
Council Tax Freeze Grant 2011/12	- 835	- 835	- 835	- 835
Council Tax Freeze Grant 2013/14	- 835	- 835	- 835	- 835
<b>TOTAL FUNDING</b>	<b>- 163,269</b>	<b>- 154,269</b>	<b>- 151,976</b>	<b>- 147,468</b>
Balance	- 1,033	4,097	9,071	14,951
<b>* ABOVE INCLUDES SAVINGS PROPOSALS TO CABINET 10 December 2012</b>				



Department for  
Communities and  
Local Government

**NATIONAL NON-DOMESTIC RATES RETURN 1  
NNDR1 2013-14**

Please e-mail to : [nndr.statistics@communities.gsi.gov.uk](mailto:nndr.statistics@communities.gsi.gov.uk)

Please enter your details after checking that you have selected the correct authority name.

Please check the figures shown in the cells with a blue border and enter your own figures if you disagree with those suggested.

A provisional version of the form should be returned to the Department for Communities and Local Government by  
Monday 7 January 2013

The final version of this form, including a signed copy, must also be sent to the Department for Communities and Local Government by  
Thursday 31 January 2013

Select your local authority's name from this list:

Manchester
Mansfield
Medway
Helton
Mendip
Merton

Check that this is your authority :

Check that this is your E Code :

Local authority contact name :

Telephone number of local authority contact :

Fax number for local authority contact :

E-mail address of local authority contact :

Merton
E5044
Gary Wells
020 8545 3795
<a href="mailto:gary.wells@merton.gov.uk">gary.wells@merton.gov.uk</a>

Ver 1.3

1. Number of hereditaments on the rating list on 30 September 2012

5,362

£

2. Aggregate rateable value on the rating list on 30 September 2012

205,278,939

**GROSS CALCULATED RATE YIELD**

£

3. Enter line 2 x small business non-domestic rating multiplier (0.462)

94,838,869.82

**MANDATORY RELIEFS**

**Small business rate relief**

£

4. Additional yield generated to finance the small business rate relief scheme

1,596,900.40

5. Cost of small business rate relief for properties within billing authority area

2,533,272.17

6. Net cost of the small business rate relief (Line 5 minus Line 4)

936,371.77

7. Cost of relief to charities

4,906,501.37

8. Cost of relief to Community Amateur Sports Clubs

98,514.36

9. Cost of relief for rural general stores, post offices, public houses, petrol filling stations and food shops

0.00

10. Cost of relief for partly occupied premises

0.00

11. Cost of relief for empty premises

1,130,939.77

**12. Total mandatory reliefs (Sum of lines 6 to 11)**

7,072,327.27

**DISCRETIONARY RELIEFS**

13. Cost of relief to charities

446,669.37

14. Cost of relief to non-profit making bodies

82,353.01

15. Cost of relief to Community Amateur Sports Clubs

183.69

16. Cost of relief for rural general stores, post offices, public houses, petrol filling stations and food shops

0.00

17. Cost of relief to other rural businesses

0.00

18. Other Section 47 reliefs (Localism Act discounts)

200,000.00

**19. Total discretionary reliefs (Sum of lines 13 to 18)**

729,206.07

**20. Gross Rate Yield after reliefs (Line 3 minus lines 12 & 19)**

87,037,336.48

21. Estimate of 'losses in collection'

1,310,651.00

22. Allowance for Cost of Collection

281,042.11

23. Special Authority Deductions - City of London Offset

0.00

NATIONAL NON-DOMESTIC RATES RETURN 1 2013-14		Merton
Ver 1.3		
<b>Section 2</b>		
<b>Enterprise Zones</b>		
24. Estimated level of discount to be awarded in 2013-14		£ 0.00
25. Estimated value of non-domestic rates in the Enterprise Zone area in 2013-14	0.00	
26. Enterprise Zone baseline	0.00	
27. Total estimated value of business rates to be retained in 2013-14 (Line 25 minus line 26)		0.00
<b>New Development Deals</b>		
28. Estimated value of non-domestic rates in the New Development Deals area in 2013-14	0.00	
29. New Development Deals baseline	0.00	
30. Total estimated value of business rates to be retained in 2013-14 (Line 28 minus line 29)		0.00
<b>Renewable Energy Schemes</b>		
31. Total estimated value of business rates to be retained in 2013-14		0.00
<b>32. Net Rate Yield excluding transitional arrangements and rate retention (Line 20 minus the sum of lines 21 to 23, 27, 30 &amp; 31)</b>		<b>85,445,643.37</b>
<b>Rate retention adjustments</b>		
33. Estimate of the change in rateable value between 1 October 2012 and 30 September 2013		850,000.00
34. Estimate of the change in receipts as a result in the change in rateable value (line 33 times the multiplier)		392,700.00
<b>This equates to a percentage change of</b>	<b>0.41</b>	
35. Local authority's estimate of adjustment due to appeals		4,263,808.00
<b>36. Net Rate Yield excluding transitional arrangements but after rate retention adjustments (Line 32 plus lines 34 and minus line 35)</b>		<b>81,574,535.00</b>
<b>Section 3</b>		
<b>Transitional arrangements</b>		
37. Addition revenue received because reduction in rates have been deferred	45,289.01	
38. Revenue foregone because increase in rates have been deferred	144,025.12	
<b>39. Net cost of transitional arrangements (Line 38 minus line 37)</b>		<b>98,736.11</b>
<b>40. Net Rate Yield after transitional arrangements and rate retention (Line 36 minus line 39)</b>		<b>81,475,799.00</b>

NNDR Summary for : Merton	
These figures show the percentage shares of the NNDR you estimate your authority will collect in 2013-14. They are based on line 36. See the <i>Tier Split</i> tab for full information	
Amount of NNDR to be paid to central government	£ 40,787,268.00
Amount to be retained by Merton under the rates retention scheme	24,472,361.00
Amount to be passed to Greater London Authority	16,314,907.00

**Certificate of Chief Financial Officer**

I certify that the entries in lines 3, 12, 19, 20, 36, 39 and 40 of this form are the best I can make on the information available to me and that the figures given in lines 1 and 2 used in the calculating the amount shown in lines 36 and 40 are, to the best of my knowledge and belief those shown in the rating list for my authority as at 30 September 2012, subject to any order made before 15 January 2013 under the Local Government Act 1972 implementing boundary changes. I also certify that the authority has made proper arrangements for securing efficiency and effectiveness in relation to the collection of non-domestic rates. I also certify to the best of my knowledge and belief that any amount included as legal costs in line 22 and discretionary relief in line 24 meet the conditions set out in the Non-Domestic Rating (Rates Retention) Regulations 2013.

Chief Financial Officer : .....

Date : .....

<b>Reserves 2012/13</b>	<b>Balance at 31/3/11</b>	<b>Movement in year</b>	<b>Balance at 31/3/12</b>	<b>Movement in year</b>	<b>Anticipated Movement to Year End</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
General Fund Reserve (including HRA)	10,513	3,462	13,975	-	-
Earmarked Reserves	21,923	11,942	33,865	(1,563)	(4,318)
HRA (available to GF once SoS closes HRA)	4,054	-4,054	-	-	-
<b>Total Available General Fund revenue</b>	<b>36,490</b>	<b>11,350</b>	<b>47,840</b>	<b>(1,563)</b>	<b>(4,318)</b>
Add reserves for future use towards Budget	9,309	-2,990	6,319	-	6,713
Add DSG reserve for Schools	2,497	-787	1,710	(83)	(227)
Add Schools own reserves	8,025	3,980	12,005	-	-
<b>Revenue Reserves</b>	<b>56,321</b>	<b>11,553</b>	<b>67,875</b>	<b>(1,646)</b>	<b>2,168</b>
Capital Receipts	10,799	4,400	15,199	-	6,222
Capital Grants	4,581	-946	3,635	-	(1,339)
<b>Capital</b>	<b>15,380</b>	<b>3,454</b>	<b>18,834</b>	-	<b>4,883</b>
<b>Reserves as per Council's accounts</b>	<b>71,701</b>	<b>15,008</b>	<b>86,709</b>	<b>(1,646)</b>	<b>7,051</b>
<b>Earmarked Reserves breakdown</b>	<b>Balance at 31/3/11</b>	<b>Movement in year</b>	<b>£000</b>		
	<b>£000</b>	<b>£000</b>	<b>£000</b>		
Outstanding Council Programme Board Reserve	5,241	2,462	7,703	(329)	(140)
Schools PFI Fund	4,679	482	5,161	-	485
Insurance Reserve	2,785	(463)	2,322	-	-
Closing the budget gap	0	2,052	2,052	-	(2,052)
Repairs & Renewal Fund	0	2,000	2,000	(250)	-
Performance Reward Grant	1,192	464	1,656	(412)	(206)
Pension Fund additional contribution	0	1,250	1,250	-	(172)
Community Care Reserve	996	0	996	-	-
Energy renewable reserve	0	841	841	-	-
Local Land Charges Reserve	409	441	850	-	-
LABGI Reserve	577	(17)	560	-	(278)
Schools Reserve	556	(41)	515	(58)	(95)
Apprenticeships	0	1,500	1,500	-	(308)
Corporate Services reserve	32	399	431	(249)	-
Merton Business Investment Fund	339	0	339	-	(300)
Schools Single Status	304	(304)	-	-	-
Waste & Recycling Reserve	225	0	225	-	-
ICES Reserve	200	0	200	-	-
E&R Partnerships	195	0	195	-	(135)
Facilities Reserve	171	(171)	-	-	-
Sixth Form Reserve	129	(129)	-	-	-
Wimbledon Tennis Courts Renewal Fund	100	25	125	-	(117)
Chief Executive's Reserves	46	(46)	-	-	-
Other	137	6	143	-	-
Grants and contributions	3,609	1,193	4,801	(265)	(1,000)
<b>Sub Total</b>	<b>21,923</b>	<b>11,942</b>	<b>33,865</b>	<b>(1,563)</b>	<b>(4,318)</b>
For use in future years for budget	-	-	-	-	7,820
VAT Reserve	752	(724)	28	-	-
Budget Funding Gap 2011/12	0	0	-	-	-
Revenue Reserves for Capital / Revenuisation	8,557	(2,266)	6,291	-	(1,107)
Budget Funding Gap 2012/13 (New)	0	0	-	-	-
<b>Total for future use in budget</b>	<b>9,309</b>	<b>-2,990</b>	<b>6,319</b>	-	<b>6,713</b>
DSG Reserve	2,497	(787)	1,710	(83)	(277)
<b>Net Total</b>	<b>33,729</b>	<b>8,165</b>	<b>41,894</b>	<b>(1,646)</b>	<b>2,118</b>

Reserves 2012/13	Forecast balance at 31/3/13	Anticipated Movement to 31/3/14	Anticipated Movement to 31/3/15	Forecast balance at 31/3/15
	£'000	£'000	£'000	£'000
General Fund Reserve (including HRA)	13,975	-	-	13,975
Earmarked Reserves	27,984	(2,631)	(1,720)	23,633
HRA (available to GF once SoS closes HRA)				0
<b>Total Available General Fund revenue</b>	<b>41,959</b>	<b>(2,631)</b>	<b>(1,720)</b>	<b>37,608</b>
Add reserves for future use towards Budget	13,032			13,032
Add DSG reserve for Schools	1,400	-	0	1,400
Add Schools own reserves	12,005	-	-	12,005
<b>Revenue Reserves</b>	<b>68,397</b>	<b>(2,631)</b>	<b>(1,720)</b>	<b>64,045</b>
Capital Receipts	21,421			21,421
Capital Grants	2,296			2,296
<b>Capital</b>	<b>23,717</b>	<b>-</b>	<b>-</b>	<b>23,717</b>
<b>Reserves as per Council's accounts</b>	<b>92,114</b>	<b>(2,631)</b>	<b>(1,720)</b>	<b>87,762</b>
<b>Earmarked Reserves breakdown</b>				
Outstanding Council Programme Board Reserve	7,234	(812)	(679)	5,743
Schools PFI Fund	5,646	282	262	6,190
Insurance Reserve	2,322			2,322
Closing the budget gap	-			0
Repairs & Renewal Fund	1,750	(500)	(500)	750
Performance Reward Grant	1,038	(576)	(461)	0
Pension Fund additional contribution	1,078			1,078
Community Care Reserve	996			996
Energy renewable reserve	841			841
Local Land Charges Reserve	850	(50)		800
LABGI Reserve	282	(240)	-42	0
Schools Reserve	362	-	0	362
Apprenticeships	1,192	(101)	-197	894
Corporate Services reserve	182			182
Merton Business Investment Fund	39	(20)	-19	0
Schools Single Status	-			0
Waste & Recycling Reserve	225			225
ICES Reserve	200			200
E&R Partnerships	60	(60)		0
Facilities Reserve	-			0
Sixth Form Reserve	-			0
Wimbledon Tennis Courts Renewal Fund	8			8
Chief Executive's Reserves	-			0
Other	143			143
Grants and contributions	3,536	(554)	-83	2,899
<b>Sub Total</b>	<b>27,984</b>	<b>(2,631)</b>	<b>(1,720)</b>	<b>23,633</b>
For use in future years for budget	7,820	(2,000)	(1,000)	4,820
VAT Reserve	28	-		28
Budget Funding Gap 2011/12	-	-		0
Revenue Reserves for Capital / Revenuesation	5,184			5,184
Budget Funding Gap 2012/13 (New)	-	-		0
<b>Total for future use in budget</b>	<b>13,032</b>	<b>(2,000)</b>	<b>(1,000)</b>	<b>10,032</b>
DSG Reserve	1,350			1,400
<b>Net Total</b>	<b>42,366</b>	<b>(4,631)</b>	<b>(2,720)</b>	<b>35,065</b>

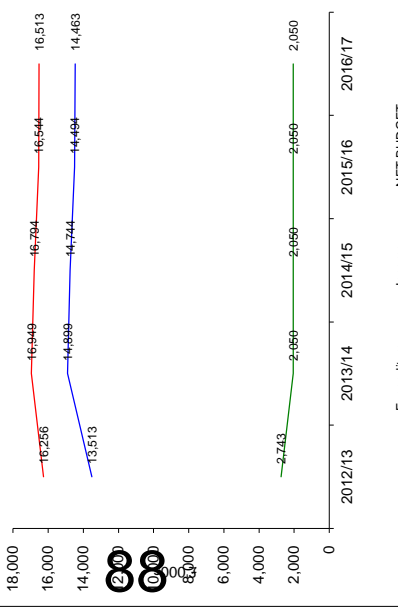
Reserves 2012/13	Anticipated Movement to 31/3/16	Forecast balance at 31/3/16	Anticipated Movement to 31/3/17	Forecast balance at 31/3/17
	£'000	£'000	£'000	£'000
General Fund Reserve (including HRA)		13,975		13,975
Earmarked Reserves	(813)	22,820	(70)	22,750
HRA (available to GF once SoS closes HRA)		0		0
<b>Total Available General Fund revenue</b>	<b>(813)</b>	<b>36,795</b>	<b>(70)</b>	<b>36,725</b>
Add reserves for future use towards Budget		13,032		13,032
Add DSG reserve for Schools	0	1,400	0	1,400
Add Schools own reserves		12,005		12,005
<b>Revenue Reserves</b>	<b>(813)</b>	<b>63,232</b>	<b>(70)</b>	<b>63,162</b>
Capital Receipts		21,421		21,421
Capital Grants		2,296		2,296
<b>Capital</b>	<b>-</b>	<b>23,717</b>	<b>-</b>	<b>23,717</b>
<b>Reserves as per Council's accounts</b>	<b>(813)</b>	<b>86,949</b>	<b>(70)</b>	<b>86,879</b>
<b>Earmarked Reserves breakdown</b>				
Outstanding Council Programme Board Reserve	(320)	5,423		5,423
Schools PFI Fund	203	6,393	180	6,573
Insurance Reserve		2,322		2,322
Closing the budget gap		0		0
Repairs & Renewal Fund	(500)	250	(250)	0
Performance Reward Grant		0		0
Pension Fund additional contribution		1,078		1,078
Community Care Reserve		996		996
Energy renewable reserve		841		841
Local Land Charges Reserve		800		800
LABGI Reserve		0		0
Schools Reserve	-	362	-	362
Apprenticeships	(196)	698		698
Corporate Services reserve		182		182
Merton Business Investment Fund		0		0
Schools Single Status		0		0
Waste & Recycling Reserve		225		225
ICES Reserve		200		200
E&R Partnerships		0		0
Facilities Reserve		0		0
Sixth Form Reserve		0		0
Wimbledon Tennis Courts Renewal Fund		8		8
Chief Executive's Reserves		0		0
Other		143		143
Grants and contributions		2,899		2,899
<b>Sub Total</b>	<b>(813)</b>	<b>22,820</b>	<b>(70)</b>	<b>22,750</b>
For use in future years for budget		4,820		4,820
VAT Reserve		28		28
Budget Funding Gap 2011/12		0		0
Revenue Reserves for Capital / Revenuesation		5,184		5,184
Budget Funding Gap 2012/13 (New)		0		0
<b>Total for future use in budget</b>	<b>-</b>	<b>10,032</b>	<b>-</b>	<b>10,032</b>
DSG Reserve		1,400		1,400
<b>Net Total</b>	<b>(813)</b>	<b>34,252</b>	<b>(70)</b>	<b>34,182</b>



# Children & Young People

Children's Social Care		PLANNING ASSUMPTIONS										Corporate strategies your service		Workforce Development
Clr Max Martin Cabinet Member for Children's Services & Clr Martin Whelton Cabinet Member for Education  Enter a concise description of your main activities/objectives below:  Children's Social Care (CSC) delivers a range of government prescribed and legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency support to those families and works at Levels 3,4 and 5 of Merton's Child and Young Person (CYP) Well-being Model. The service works with approximately 1300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education and life chances.  Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising and escalation up the model. This is the most efficient use of resources and CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every age and stage of childhood. This necessitates a strong commitment to robust thresholds which requires a quality assurance function to ensure ongoing success of the Model.  Merton has lower numbers of children subject to child protection plans and in the care system than the majority of London boroughs, as well as lower numbers of first time attendees, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families and promoting families strengths to enable them to care for their own children.  The CSC budget comprises general fund and areas of the Early Intervention Grant (Bond Road Family Support and commissioned Action for Children services).  Youth Inclusion provides a targeted service to support vulnerable young people and their parents to prevent offending and re-offending. It also supports the transforming families programme, helping targeted families to get back into work, and improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF. DRAFT VERSION 2		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		2016/17		Appendix 1	Reliance on agency Learning & Dev.		
		Anticipated demand		2012/13					2016/17					
Population Growth - Looked after children		15 - 30					Statutory / Government initiative					Anti Social Behaviour Health & Wellbeing		
Population Growth - Child Protection Plans		30 - 60					Statutory / Government initiative							
Increase in 11-19 population		50					Customer demand - external					Social Inclusion Strategy		
Increased pressure on high level targeted services due to EIP savings & statutory duty		201					Statutory / Government initiative							
Anticipated supply		201					Key drivers of supply					Community Plan		
Staff - reflects transfer of YS to Ed Adoption and Fostering		159					Economic Legal					Corp Equality Scheme		
Performance Indicator		201					Reporting cycle					LAC Strategy		
Initial assessments completed within 10 days		90%					High					Impact(s) if performance indicator not met		
Core assessments completed within 35 days		80%					High							
CP visits completed on time (child seen)		94%					High					Safeguarding issues		
Children in care adopted or receiving a Special Guardianship Order		12					High					Safeguarding issues		
CYP on Child Protection Plan for 2nd or subsequent time		10%					Low					Safeguarding issues		
NEET aged 16-19		5.5%					Low					Safeguarding issues		
YJS first time entrance		110					Low					Social exclusion		

DEPARTMENTAL BUDGET AND RESOURCES		BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD															
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
1	Embed restructuring of Children's Social Care to meet the requirements of Munro, adoption & fostering, etc	1															
2	Establish & develop Multi Agency Safeguarding Hub (MASH) in operation programme	2															
3	Deliver Transforming Families year 2	3															
4	Develop training for social workers Assessed & Supported Year in Emp	4															
5	Implementation of changes following Family Justice Review	5															
6	Review Youth Justice preventative service	6															
7		7															
8		8															
9		9															
10		10															
Revenue Budget £'000s		2012/13	2013/14	2014/15	2015/16	2016/17	ACTIONS AND SAVINGS										
Expenditure	16,256	16,949	16,794	16,544	16,513												
Income	9,178	10,356	10,208	9,981	9,894												
Net Budget	7,078	6,593	6,586	6,563	6,619												
Government grants	1,978	1,063	1,063	1,063	1,063												
Other reimbursements	694	749	749	749	749												
Customer and client receipts	71	71	71	71	71												
Reserves	167	167	167	167	167												
Capital Funded	13,513	14,899	14,744	14,494	14,463												
NET BUDGET	2,743	2,050	2,050	2,050	2,050												
Capital Budget	249																



Finance Comments (Capital Budget or otherwise)

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT						
PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Score
			Select up to 3 services	Sustainability	Likelihood	
<p><b>Children's Social Care</b></p> <p><b>PROJECT DESCRIPTION</b></p> <p>2013/14 Embed restructuring of Children's Social Care to meet the requirements of Munro, adoption &amp; fostering, etc</p> <p>Amalgamate existing CIN &amp; LAC teams into single Core Assessment Team, with single assessment framework &amp; expert SIV role. Expand capacity of Vulnerable Children Team to increase safeguarding role &amp; casework for school age children, working closely with extended Early Years Service in relation to children aged 0-5. Related also to project 2 below.</p> <p>2013/14 Deliver Transforming Families year 2 programme</p>	To meet legislative requirements	Equality analysis to be undertaken	Children's Social Care - positive impact	Not applicable	3	9
<p>2013/14 Develop &amp; incrementally operationalise a Merton Multi-Agency Safeguarding Hub (MASH) by March 2013, &amp; ongoing. MASH will increase multi-agency information sharing &amp; decision-making to identify children at risk of significant harm, &amp; to provide timely services to children in need to prevent escalation into statutory services.</p>	To meet legislative requirements	Equality analysis to be undertaken	Early Years - positive impact	Not applicable	3	9
<p>2013/16 Deliver Transforming Families year 2 programme</p> <p>Continued implementation of TF programme, and claiming of performance based grant funding. Implementation of TF exit strategy &amp; realigning TF team into CSF family intervention for the future.</p>	To meet legislative requirements	Equality analysis to be undertaken	Children's Social Care - positive impact	Not applicable	2	6
<p>2013/14 Develop training for social workers Assessed &amp; Supported Year in Emp</p> <p>Bespoke post qualifying training for newly qualified social work staff under the new Assisted &amp; Supported Year in Employment (ASYE) scheme.</p>	To meet legislative requirements	Equality analysis to be undertaken	Early Years - positive impact	Not applicable	2	6
<p>2013/14 Implementation of changes following Family Justice Review</p> <p>Modernisation of family justice system to reduce the average time taken to conclude proceedings from 13 months to 6. Will require a significant shift in how we conduct business in future.</p>	To meet legislative requirements	Equality analysis to be undertaken	Schools, Standards and Quality - positive impact	Not applicable	3	9
<p>2013/16 Review Youth Justice preventative service</p> <p>Although this project will sit within CSP, some early intervention services are commissioned through the voluntary sector via CSC. These services are to be re-commissioned to create an all age threshold service as part of a cross-cutting project that affects all CSF divisions.</p>	To meet legislative requirements	Equality analysis to be undertaken	Children's Social Care - positive impact	Not applicable	3	9
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0

**APPENDIX 1**

Commissioning, Strategy and Performance				PLANNING ASSUMPTIONS				Corporate strategies your service			
Clr Maxi Martin Cabinet Member for Childrens Services & Clr Martin Whelton Cabinet Member for Education				2012/13				2015/16			
Enter a concise description of your main activities/objectives below:				2013/14				2016/17			
The Commissioning, Strategy and Performance Division provides strategic services for the Children, Schools and Families Department (CSF):				2013/14				2016/17			
<ul style="list-style-type: none"> <li>Policy, planning and performance management;</li> <li>Commissioning, procurement and contract monitoring;</li> <li>Access to resources for looked after children/pupils with Special Educational Needs;</li> <li>Pupil, place planning;</li> <li>School admissions;</li> <li>School expansion and overall CSF capital programme management;</li> <li>Some departmental business support.</li> </ul>				2013/14				2016/17			
<p>Main activities include:</p> <ul style="list-style-type: none"> <li>(i) leading on strategic and operational planning for CSF;</li> <li>(ii) leading on local Children's Trust and partnership development;</li> <li>(iii) production of management information for internal and external reporting inc performance management and statutory returns;</li> <li>(iv) production of policy documents and procedural guidance for professional staff;</li> <li>(v) leading on joint commissioning with partners;</li> <li>(vi) managing schools Private Finance Initiative and other service contracts;</li> <li>(vii) procuring placements for looked after children/pupils with SEN;</li> <li>(viii) planning sufficient school places;</li> <li>(ix) co-ordination of pupil admissions to Merton schools;</li> <li>(x) project managing school expansions and other capital schemes.</li> </ul>				2013/14				2016/17			
DRAFT VERSION 2				2013/14				2016/17			

DEPARTMENTAL BUDGET AND RESOURCES									
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1	15,140	15,080	14,813	14,796	14,829				
2	2,238	2,281	2,232	2,234	2,235				
3	137	138	139	140	141				
4	33	37	37	37	37				
5	6,159	5,788	5,550	5,511	5,522				
6	6,083	6,346	6,365	6,384	6,403				
7	490	490	490	490	490				
8									
9									
10									

BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1	Progress existing capital schemes & provide additional FEs in primary schools as expansion strategy	1	2	3	4	5	6	7	8
2	Implement new Parenting Strategy	1	2	3	4	5	6	7	8
3	Develop and implement internal SLAs with CSF operational services	1	2	3	4	5	6	7	8
4	Develop and implement strategy for establishing CSF commissioning unit	1	2	3	4	5	6	7	8
5	Further development of departmental continuous improvement strategy	1	2	3	4	5	6	7	8
6	Implement in-house foster carer recruitment strategy and other sufficiency gaps for LAC placements	1	2	3	4	5	6	7	8
7	Develop function of new schools forum arrangements in line with MEP developments	1	2	3	4	5	6	7	8
8		1	2	3	4	5	6	7	8
9		1	2	3	4	5	6	7	8
10		1	2	3	4	5	6	7	8

ACTIONS AND SAVINGS									
Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Expenditure	15,140	15,080	14,813	14,796	14,829				
Employees	2,238	2,281	2,232	2,234	2,235				
Premises	137	138	139	140	141				
Transport	33	37	37	37	37				
Supplies and Services	6,159	5,788	5,550	5,511	5,522				
3rd party payments	6,083	6,346	6,365	6,384	6,403				
Support services	490	490	490	490	490				
Depreciation									
Income	3,091	2,703	2,703	2,703	2,703				
Government grants	885	640	640	640	640				
Other reimbursements	156	117	117	117	117				
Customer and client receipts	1,950	1,946	1,946	1,946	1,946				
Reserves									
Capital Funded									
NET BUDGET	12,049	12,377	12,110	12,093	12,126				
Capital Budget									

Finance Comments (Capital Budget or otherwise)

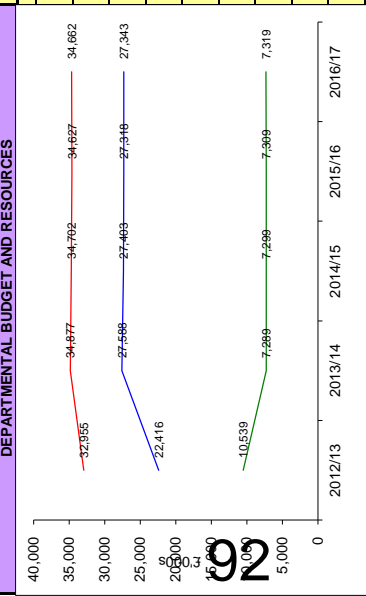
DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
APPENDIX 1									
PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Impact	Score	
			Select up to 3 services						
2013/17 Commissioning, Strategy and Performance PROJECT DESCRIPTION 2013/17 Progress existing capital schemes & provide additional FEs in primary schools as necessary	To meet legislative requirements	Equality analysis to be undertaken	Development and Building Control - negative impact Schools, Standards and Quality - positive impact Select a service	Impact on building emissions	3	3	9		
2013/17 Implementation of secondary school expansion strategy	To meet legislative requirements	Equality analysis to be undertaken	Development and Building Control - negative impact Schools, Standards and Quality - positive impact Select a service	Impact on building emissions	3	3	9		
2013/14 Embed new Early Intervention Strategy & complete procurement of new 3rd party EIP services	Improved resident well being	Equality analysis to be undertaken	Human Resources - negative impact Commercial and Procurement - negative impact Select a service	Not applicable	3	3	9		
2013/14 Implement new Parenting Strategy	Improved resident well being	Equality analysis to be undertaken	Children's Social Care - positive impact Select a service Select a service Select a service	Not applicable	2	2	4		
2013/14 Develop & implement Internal SLAs with CSF operational services	More efficient way of working	No impact	Select a service Select a service Select a service	Not applicable	2	2	4		
2013/14 Develop and implement strategy to establish CSF commissioning unit	More efficient way of working	No impact	Children's Social Care - positive impact Early Years - positive impact Youth and Inclusion - positive impact	Not applicable	2	2	4		
2013/14 Further development of departmental continuous improvement strategy	More efficient way of working	No impact	Children's Social Care - positive impact Early Years - positive impact Youth and Inclusion - positive impact	Not applicable	2	2	4		
2013/14 Implement in-house foster carer recruitment strategy and other sufficiency gaps for LAC placements	Improved resident well being	Equality analysis to be undertaken	Children's Social Care - positive impact Select a service Select a service	Not applicable	2	2	4		
2013/14 PFI 1.5 year review	More efficient way of working	No impact	Schools, Standards and Quality - positive impact Select a service Select a service	Not applicable	4	2	8		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0		

Corporate strategies your service	2012/13	2013/14	2014/15	2015/16	2016/17	2016/17	Workforce Development
Childcare Volunteering	459	502	530	569	501	501	Learning & Dev.
Community Plan							Turnover
Corp Equality Scheme							Sickness
Performance Management Framework							Select
Social Inclusion Strategy							Select
LAC Strategy							Select
Youth crime							Select
Family Poverty							Select
Health & Wellbeing							Select

Anticipated demand	PLANNING ASSUMPTIONS					Key drivers of demand	2016/17	2016/17
	2012/13	2013/14	2014/15	2015/16	2016/17			
Forecast increase in population 5-15	459	502	530	569	501	Customer demand - external		
Increase in compulsory education to 18	2000					Statutory / Government initiative		
Forecast increase in targeted SEND services	247	214	119	58	(57)	Customer demand - external		
Forecast increase in population 0-4	191	228	228	228	228	Key drivers of supply		
Anticipated supply						Economic		
Start (FTE)						Economic		
School to School support						Economic		
Voluntary Services						Economic		
Voluntary Services						Economic		
Performance Indicator	2012/13	2013/14	2014/15	2015/16	2016/17	Reporting cycle	2016/17	Impact(s) if performance indicator not met
5 GCSE A-C including English and maths	62%	64%	66%	to be reviewed	to be reviewed	Annual	High	Reputational risk
% outcome of schools Ofsted inspections good or outstanding	75%	77%	79%	80%	82%	Monthly	High	Inspection outcomes
L4 English and maths at KS2	78%	80%	82%	84%	85%	Annual	High	Reputational risk
Provision of short breaks	520	520	520	520	520	Quarterly	High	Increased costs
ALSEN statements issued in 26 weeks	95%	95%	95%	to be reviewed	to be reviewed	Quarterly	High	Breach statutory duty
EY Foundation Stage Profile	63%	65%	67%	69%	70%	Annual	High	Reputational risk
Good or outstanding childminding per Ofsted	67%	69%	71%	73%	75%	Annual	High	Increased costs
Good or outstanding children's centres per Ofsted	100%	100%	100%	100%	100%	Quarterly	High	Inspection outcomes
Youth Service participation rate	1,800	2,000	2,300	2,300	2,300	Annual	High	Select impact

Project	BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1	Improving pupil outcomes at KS2 & KS4	1	Improving pupil outcomes at KS2 & KS4	1	Improving pupil outcomes at KS2 & KS4	1	Improving pupil outcomes at KS2 & KS4	1	Improving pupil outcomes at KS2 & KS4	1
2	Development of Merton Education Partnership - ongoing	2	Development of Merton Education Partnership - ongoing	2	Development of Merton Education Partnership - ongoing	2	Development of Merton Education Partnership - ongoing	2	Development of Merton Education Partnership - ongoing	2
3	School Improvement business development, marketing & income generation	3	Business development, marketing & income generation - ongoing	3	Business development, marketing & income generation - ongoing	3	Business development, marketing & income generation - ongoing	3	Business development, marketing & income generation - ongoing	3
4	Provision of 2-year old places	4	Continued rollout	4	Continued rollout	4	Continued rollout	4	Continued rollout	4
5	Locality model for Children's Centres	5	Locality model for Children's Centres	5	Locality model for Children's Centres	5	Locality model for Children's Centres	5	Locality model for Children's Centres	5
6	Implementation of requirements of Children & Families Bill	6	Implementation of requirements of Children & Families legislation	6	Implementation of requirements of Children & Families legislation	6	Implementation of requirements of Children & Families legislation	6	Implementation of requirements of Children & Families legislation	6
7	Integrated SEND working & transitions	7	Integrated SEND working & transitions	7	Integrated SEND working & transitions	7	Integrated SEND working & transitions	7	Integrated SEND working & transitions	7
8	Development of AHEAD & linked provision	8	Development of AHEAD & linked provision	8	Development of AHEAD & linked provision	8	Development of AHEAD & linked provision	8	Development of AHEAD & linked provision	8
9	Youth Transformation Phases 2 & 3	9	Youth Transformation Phase 2	9	Youth Transformation Phase 2	9	Youth Transformation Phase 2	9	Youth Transformation Phase 2	9
10		10		10		10		10		10

Revenue Budget £'000s	ACTIONS AND SAVINGS					2016/17
	2013/14	2014/15	2015/16	2016/17	2017/18	
Employees	32,955	34,877	34,702	34,627	34,662	-10
Premises	8,338	8,999	8,942	8,934	8,926	-60
Transport	375	392	395	399	402	-140
Supplies and Services	11,885	12,770	12,783	12,797	12,810	-30
3rd party payments	7,396	7,948	7,948	7,938	7,968	-70
Support services	1,603	1,603	1,603	1,603	1,603	
Depreciation	234	48	48	48	48	
Transfer Payments	1	1	1	1	1	
<b>Income</b>	<b>10,539</b>	<b>7,289</b>	<b>7,289</b>	<b>7,309</b>	<b>7,319</b>	
Government grants	6,417	2,261	2,261	2,261	2,261	
Other reimbursements	2,375	2,862	2,862	2,862	2,862	
Customer and client receipts	1,747	2,146	2,156	2,166	2,176	
Reserves						
Capital Funded						
<b>NET BUDGET</b>	<b>22,416</b>	<b>27,588</b>	<b>27,403</b>	<b>27,318</b>	<b>27,343</b>	
<b>Capital Budget</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	
Primary	23,929	25,015	16,940	10,240	5,450	
Secondary	50	100	800	1,550	22,600	
Other	6,262	1,162	400	400	400	



DEPARTMENTAL BUDGET AND RESOURCES

Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9	9
10	10	10	10	10	10	10	10	10	10	10

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT								
Education	PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Score	
				Select up to 3 services	Sustainability	Likelihood		
1	2013/17 Improving pupil outcomes at KS2 & KS4 Ongoing work with schools. Challenge & support, monitoring & feedback, including re-Ofsted, Training & collaboration.	Improved resident well being	Equality analysis to be undertaken	Children's Social Care - positive impact Special Educational Needs - positive impact Whole organisation - positive impact	Not applicable	2	3	6
2	2013/17 Development of Merton Education Partnership - ongoing Ongoing development of partnership with schools, including new Ofsted requirements, developing new curricula, Merton Leaders of Education Programme, Work with Teaching Schools.	Improved resident well being	Equality analysis to be undertaken	Whole organisation - positive impact Early Years - positive impact Special Educational Needs - positive impact	Not applicable	2	2	4
3	2013/15 School Improvement business development, marketing & income generation More commercial approach to SSQ services, and move to a sharper SLA based charging process, to facilitate provision to other organisations & to generate income.	Income generation	No impact	Whole organisation - positive impact Select a service Select a service	Not applicable	4	2	8
4	2013/16 Provision of 2-year old places To meet legislative requirements - places identified. Stage 2 is EYFS rollout & develop further 300 places.	Improved resident well being	Equality analysis to be undertaken	Early Years - positive impact Children's Social Care - positive impact Special Educational Needs - positive impact	Not applicable	2	3	6
5	2013/16 Locality model for Children's Centres To reorganise provision to maximise outcomes within available funding. Service realignment & increasingly targeted provision.	More efficient way of working	Equality analysis to be undertaken	Early Years - negative impact Children's Social Care - negative impact Select a service	Not applicable	4	3	12
6	2013/16 Implementation of requirements of Children & Families Bill Following on from White Paper set up to meet new legislative requirements including EHCP.	To meet legislative requirements	Equality analysis to be undertaken	Schools, Standards and Quality - positive impact Special Educational Needs - positive impact Children's Social Care - positive impact	Not applicable	3	3	9
7	2013/16 Integrated SEND working & transitions Including addressing new statutory duty for age 19-25. Develop plan & manage process within available funding streams.	Improved resident well being	Equality analysis to be undertaken	Schools, Standards and Quality - positive impact Special Educational Needs - positive impact Children's Social Care - positive impact	Not applicable	3	3	9
8	2013/15 Development of AllEd & linked provision Review of AllEd provision for vulnerable pupils. New commissioning arrangements for wraparound service.	Improved resident well being	Equality analysis to be undertaken	Schools, Standards and Quality - positive impact Special Educational Needs - positive impact Children's Social Care - positive impact	Not applicable	2	3	6
9	2013/16 Youth Transformation Phases 2 & 3 Roll out of 3 localities - Morden, Wimbledon, Mitcham - with VS leadership	Improved resident well being	Equality analysis to be undertaken	Safer Merton - positive impact Schools, Standards and Quality - positive impact Select a service Select a service	Not applicable	4	3	12
10	2013/14, 2014/15 2015/16 2016/17 Select one major outcome	Select one major outcome	Select one	Select a service Select a service Select a service Select a service	Select one	0	0	0

## APPENDIX 1

This Page Is Intentionally Blank



# Healthier Communities & Older People

## APPENDIX 1

This Page Is Intentionally Blank

APPENDIX 1

Adult Social Care		PLANNING ASSUMPTIONS										Corporate strategies your service contributes to		Workforce Development						
CIL Linda Kirby Cabinet Member for Adult Social Care & Health		Key drivers of demand										Voluntary Sector Strategy		Learning & Dev.						
Enter a concise description of your main activities/objectives below:		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Transformation Programme: The service will focus on inputs that prevent people crossing the threshold into services and/or which prevent a longer term need for ongoing support. Where long-term support is required, the priority will be to enable individuals to access services that keep them safe & well and provide support for carers. Underlying this will be a focus on minimising waste in processes. The service will work in partnership with the Sutton & Merton NHS to enable both organisations to meet evidence-based outcomes. We will expect individuals to take responsibility for their own lives as much as possible and to maximise their own resources. The purpose of this service plan is to enable access to care and support for people who require it as defined in legislation and Merton's eligibility criteria. The principle of self directed support underpins this.		6,513	6,630	6,729	6,829	6,920	7,000	7,080	7,160	7,240	7,320	7,400	7,480	7,560	7,640	7,720	7,800	7,880	7,960	8,040
No. of people requiring services		2,400	2,400	2,400	2,500	2,500	2,600	2,600	2,700	2,700	2,800	2,800	2,900	2,900	3,000	3,000	3,100	3,100	3,200	3,200
People aged 65-89		1,600	1,700	1,800	1,800	1,900	1,900	2,000	2,000	2,100	2,100	2,200	2,200	2,300	2,300	2,400	2,400	2,500	2,500	2,600
People aged 90+		1,960	1,960	1,960	2,022	2,047	2,047	2,047	2,047	2,047	2,047	2,047	2,047	2,047	2,047	2,047	2,047	2,047	2,047	2,047
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440	438	438	438	438	438	438	438	438	438	438	438	438	438	438	438
No. of people aged 65+ with dementia		431	444	440	440															

# APPENDIX 1

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT							
PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities undertaken	IMPACT ON: Select up to 3 services			Risk Impact	Score
			Sustainability	Likelihood	Impact		
<p>Adult Social Care</p> <p>2013/14 0% inflation uplift 2014/15 0% inflation uplift 2015/16 2016/17</p> <p>0% inflation uplift to third party suppliers (successfully implemented over last two years). This will become more difficult to deliver the longer the period.</p>	To meet budget savings	Equality analysis undertaken	Legal Services - negative impact Select a service Select a service	Not applicable	6	3	18
<p>2013/14 De-registration of residential care. Ordinary Residence. 2014/15 De-registration of residential care. Ordinary Residence 2015/16 2016/17</p> <p>De-registration of residential care homes in borough will generate savings as a Supported Living model enables customers to claim housing benefits. Ordinary Residence is where a host authority is responsible for the funding of an individual living in supported living in their area. Savings have been generated in 2012-13 as funding responsibility has been transferred to host authorities for a number of customers originating from LBM.</p>	To meet budget savings	Equality analysis undertaken	Legal Services - negative impact Select a service Select a service	Not applicable	5	3	15
<p>2013/14 Optimise use of Shared Lives; Restructuring Supporting People 2014/15 Optimise use of Shared Lives; Restructuring Supporting People 2015/16 2016/17</p> <p>Maximising the use of Shared Lives, a supported living model, will provide savings in relation to residential care. Historically the customer group is MH customers, the scheme is being enhanced to enable take up by other customer groups such as LD. Supporting People funding is no longer ring-fenced. There are opportunities to fundamentally restructure &amp; refocus the use of SP services and generate savings.</p>	To meet budget savings	Equality analysis undertaken	Housing Needs and Enabling Services - positive impact Housing Benefits - negative impact Children's Social Care - negative impact	Not applicable	4	3	12
<p>2013/14 Optimise telecare usage 2014/15 Optimise telecare usage 2015/16 2016/17</p> <p>Optimise the use of telecare and assistive technologies to provide a more cost effective alternative to domiciliary care and other forms of intervention.</p>	To meet budget savings	Equality analysis undertaken	Select a service Select a service Select a service	Not applicable	4	3	12
<p>2013/14 Optimise block and spot contracts 2014/15 Optimise block and spot contracts 2015/16 2016/17</p> <p>Optimising the use of block and spot contracts. Standardising rates through the development of an Approved Provider List will generate savings.</p>	To meet budget savings	Equality analysis undertaken	Select a service Select a service Select a service	Not applicable	4	2	8
<p>2013/14 Care Fund Calculator 2014/15 Care Fund Calculator 2015/16 2016/17</p> <p>The costs of some long-term placements for people with learning disabilities and physical disabilities are very high. Using the Care Funding Calculator, a well established financial modelling tool, can assist with the renegotiation or initial negotiation of these high cost packages and generate savings.</p>	To meet budget savings	Equality analysis undertaken	Select a service Select a service Select a service	Not applicable	4	2	8
<p>2013/14 Transport 2014/15 Transport 2015/16 2016/17</p> <p>Reducing usage by implementing eligibility criteria for provision of council-funded transport for the number of tickets held by customers and setting best practice for service. As there are savings to be made, the transport review, proposed savings levels may change following conclusion of that review.</p>	To meet budget savings	Equality analysis undertaken	Transport - negative impact Select a service Select a service	Not applicable	4	3	12
<p>2013/14 Transitions 2014/15 Transitions 2015/16 2016/17</p> <p>Reducing the cost of support for young people transitioning from Children's Social Care to Adult Social Care</p>	To meet budget savings	Equality analysis undertaken	Children's Social Care - negative impact Housing Benefits - negative impact Select a service	Not applicable	3	3	9
<p>2013/14 Monitoring high value (1-co-1) and high cost placements 2014/15 Monitoring high value (1-co-1) and high cost placements 2015/16 2016/17</p> <p>Reduction and monitoring of high value/high cost placements</p>	To meet budget savings	Equality analysis undertaken	Legal Services - negative impact Select a service Select a service	Not applicable	4	3	12
<p>2013/14 Optimise block and spot contracts (additional ASC39) 2014/15 2015/16 2016/17</p> <p>Optimising the use of block and spot contracts. Standardising rates through the development of an Approved Provider List will generate savings (additional - ASC38)</p>	To meet budget savings	Equality analysis to be undertaken	Select a service Select a service Select a service	Not applicable	4	2	8

SERVICE:	ADULT SOCIAL CARE										
	FURTHER PLANNING ASSUMPTIONS										
	BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS					2016/17					
2013/14		2014/15		2015/16		2016/17					
11	Fanon & Imagine MH contract (ASC35)	11		11		11		11			
12	CADLs (complex equipment) - (ASC36)	12		12		12		12			
13	Brokerage Efficiencies (ASC34); Mental Health Placements (ASC42)	13	Mental Health Placements (ASC54); Brokerage Efficiency Savings (CH03)	13	Brokerage Efficiency Savings (CH03)	13	Brokerage Efficiency Savings (CH03)	13	Brokerage Efficiency Savings (CH03)		
14		14	Restructuring Supporting People (CH11)	14		14		14			
15		15	Voluntary Sector grants - reduction in infrastructure (ASC51)	15		15		15			
16		16	Voluntary Organisations - SLA reduction (CH06)	16		16		16			
17		17	Commissioning management restructure (ASC52)	17		17		17			
18	Procurement Efficiencies (ASC43)	18	Procurement Efficiencies (ASC55)	18	Procurement Opportunities (CH10)	18	Procurement Opportunities (CH10)	18	Procurement Opportunities (CH10)		
19		19	Meals on wheels contract saving (ASC53)	19		19		19			
20		20	Remodelling of reablement service (ASC44)	20		20		20			

**ACTION PLAN**

MAJOR EXPECTED OUTCOME		EQUALITIES		OTHER SERVICES (maximum of 3)		SUSTAINABILITY		LIKELIHOOD		RISK IMPACT		SCORE	
Project 11	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	2	1	2	1	2	2
Project 12	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	3	1	3	1	3	3
Project 13	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	4	2	4	2	4	8
Project 14	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	4	2	4	2	4	8
Project 15	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	4	2	4	2	4	8
Project 16	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	4	2	4	2	4	8
Project 17	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	3	1	3	1	3	3
Project 18	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	4	2	4	2	4	8
Project 19	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	4	2	4	2	4	8
Project 20	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	4	2	4	2	4	8

65

SERVICE:		FURTHER PLANNING ASSUMPTIONS										
Adult Social Care		BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS					APPENDIX 1					
		2013/14		2014/15		2015/16		2016/17				
		21	22	23	24	25	26	27	28	29	30	
		21	22	23	24	25	26	27	28	29	30	
		Reablement (outcome - care packages) - ASC45	Promoting Independence (CH02)	Reviewed Service Packages (ASC39)	Care-tech contract budget reduction (ASC37)	Monitoring high value (1:1) and high cost placements (domiciliary) (ASC40)	Additional Reablement Funding (PCT) - (ASC47)	Access & Assessment staffing restructure (ASC48 and CH04)	Transport efficiencies/Transport (ASC49 and CH08)	Direct Provisions - staffing restructure (CH07 and ASC50)	Below inflation uplift to third party suppliers (CH01)	
		21	22	23	24	25	26	27	28	29	30	
		Reablement (outcome - care packages) - ASC45	Promoting Independence (CH02)	Reviewed Service Packages (ASC46)							Below inflation uplift to third party suppliers (CH01)	
		21	22	23	24	25	26	27	28	29	30	
		Promoting Independence (CH02)									Below inflation uplift to third party suppliers (CH01)	
		21	22	23	24	25	26	27	28	29	30	
		Revised Service Packages (ASC46)									Below inflation uplift to third party suppliers (CH01)	
		21	22	23	24	25	26	27	28	29	30	
		Revised Service Packages (ASC46)									Below inflation uplift to third party suppliers (CH01)	
		21	22	23	24	25	26	27	28	29	30	
		Care-tech contract budget reduction (ASC37)									Below inflation uplift to third party suppliers (CH01)	
		21	22	23	24	25	26	27	28	29	30	
		Monitoring high value (1:1) and high cost placements (domiciliary) (ASC40)									Below inflation uplift to third party suppliers (CH01)	
		21	22	23	24	25	26	27	28	29	30	
		Additional Reablement Funding (PCT) - (ASC47)									Below inflation uplift to third party suppliers (CH01)	
		21	22	23	24	25	26	27	28	29	30	
		Access & Assessment staffing restructure (ASC48 and CH04)									Below inflation uplift to third party suppliers (CH01)	
		21	22	23	24	25	26	27	28	29	30	
		Transport efficiencies/Transport (ASC49 and CH08)									Below inflation uplift to third party suppliers (CH01)	
		21	22	23	24	25	26	27	28	29	30	
		Direct Provisions - staffing restructure (CH07 and ASC50)									Below inflation uplift to third party suppliers (CH01)	
		21	22	23	24	25	26	27	28	29	30	
		Below inflation uplift to third party suppliers (CH01)									Below inflation uplift to third party suppliers (CH01)	
ACTION PLAN												
DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT												
MAJOR EXPECTED OUTCOME		Equalities			Other services (maximum of 3)			Sustainability		Risk Impact		Score
Project 21	Reduced reablement outcome care packages	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	4	3	12	
Project 22	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enabled to regain and main independence.	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	4	2	8	
Project 23	Review of care packages with a view to an overall average reduction in line with promoting independence.	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	4	3	12	
Project 24	Current budget for servicing hoists to be reduced.	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	2	2	4	
Project 25	Monitoring high value (1:1) and high cost placements (Domiciliary).	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	5	3	15	
Project 26	Additional one-off funding from PCT to support health related social care services.	To meet budget savings	No impact	No impact	No impact	Select a service	Select a service	Not applicable	3	2	6	
Project 27	Access and Assessment - staffing restructure.	To meet budget savings	Select one	Select one	No impact	Select a service	Select a service	Not applicable	4	2	8	
Project 28	Day service staff to become responsible for collecting customers and taking them home.	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	3	2	6	
Project 29	Direct Provisions - staffing restructure.	To meet budget savings	Select one	Select one	No impact	Select a service	Select a service	Not applicable	3	2	6	
Project 30	Continue the below inflation uplift. This will be a total of 7 years at 0% or below inflation uplift.	To meet budget savings	Equality analysis to be undertaken	Equality analysis to be undertaken	No impact	Select a service	Select a service	Not applicable	6	3	18	



## APPENDIX 1

This Page Is Intentionally Blank



# Overview & Scrutiny



DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
APPENDIX 1									
Business Improvement									
PROJECT DESCRIPTION									
MAJOR EXPECTED OUTCOME									
EQUALITIES									
IMPACT ON: Select up to 3 services									
Sustainability									
Likelihood									
Risk Impact									
Score									
2013/14 PVR Programme 2014/15 PVR Programme 2015/16 PVR Programme 2016/17	Coordinate and lead 3-year programme of Public Value Reviews for all services.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 IT strategy (refresh) 2014/15 IT strategy 2015/16 IT strategy 2016/17 IT Strategy	Refresh the IT strategy to ensure fit for purpose to support and enable delivery of TOMs and drive delivery against Merton 2015 and then coordinate and lead on delivery.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 Customer Contact Programme 2014/15 Customer Contact Programme 2015/16 Customer Contact Programme 2016/17	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 GIS Strategy 2014/15 GIS Strategy 2015/16 2016/17	Review and implement GIS Strategy to support CC Programme.	Improved customer satisfaction	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 Electronic Document and Records Management System 2014/15 Electronic Document and Record Management System 2015/16 2016/17	Secure support for and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 Service review and improvement programme 2014/15 Service review and improvement programme 2015/16 Service review and improvement programme 2016/17	Proactive and reactive service reviews - under the direction of M2015B and CMT - to ensure business processes are efficient and customer-focused.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 System Architecture Design 2014/15 System Architecture Implementation 2015/16 System Architecture Implementation 2016/17	Plan and define systems architecture and implement; incorporates establishing appropriate governance to manage and control implementation and maintenance.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - negative impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 Portfolio design and implementation 2014/15 2015/16 2016/17	Clarify cross-cutting programmes and projects for governance by the Merton 2015 Board and ensure appropriate monitoring and control is in place to provide assurance on delivery and achievement of benefits.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - neutral impact Select a service Select a service	Not applicable	0	0	0	0
2013/14 2014/15 2015/16 2016/17		Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	0
2013/14 2014/15 2015/16 2016/17		Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0	0	0



DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Corporate Governance									
APPENDIX 1									
PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Risk		Score	
			Select up to 3 services	Sustainability	Likelihood	Impact			
1 2013/14 Implement new committee administration package 2014/15 2015/16 2016/17 Ensure that new system is fully embedded and staff trained for full implementation following annual Council meeting in May 2013	More efficient way of working	No impact	Whole organisation - positive impact Select a service Select a service	Not applicable	1	1	1	1	
2 2013/14 Prepare for new intake of Councillors 2014/15 Support new intake of Councillors 2015/16 2016/17 To prepare information and support for new intake of councillors following May 2014 council elections. To ensure smooth introduction of any consequent changes to decision making structure or process.	Improved customer satisfaction	Equality analysis to be undertaken	Whole organisation - positive impact Select a service Select a service	Community outreach	1	1	1	1	
3 2013/14 Full compliance with the Transparency agenda 2014/15 2015/16 2016/17 Undertake audit to ensure full compliance	To meet legislative requirements	No impact	Whole organisation - positive impact Select a service Select a service	Not applicable	3	1	1	3	
4 2013/14 Introduce more proactive fraud tests in internal audit work 2014/15 2015/16 2016/17 to be included in Internal Audit work programmes and audit testing	Improved reputation	No impact	Whole organisation - positive impact Investigations - positive impact Select a service	Not applicable	3	2	2	6	
5 2013/14 Cross cutting audits relating to procurement and other matters 2014/15 2015/16 2016/17 Internal Audit reviews to include cross cutting reviews of areas such as procurement, risk management etc	More efficient way of working	No impact	Whole organisation - positive impact Procurement - positive impact Select a service	Not applicable	3	1	1	3	
6 2013/14 Prepare for individual electoral registration (IER) / data test matching 2014/15 Start of implementing of IER / data matchin 2015/16 First canvass fully under IER 2016/17 Full IER	To meet legislative requirements	Equality analysis to be undertaken	Local Taxation - negative impact Parking - negative impact IT Service delivery - negative impact	Not applicable	1	3	3	3	
7 2013/14 Prepare for 2014 council and European parliamentary elections 2014/15 Administer 2014 council and European parliamentary elections 2015/16 2016/17	To meet legislative requirements	No impact	Communications - negative impact Democracy Services - negative impact Merton Link and Contact Centre - negative impact	Not applicable	1	3	3	3	
8 2013/14 Move to a web based accident reporting system 2014/15 2015/16 2016/17 Introduction of a web based accident reporting system to improve reporting and preventative measures implemented. This will be shared with Sutton and Kingston as part of the Trinity project outcomes and will allow us to benchmark in the future	More efficient way of working	No impact	Whole organisation - positive impact Select a service Select a service	Not applicable	4	2	2	8	
9 2013/14 Increase scope of Asbestos compliance 2014/15 2015/16 2016/17 To include all corporate premises and schools	More efficient way of working	No impact	Whole organisation - positive impact Select a service Select a service	Not applicable	3	3	3	9	
10 2013/14 Prepare for new working arrangements under Single Fraud Initiative 2014/15 single fraud investigative service 2015/16 2016/17	To meet legislative requirements	No impact	Whole organisation - positive impact Select a service Select a service	Not applicable	2	2	2	4	

Customer Services											
Cllr Mark Betteridge Cabinet Member for Performance & Implementation											
Enter a concise description of your main activities/objectives below:											
<p>There are 5 core services:</p> <p><b>Local Taxation</b> - responsible for Council Tax &amp; Business Rates collection, Debt recovery &amp; Bailiff collection services;</p> <p><b>Housing Benefit</b> - responsible for administering housing and council tax benefit schemes &amp; identification and prevention of fraud;</p> <p><b>Merton Link</b> - first point of contact for most council customers &amp; visitors, through either face to face or via telephone - also provide Translation Services;</p> <p><b>Registrars</b> - responsible for registration of births &amp; deaths, marriages &amp; civil partnerships, citizenship ceremonies &amp; nationality services;</p> <p><b>Communications</b> - 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.</p>											
DRAFT VERSION 2											

DEPARTMENTAL BUDGET AND RESOURCES											
BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD											
Project	2013/14	2013/14	2013/14	2013/14	2013/14	2013/14	2013/14	2013/14	2013/14	2013/14	2013/14
Project	2014/15	2014/15	2014/15	2014/15	2014/15	2014/15	2014/15	2014/15	2014/15	2014/15	2014/15
Project	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16	2015/16
Project	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17
1	Customer Service Review	Customer Service Review	Customer Service Review	Customer Service Review	Customer Service Review	Customer Service Review	Customer Service Review	Customer Service Review	Customer Service Review	Customer Service Review	Customer Service Review
2	Improve access to online services	Improve access to online services	Improve access to online services	Improve access to online services	Improve access to online services	Improve access to online services	Improve access to online services	Improve access to online services	Improve access to online services	Improve access to online services	Improve access to online services
3	First call resolution software	First call resolution software	First call resolution software	First call resolution software	First call resolution software	First call resolution software	First call resolution software	First call resolution software	First call resolution software	First call resolution software	First call resolution software
4	Localism agenda for business rates	Localism agenda for business rates	Localism agenda for business rates	Localism agenda for business rates	Localism agenda for business rates	Localism agenda for business rates	Localism agenda for business rates	Localism agenda for business rates	Localism agenda for business rates	Localism agenda for business rates	Localism agenda for business rates
5	Council Tax discounts/exemptions	Council Tax discounts/exemptions	Council Tax discounts/exemptions	Council Tax discounts/exemptions	Council Tax discounts/exemptions	Council Tax discounts/exemptions	Council Tax discounts/exemptions	Council Tax discounts/exemptions	Council Tax discounts/exemptions	Council Tax discounts/exemptions	Council Tax discounts/exemptions
6	Council tax support scheme	Council tax support scheme	Council tax support scheme	Council tax support scheme	Council tax support scheme	Council tax support scheme	Council tax support scheme	Council tax support scheme	Council tax support scheme	Council tax support scheme	Council tax support scheme
7	Implement Welfare Assistance Scheme	Implement Welfare Assistance Scheme	Implement Welfare Assistance Scheme	Implement Welfare Assistance Scheme	Implement Welfare Assistance Scheme	Implement Welfare Assistance Scheme	Implement Welfare Assistance Scheme	Implement Welfare Assistance Scheme	Implement Welfare Assistance Scheme	Implement Welfare Assistance Scheme	Implement Welfare Assistance Scheme
8											
9											
10											

ACTIONS AND SAVINGS															
2013/14															
2014/15															
2015/16															
2016/17															
Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17	2012/13	2013/14	2014/15	2015/16	2016/17
Expenditure	11,535	11,982	11,775	11,739	11,703	11,535	11,982	11,775	11,739	11,703	11,535	11,982	11,775	11,739	11,703
Income	8,742	8,970	8,792	8,792	8,792	8,742	8,970	8,792	8,792	8,792	8,742	8,970	8,792	8,792	8,792
NET BUDGET	2,793	3,012	2,983	2,947	2,911	2,793	3,012	2,983	2,947	2,911	2,793	3,012	2,983	2,947	2,911
Capital Budget															

FINANCE COMMENTS (Capital Budget or otherwise)															
Employees	5,314	5,579	5,408	5,379	5,349	5,314	5,579	5,408	5,379	5,349	5,314	5,579	5,408	5,379	5,349
Premises	63	39	74	38	38	63	39	74	38	38	63	39	74	38	38
Transport	74	74	74	74	74	74	74	74	74	74	74	74	74	74	74
Supplies and Services	3,333	3,320	3,284	3,278	3,272	3,333	3,320	3,284	3,278	3,272	3,333	3,320	3,284	3,278	3,272
3rd party payments	106	325	325	325	325	106	325	325	325	325	106	325	325	325	325
Support services	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642	2,642
Depreciation	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Government grants	1,809	1,896	1,698	1,698	1,698	1,809	1,896	1,698	1,698	1,698	1,809	1,896	1,698	1,698	1,698
Other reimbursements	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030
Customer and client receipts	5,903	6,044	6,064	6,064	6,064	5,903	6,044	6,064	6,064	6,064	5,903	6,044	6,064	6,064	6,064
Reserves															
Capital Funded															
NET BUDGET	2,793	3,012	2,983	2,947	2,911	2,793	3,012	2,983	2,947	2,911	2,793	3,012	2,983	2,947	2,911
Capital Budget															

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
APPENDIX 1									
Customer Services									
PROJECT DESCRIPTION									
MAJOR EXPECTED OUTCOME									
EQUALITIES									
IMPACT ON: Select up to 3 services									
Sustainability									
Likelihood									
Risk Impact									
Score									
2013/14 Customer Service Review 2014/15 Customer Service Review 2015/16 2016/17	Once options appraisal has been completed and detailed decisions regarding implementation timetable decided roll out of project will commence.	More efficient way of working	Equality analysis to be undertaken	Whole organisation - positive impact	Not applicable	3	2		6
2013/14 Improve access to online services 2014/15 Improve access to online services 2015/16 Improve access to online services 2016/17	Maintain successful visits to the website at 83%, improve the look and feel of the website, implement the recommendations of the customer services review, increase uptake of online transactions.	More efficient way of working	No impact	Whole organisation - positive impact	Not applicable	2	2		4
2013/14 First call resolution software 2014/15 2015/16 2016/17	This is linked to the Customer Service Review and will commence with - Phase 1 - investigate enhancing current software. - Phase 2 - review software against aims/objectives. Phase 3 - implement.	Improved customer satisfaction	Equality analysis to be undertaken	Whole organisation - positive impact	Not applicable	2	2		4
2013/14 Localism agenda for business rates 2014/15 2015/16 2016/17	Implement business rates retention scheme - review collection and administration processes to maximise income. Review discretionary reliefs, and notify any changes by April 13 - Monitor collection and performance.	To meet legislative requirements	No impact	Whole organisation - positive impact	Not applicable	2	4		8
2013/14 Council Tax discounts/exemptions 2014/15 2015/16 2016/17	12/13 new discounts proposed and agreed by Cabinet - implement changes from April 2013 Review changes and impact during 2013/14.	To meet legislative requirements	No impact	Whole organisation - negative impact	Not applicable	2	2		4
2013/14 Council tax support scheme 2014/15 Council tax support scheme 2015/16 Council tax support scheme 2016/17	New scheme has been proposed and awaiting full Council decision. 13/14 Secure new software & implement in line with government framework & legislation. 14/15 & 15/16 Review and revise scheme.	To meet legislative requirements	Equality analysis to be undertaken	Housing Needs and Enabling Services - negative impact Local Taxation - negative impact	Not applicable	2	3		6
2013/14 Implement Welfare Assistance Scheme 2014/15 Review Welfare Assistance Scheme 2015/16 2016/17		Improved resident well being	Equality analysis undertaken	Adult Social Care - neutral impact Housing Needs and Enabling Services - neutral impact	Select one Select a service	3	2		6
2013/14 2014/15 Appoint a Medical Examiner 2015/16 2016/17	The Council will need to appoint a medical examiner for registration of deaths	To meet legislative requirements	No impact	Whole organisation - neutral impact Select a service Select a service	Not applicable	2	2		4
2013/14 2014/15 2015/16 2016/17		Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0		0
2013/14 2014/15 2015/16 2016/17		Select one major outcome	Select one	Select a service Select a service Select a service	Select one	0	0		0





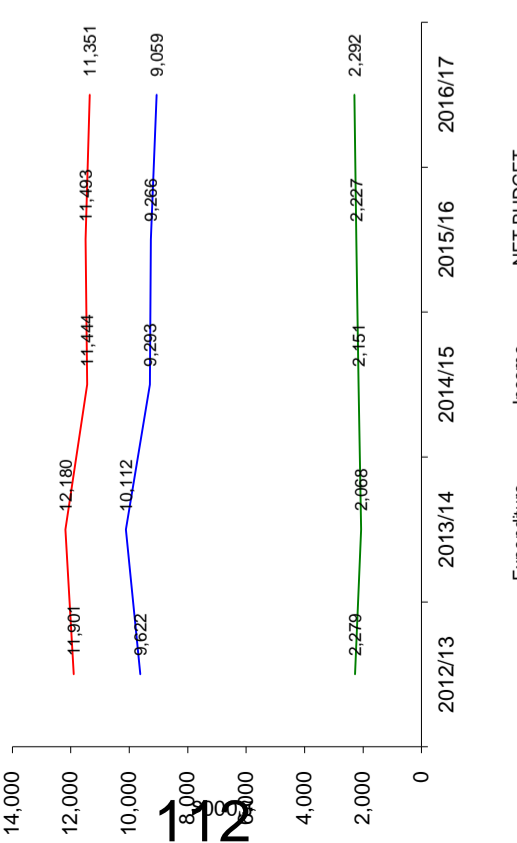


Infrastructure and Transactions										PLANNING ASSUMPTIONS				Corporate strategies your service contributes to		Workforce Development		
Cllr Mark Allison Cabinet Member for Finance										Anticipated demand		Key drivers of demand		APPENDIX		Learning & Dev.		
Enter a concise description of your main activities/objectives below:										2012/13	2013/14	2014/15	2015/16	2016/17	ICT Policy		Ageing workforce	
Infrastructure and Transactions (I&T) is made up of three functions.										600k	630k	661k	→		Customer demand - internal			
IT and telecommunication services to support the councils operations using infrastructure, assets, service desk facilities, IT governance and ensuring data security.										13,000	12,000	12,000	12,000		Customer demand - internal		Corp Procurement Strategy	
Facilities Management provide the infrastructure to deliver services through accommodation, building maintenance, energy management, cleaning, catering, print room and post room services, security and other associated FM services. Carry out development projects and generate external income through service provision to external clients (LBM schools, other authority schools and other authorities).										1,820	1,820	1,820	1,820		Customer demand - internal		Asset Management Plan	
Transactional Services incorporates Account Payable, Accounts Receivable, Carefirst Admin and Vendor Maintenance. Ensure prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Maintain accurate records re client contributions on Carefirst to enhance correct invoicing and reduce queries. Vendor Maintenance database is controlled, accurate and cleansed. Providing training and support for all users of the systems required for payments or invoicing.										90,000	80,000	75,000	70,000		Customer demand - internal			
DRAFT VERSION 2										2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of supply			
										82.7	79.7	78.7	78.7		Economic			

Performance Indicator	Performance targets (indicate if % target)					Reporting cycle	Polarity	Indicator type	Impact(s) if performance indicator not met
	2012/13	2013/14	2014/15	2015/16	2016/17				
Repairs & Maintenance reactive v planned	50/50	60/40	50/50	40/60	30/70	Annual	Low	Outcome	Increased costs
No. of staff working from civic centre	1,200	1,250	1,275	1,300	1,400	Quarterly	High	Outcome	Increased costs
Total external fee income	100,000	150,000	175,000	200,000	225,000	Quarterly	High	Outcome	Loss of income
Calls logged through Self Service	50%	40%	50%	65%	80%	Monthly	High	Outcome	Reduced uptake of service
Measure & improve first time fix rates for fault	58%	62%	65%	69%	75%	Monthly	High	Outcome	Reduced customer service
Improve customer satisfaction results - SRF	N/A	93%	93%	94%	94%	Monthly	High	Perception	Reduced customer service
Proactis payment requests paid within 30 days	87%	94%	95%	96%	97%	Monthly	High	Business critical	Reduced service delivery
Proactis service paid in 30 days of receipt by LBM	N/A	89%	91%	93%	95%	Monthly	High	Business critical	Reduced service delivery
Carefirst invoices paid in 30 days from invoice date	87%	87%	88%	89%	90%	Monthly	High	Business critical	Increased waiting times

BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Project	2013/14	2014/15	2015/16	2016/17	Project	2013/14	2014/15	2015/16	2016/17
1	Replacement of desktop equipment	1	Replacement of desktop equipment	1	1				
2	Cloud computing project	2			2				
3	Replacement of Civic Centre PABX	3			3				
4	Consolidation of operational buildings	4	Consolidation of operational buildings	4	4				
5	Civic Centre refurbishment project	5	Civic Centre refurbishment project	5	5				
6	Centralising ASH functions into Transactional Services team	6			6				
7		7			7				
8		8			8				
9		9			9				
10		10			10				

ACTIONS AND SAVINGS										
2013/14										
2014/15										
2015/16										
2016/17										
Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17					
Expenditure	11,901	12,180	11,444	11,493	11,351					
Employees	3,212	3,314	3,217	3,109	3,053					
Premises	2,936	2,908	2,594	2,378	2,339					
Transport	39	40	35	35	35					
Supplies and Services	2,902	3,092	2,768	3,138	3,088					
3rd party payments	272	275	279	282	285					
Support services	866	866	866	866	866					
Depreciation	1,674	1,685	1,685	1,685	1,685					
Income	2,279	2,068	2,151	2,227	2,292					
Government grants										
Other reimbursements										
Customer and client receipts	2,279	2,068	2,151	2,227	2,292					
Reserves										
Capital Funded										
NET BUDGET	9,622	10,112	9,293	9,266	9,059					
Capital Budget	1,766	2,189	1,149	1,607	1,672					
IT Systems	298									
Cloud computing	913	3,630	650	850	1,000					
FM works	727									
Other										
Finance Comments (Capital Budget or otherwise)										



**DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT**

**APPENDIX 1**

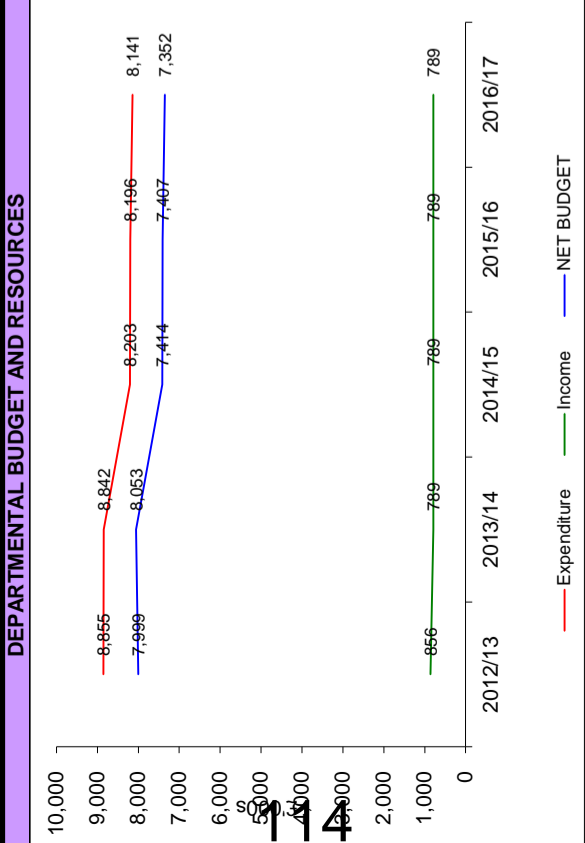
Infrastructure and Transactions		MAJOR EXPECTED OUTCOME			EQUALITIES			IMPACT ON: Select up to 3 services			Sustainability		Risk		Score
PROJECT DESCRIPTION															
2013/14 Replacement of desktop equipment 2014/15 Replacement of desktop equipment 2015/16 2016/17		IT systems	No impact	Whole organisation - positive impact	Impact on building emissions	3	2	6							
Replacement of desktop equipment to standardise operating systems and office to enable hot desking, mobile and flexible working through the use of the Virtualised Desktop Infrastructure and Unified Communications.															
2013/14 Cloud computing project 2014/15 2015/16 2016/17		Cloud co	No impact	Whole organisation - positive impact	Impact on building emissions	3	2	6							
Implementation of cloud computing project															
2013/14 Replacement of Civic Centre PABX 2014/15 2015/16 2016/17		More efficient way of working	No impact	Whole organisation - positive impact	Not applicable	3	2	6							
2013/14 Consolidation of operational buildings 2014/15 Consolidation of operational buildings 2015/16 Consolidation of operational buildings 2016/17		To meet budget savings	Equality analysis to be undertaken	Children's Social Care - positive impact	Impact on building emissions	2	3	6							
				Property - positive impact											
2013/14 Civic Centre refurbishment project 2014/15 Civic Centre refurbishment project 2015/16 Civic Centre refurbishment project 2016/17		To meet budget savings	Equality analysis to be undertaken	Children's Social Care - positive impact	Impact on building emissions	2	3	6							
12/13 staff from Worsfold House and Athena House to be relocated to the Civic Centre.				Youth and Inclusion - positive impact											
2013/14 Centralising ASH functions into Transactional Services team 2014/15 2015/16 2016/17		More efficient way of working	No impact	Whole organisation - positive impact	Not applicable	3	2	6							
2013/14 2014/15 2015/16 2016/17		Select one major outcome	Select one	Select a service	Select one	0	0	0							
				Select a service											
2013/14 2014/15 2015/16 2016/17		Select one major outcome	Select one	Select a service	Select one	0	0	0							
				Select a service											
2013/14 2014/15 2015/16 2016/17		Select one major outcome	Select one	Select a service	Select one	0	0	0							
				Select a service											
2013/14 2014/15 2015/16 2016/17		Select one major outcome	Select one	Select a service	Select one	0	0	0							
				Select a service											
2013/14 2014/15 2015/16 2016/17		Select one major outcome	Select one	Select a service	Select one	0	0	0							
				Select a service											

PLANNING ASSUMPTIONS											
2012/13	2013/14	2014/15	2015/16	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17
200	→	→	→	→	→	→	→	→	→	→	→
50	→	→	→	→	→	→	→	→	→	→	→
60	→	→	→	→	→	→	→	→	→	→	→
150+	→	→	→	→	→	→	→	→	→	→	→
60.4	59.4	59.4	59.4	59.4	59.4	59.4	59.4	59.4	59.4	59.4	59.4
5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD											
Project	2013/14	2014/15	2015/16	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17
1	Evaluation of future funding levels	30%	30%	35%	40%	40%	40%	40%	40%	40%	40%
2	Improve Joint Finance and Business Plan Monitoring	80%	85%	90%	95%	95%	95%	95%	95%	95%	95%
3	Review Financial Systems	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
4	Evaluation of Differing Methods of Funding the Capital Programme	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
5	Develop and Implement a Whole Life Costing System	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
6	Working with BI looking at ways of improving capital project management	89%	91%	92%	92%	92%	92%	92%	92%	92%	92%
7	Developing in year and multi-year budget management	0	0	0	0	0	0	0	0	0	0
8	Purchase and implement an IT based capital accounting system	80%	85%	85%	85%	85%	85%	85%	85%	85%	85%
9	Introduce new performance and risk management system.										
10											

ACTIONS AND SAVINGS											
2013/14	2014/15	2015/16	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17
8,856	8,842	8,203	8,196	8,141	8,141	8,141	8,141	8,141	8,141	8,141	8,141
3,944	4,085	3,990	3,985	3,882	3,882	3,882	3,882	3,882	3,882	3,882	3,882
91	102	104	107	109	109	109	109	109	109	109	109
4	4	4	4	4	4	4	4	4	4	4	4
3,834	3,884	3,338	3,333	3,378	3,378	3,378	3,378	3,378	3,378	3,378	3,378
239	24	24	24	25	25	25	25	25	25	25	25
743	743	743	743	743	743	743	743	743	743	743	743
856	789	789	789	789	789	789	789	789	789	789	789
7,999	8,053	7,414	7,407	7,352	7,352	7,352	7,352	7,352	7,352	7,352	7,352
191	1,000	1,000	1,000	500	500	500	500	500	500	500	500
1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
1,191	1,000	2,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000

**Resources**  
**Cllr Mark Allison Cabinet Member for Finance**  
**Enter a concise description of your main activities/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 and reviewing how information is stored in our financial systems.  
**Business planning** - manage Financial Strategy & Capital Monitoring, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year 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.



Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17
Expenditure	8,856	8,842	8,203	8,196	8,141
Employees	3,944	4,085	3,990	3,985	3,882
Premises	91	102	104	107	109
Transport	4	4	4	4	4
Supplies and Services	3,834	3,884	3,338	3,333	3,378
3rd party payments	239	24	24	24	25
Support services	743	743	743	743	743
Depreciation					
Income	856	789	789	789	789
Government grants					
Other reimbursements					
Customer and client receipts	856	789	789	789	789
Reserves					
Capital Funded					
<b>NET BUDGET</b>	<b>7,999</b>	<b>8,053</b>	<b>7,414</b>	<b>7,407</b>	<b>7,352</b>
Capital Budget					
IT Systems	191	1,000	1,000	1,000	500
Acquisitions	1,000	1,000	1,000	1,000	1,000
Bidding Fund					
	1,191	1,000	2,000	1,000	500

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT										
Resources		MAJOR EXPECTED OUTCOME			IMPACT ON: Select up to 3 services			Risk		
PROJECT DESCRIPTION		Equalities			Sustainability			Likelihood	Impact	Score
1	2013/14 Evaluation of future funding levels 2014/15 Evaluation of future funding levels 2015/16 Evaluation of future funding levels 2016/17 Evaluation of future funding levels	More efficient way of working	No impact	Whole organisation - positive impact	Not applicable	2	2	4		
2	2013/14 Improve Joint Finance and Business Plan Monitoring 2014/15 Improve Joint Finance and Business Plan Monitoring 2015/16 Improve Joint Finance and Business Plan Monitoring	To meet budget savings	No impact	Whole organisation - positive impact	Not applicable	2	2	4		
3	2013/14 Review Financial Systems 2014/15 Review Financial Systems 2015/16 Review Financial Systems 2016/17 Review Financial Systems	More efficient way of working	No impact	Whole organisation - positive impact	Not applicable	1	2	2		
4	2013/14 2014/15 Evaluation of Differing Methods of Funding the Capital Programme 2015/16 Evaluation of Differing Methods of Funding the Capital Programme 2016/17	Improved reputation	No impact	Whole organisation - positive impact	Not applicable	2	2	4		
5	2013/14 2014/15 Develop and Implement a Whole Life Costing System 2015/16 Develop and Implement a Whole Life Costing System 2016/17	Improved customer satisfaction	No impact	Whole organisation - positive impact	Community outreach	3	2	6		
6	2013/14 Working with B1 looking at ways of improving capital project management 2014/15 2015/16 2016/17	More efficient way of working	No impact	Whole organisation - positive impact	Not applicable	2	1	2		
7	2013/14 Developing in year and multi-year budget management 2014/15 2015/16 2016/17	More efficient way of working	No impact	Whole organisation - positive impact	Not applicable	1	2	2		
8	2013/14 Purchase and Implement an IT based capital accounting system 2014/15 2015/16 2016/17	More efficient way of working	No impact	Whole organisation - positive impact	Not applicable	1	2	2		
9	2013/14 Introduce new performance and risk management system. 2014/15 2015/16 2016/17	More efficient way of working	No impact	Whole organisation - positive impact	Not applicable	1	1	1		
10	2013/14 2014/15 2015/16 2016/17	Select one major outcome	No impact	Whole organisation - positive impact	Not applicable	1	2	2		



DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT							
PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Score	
			Select up to 3 services	Sustainability	Likelihood		
1	2	3	4	5	6	7	
<p>Safer Merton</p> <p>PROJECT DESCRIPTION</p> <p>2013/14 CCTV recommissioning 2014/15 New CCTV service 2015/16 Drug needs assessment 2016/17 Drug needs assessment</p>	<p>More efficient way of working</p>	<p>No impact</p>	<p>Whole organisation - negative impact</p> <p>Children's Social Care - negative impact</p> <p>Safer Merton - negative impact</p>	<p>Other resource reduction</p>	<p>4</p>	<p>2</p>	<p>8</p>
<p>2013/14 fulfilling statutory requirements 2014/15 fulfilling statutory requirements 2015/16 Strategic Assessment 2016/17 Strategic Assessment</p>	<p>To meet legislative requirements</p>	<p>No impact</p>	<p>Whole organisation - negative impact</p> <p>Children's Social Care - negative impact</p> <p>Safer Merton - negative impact</p>	<p>Other resource reduction</p>	<p>4</p>	<p>2</p>	<p>8</p>
<p>2013/14 Managing funding reductions 2014/15 Drug needs assessment 2015/16 MARAC Quality Assurance 2016/17 MARAC Quality Assurance</p>	<p>Income loss</p>	<p>Equality analysis undertaken</p>	<p>Whole organisation - negative impact</p> <p>Children's Social Care - negative impact</p> <p>Safer Merton - negative impact</p>	<p>Other resource reduction</p>	<p>4</p>	<p>2</p>	<p>8</p>
<p>2013/14 ASB changes 2014/15 Strategic Assessment 2015/16 Partnership Plan 2016/17 Partnership Plan</p>	<p>Select one major outcome</p>	<p>Select one</p>	<p>Select a service</p> <p>Select a service</p> <p>Select a service</p>	<p>Select one</p>	<p>0</p>	<p>0</p>	<p>0</p>
<p>2013/14 Strategic Assessment 2014/15 MARAC Quality Assurance 2015/16 Alcohol treatment plan 2016/17 Alcohol treatment plan</p>	<p>Select one major outcome</p>	<p>Select one</p>	<p>Select a service</p> <p>Select a service</p> <p>Select a service</p>	<p>Select one</p>	<p>0</p>	<p>0</p>	<p>0</p>
<p>2013/14 MARAC Quality Assurance 2014/15 Partnership Plan 2015/16 Adult treatment plan refresh 2016/17 Adult treatment plan refresh</p>	<p>Select one major outcome</p>	<p>Select one</p>	<p>Select a service</p> <p>Select a service</p> <p>Select a service</p>	<p>Select one</p>	<p>0</p>	<p>0</p>	<p>0</p>
<p>2013/14 Partnership Plan 2014/15 Alcohol treatment plan 2015/16 2016/17</p>	<p>Select one major outcome</p>	<p>Select one</p>	<p>Select a service</p> <p>Select a service</p> <p>Select a service</p>	<p>Select one</p>	<p>0</p>	<p>0</p>	<p>0</p>
<p>2013/14 Alcohol treatment plan 2014/15 Adult treatment plan refresh 2015/16 2016/17</p>	<p>Select one major outcome</p>	<p>Select one</p>	<p>Select a service</p> <p>Select a service</p> <p>Select a service</p>	<p>Select one</p>	<p>0</p>	<p>0</p>	<p>0</p>
<p>2013/14 Adult treatment plan 2014/15 2015/16 2016/17</p>	<p>Select one major outcome</p>	<p>Select one</p>	<p>Select a service</p> <p>Select a service</p> <p>Select a service</p>	<p>Select one</p>	<p>0</p>	<p>0</p>	<p>0</p>
<p>2013/14 2014/15 2015/16 2016/17</p>	<p>Select one major outcome</p>	<p>Select one</p>	<p>Select a service</p> <p>Select a service</p> <p>Select a service</p>	<p>Select one</p>	<p>0</p>	<p>0</p>	<p>0</p>

## APPENDIX 1

This Page Is Intentionally Blank



# Sustainable Communities

## APPENDIX 1

This Page Is Intentionally Blank

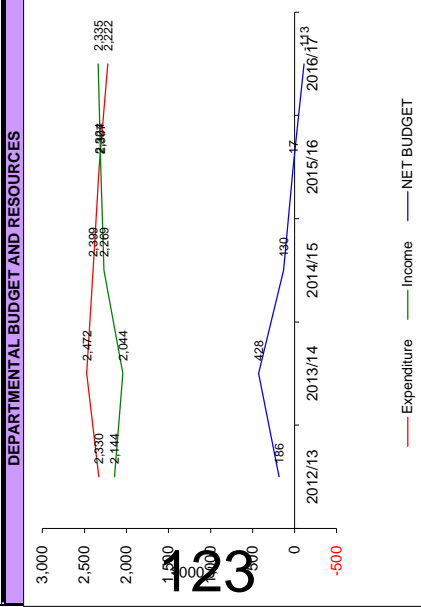


DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT							APPENDIX 1 Risk	
Commercial Waste PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON: Select up to 3 services			Likelihood	Impact	Score
			Sustainability	Commercial Waste - positive impact	Commercial Waste - positive impact			
1 2013/14 Double shifting vehicles 2014/15 2015/16 2016/17 Same vehicles are used all day so no downtime and potentially less vehicles required	More efficient way of working	No impact	Commercial Waste - positive impact	Commercial Waste - positive impact	Commercial Waste - positive impact	2	2	4
2 2013/14 Review pricing structure 2014/15 2015/16 2016/17 Look at more competitive pricing and look at ways of making the council being able to compete with commercial market	Income generation	No impact	Commercial Waste - positive impact	Commercial Waste - positive impact	Commercial Waste - positive impact	3	2	6
3 2013/14 Amalgamate evening resources 2014/15 2015/16 2016/17 Looking at combining all evening resources (recycling and residual, commercial and town centre)	More efficient way of working	No impact	Commercial Waste - positive impact	Commercial Waste - positive impact	Commercial Waste - positive impact	2	2	4
4 2013/14 Improve customer account management and backdesk IT systems 2014/15 2015/16 2016/17 Better liaising with customer and ensure that IT systems reflect better practices.	Improved customer satisfaction	No impact	Commercial Waste - positive impact	Commercial Waste - positive impact	Commercial Waste - positive impact	2	2	4
5 2013/14 Public value review between July 2013 to December 2013 2014/15 2015/16 2016/17	More efficient way of working	No impact	Commercial Waste - positive impact	Commercial Waste - positive impact	Commercial Waste - positive impact	2	2	4
6 2013/14 Introduce timed commercial waste collections in town centres 2014/15 2015/16 2016/17 This is to introduce time banding for commercial waste collections	More efficient way of working	No impact	Commercial Waste - positive impact	Commercial Waste - positive impact	Commercial Waste - positive impact	2	2	4
7 2013/14 2014/15 2015/16 2016/17	Improved reputation	No impact	Commercial Waste - positive impact	Street Cleaning - positive impact	Traffic - positive impact	2	2	4
8 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0
9 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0
10 2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0

Development and Building Control		PLANNING ASSUMPTIONS										Corporate strategies your service		Workforce
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		Anticipated demand		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		Appendix 1 Early Development		Learning & Dev.	
Enter a concise description of your main activities/objectives below:		Increased enforcement cases		700	700	↑	↑	↑	Customer demand - external		Climate Change Strategy		Ageing workforce	
Building Control		planning applications economy dependant		2000	2000	→	↑	↑	Statutory / Government initiative		Core Planning Strategy			
Building regulations regulate the Built Environment to add to the sustainability initiative, and safety at sports grounds to ensure that they are safe for occupation by spectators 24/7. Dangerous Structures service is provided to protect the residents.		BC applications economy dependant		1650	1650	↑	↑	↑	Statutory / Government initiative		E Merton & Micham N'bourhood			
Development Control		tree applications		600	600	↑	↑	↑	Statutory / Government initiative		Housing Strategy			
Assess and determine planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Implement the Mayoral, Community Infrastructure Levy (CIL) charging regime.		Anticipated supply		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of supply		Local Development Framework			
		Staff (FTE)		36	37	35	33	31	Economic		Central Government London wide strategy Capital Programme			
		Performance Indicator		Performance targets (Indicate if % target)					Indicator type		Impact(s) if performance indicator not met			
		% Major applications processed within 13 wks		2012/13	2013/14	2014/15	2015/16	2016/17	Polarity		Reporting cycle		Impact(s) if performance indicator not met	
		wks		60	60	55	55	50	High		Monthly		Reduced service delivery Political risk	
		% Minor applications processed within 8 wks		65	65	60	60	55	High		Monthly		Reduced service delivery Political risk	
		% Other applications processed within 8 wks		80	80	75	75	70	High		Monthly		Reduced service delivery Political risk	
		% appeals lost		35	35	40	40	40	Low		Quarterly		Loss of income Political risk	
		Income (Development and Building Control)		£1.97m	↑	↑	↑	↑	High		Monthly		Loss of income Political risk	
		% Market share retained by LA (BC)		85	80	75	75	75	High		Monthly		Loss of income Political risk	
		% Projects completed		60	60	50	50	50	High		Quarterly		Reduced uptake of service Reputational risk	
		Number of enforcement cases closed		600	600	550	425	350	High		Quarterly		Reputational risk Reputational risk	

BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Project	2013/14	2014/15	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2016/17
1	Localism Bill	Localism Bill			1	Localism Bill			1
2	Commercialisation of Building Control	Commercialisation of Building Control			2	Commercialisation of Building Control			2
3		Mobile/Home working			3	Mobile/Home working			3
4					4				4
5					5				5
6					6				6
7					7				7
8					8				8
9					9				9
10					10				10

ACTIONS AND SAVINGS									
Project	2013/14	2014/15	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2016/17
1	73	EN06			75	EN09 & EN10			105
2	6	EN01			5	EN01			3
3									
4									
5									
6									
7									
8									
9									
10	279				90				108
Finance Comments (Capital Budget or otherwise)									



DEPARTMENTAL BUDGET AND RESOURCES									
Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Expenditure	2,330	2,472	2,399	2,324	2,222				
Income	1,564	1,623	1,550	1,475	1,370				
Net Budget	766	849	849	849	852				

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Development and Building Control PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON: Select up to 3 services			Sustainability	Likelihood	Impact	Score
			Development and Building Control - neutral impact	Accountancy - positive impact	Development and Building Control - positive impact				
2013/14 Localism Bill 2014/15 Localism Bill 2015/16 Localism Bill 2016/17	To meet legislative requirements	Equality analysis to be undertaken	Development and Building Control - neutral impact	Accountancy - positive impact	Development and Building Control - positive impact	Not applicable	4	2	8
2013/14 Commercialisation of Building Control 2014/15 Commercialisation of Building Control 2015/16 Localism Bill 2016/17	Income generation	No impact	Development and Building Control - neutral impact	Accountancy - positive impact	Development and Building Control - positive impact	Not applicable	3	2	6
2013/14 2014/15 Mobile/Home working 2015/16 Mobile/Home working 2016/17	More efficient way of working	No impact	Development and Building Control - neutral impact	Accountancy - positive impact	Development and Building Control - positive impact	Impact on transport emissions	1	1	1
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	Select one	0	0	0



DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Score		
			Select up to 3 services	Sustainability	Impact				
Environmental Health, Trading Standards & Licensing 2013/14 Development of shared 'regulatory' service 2014/15 2015/16 2016/17 Look to develop the sharing of the service with other boroughs	To meet budget savings	Equality analysis undertaken	Human Resources - negative impact Accountancy - negative impact Safety Services - negative impact	Other resource reduction	4	2	8		
2013/14 Transfer of Public Health responsibilities 2014/15 2015/16 2016/17 This is when some of the Public health responsibilities are transferred to Local Authority from the Health Service	Improved resident well being	No impact	Environmental Health - negative impact Select a service Select a service	Not applicable	3	1	3		
2013/14 Roll-out of Accredited Financial Investigation function 2014/15 2015/16 2016/17 To be able to carry out investigations of suspects and be able to look at the financial records of the suspects	Income generation	No impact	Housing Benefits - positive impact Investigations - positive impact Development and Building Control - positive impact	Not applicable	3	1	3		
2013/14 Implementation of DFG LEAN review recommendations 2014/15 2015/16 2016/17 Implement the review recommendations	Improved resident well being	Equality analysis to be undertaken	Adult Social Care - positive impact Business Improvement - positive impact Children's Social Care - positive impact	Not applicable	2	1	2		
2013/14 Contaminated Land investigation in Marlowe Square 2014/15 2015/16 2016/17 Investigate the contaminated land at Marlow Square	To meet legislative requirements	No impact	Environmental Health - neutral impact Select a service Select a service	Not applicable	5	2	10		
2013/14 Produce and run Air Quality website for South London cluster group 2014/15 2015/16 2016/17 Create and progress a website for the cluster	More efficient way of working	No impact	Environmental Health - positive impact Future Merton - positive impact Select a service	Not applicable	2	1	2		
2013/14 Investigation of Air Quality exceedances in Colliers Wood, Plough Lane and RRM site 2014/15 2015/16 2016/17 Investigate and report on the problem sites	More efficient way of working	No impact	Environmental Health - positive impact Future Merton - positive impact Select a service	Not applicable	3	2	6		
2013/14 Delivery of 'Warm Homes Healthy People' grant funded programme 2014/15 2015/16 2016/17 Deliver the programme to the borough	Improved resident well being	No impact	Adult Social Care - positive impact Children's Social Care - positive impact Future Merton - positive impact	Community outreach	2	1	2		
2013/14 2014/15 Implementation of 'Flexible Working' across section 2015/16 2016/17 Introduce flexible working to the section	More efficient way of working	No impact	Environmental Health - positive impact Select a service Select a service	Not applicable	3	1	3		
2013/14 2014/15 2015/16 2016/17 Select one major outcome	Select one major outcome	No impact	Select a service Select a service Select a service	Select one	1	1	1		





DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT							
Future Merton	PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:		Score	
				Select up to 3 services	Sustainability		
				Likelihood	Impact		
1	2013/14 Morden station 2014/15 Morden station 2015/16 2016/17 Work in Partnership with TfL to bring forward the redevelopment of Morden Station for a mixed use, retail led scheme to reinvigorate Morden Town Centre	Income generation	No impact	Development and Building Control - positive impact Parking - negative impact Local Taxation - positive impact	2	3	6
2	2013/14 Mitcham public Realm 2014/15 2015/16 2016/17 Use TfL Local Implementation Plan (LIP) allocation to improve the public realm, look and feel of Mitcham Town Centre	Improved resident well being	Equality analysis to be undertaken	Development and Building Control - positive impact Highways - positive impact Parking - positive impact	2	3	6
3	2013/14 Mitcham Planning Framework 2014/15 Mitcham Planning Framework 2015/16 Mitcham Planning Framework 2016/17 Work with stakeholders to facilitate the regeneration of Mitcham Planning Framework through the preparation of a masterplan, development control and delivery of new, more sustainable homes	Improved resident well being	Equality analysis to be undertaken	Development and Building Control - positive impact Housing Needs and Enabling Services - positive impact Housing Needs and Enabling Services - negative impact	4	2	8
4	2013/14 Broadway Car Park 2014/15 Broadway Car Park 2015/16 Broadway Car Park 2016/17 Produce a new Planning Brief for the redevelopment of Broadway car park for mixed town centre uses. Follow through to procurement and planning with IPT Property Team	Income generation	Equality analysis to be undertaken	Development and Building Control - positive impact Parking - negative impact Local Taxation - positive impact	4	2	8
5	2013/14 Wimbledon - Gap Road planning brief 2014/15 Wimbledon - Gap Road planning brief 2015/16 Wimbledon - Gap Road planning brief 2016/17 Work with the site owners to prepare a planning brief to guide the redevelopment of the site for employment led uses.	Improved resident well being	Equality analysis to be undertaken	Development and Building Control - positive impact Housing Needs and Enabling Services - positive impact Select a service	3	2	6
6	2013/14 Central Business district - Wimbledon Bridge/Dundonald Yard 2014/15 Central Business district - Wimbledon Bridge/Dundonald Yard 2015/16 Central Business district - Site viability, market demand, logistics, planning and place branding	Income generation	No impact	Local Taxation - positive impact Highways - positive impact Development and Building Control - positive impact	3	2	6
7	2013/14 Colliers Wood / South Wimbledon Planning Framework 2014/15 Colliers Wood / South Wimbledon Planning Framework 2015/16 Colliers Wood / South Wimbledon Planning Framework Work with stakeholders to facilitate the regeneration of Colliers Wood / South Wimbledon Development Framework through the preparation of a masterplan, development control and delivery of new, more sustainable homes	Improved resident well being	Equality analysis undertaken	Development and Building Control - positive impact Development and Building Control - positive impact Housing Needs and Enabling Services - positive impact Select a service	3	2	6
8	2013/14 Raynes Park - Rainbow Estate 2014/15 Raynes Park - Rainbow Estate 2015/16 2016/17 Work with the site owners to prepare a planning brief to guide the redevelopment of the site for employment led uses and secure public realm enhancements to Raynes Park Southside and provision of a station drop-off area.	Improved reputation	Equality analysis undertaken	Highways - positive impact Local Taxation - positive impact Housing Needs and Enabling Services - positive impact	3	3	9
9	2013/14 Morden - Civic Centre wings 2014/15 Morden - Civic Centre wings 2015/16 Morden - Civic Centre wings 2016/17 Morden - Civic Centre wings To redevelop the Civic Centre wings	Improved reputation	Equality analysis to be undertaken	Property - positive impact Select a service Select a service	2	2	4
10	2013/14 Morden Public Realm 2014/15 Morden Public Realm 2015/16 2016/17 To improve and declutter (signs and street furniture) the public realm	Improved resident well being	Equality analysis to be undertaken	Highways - negative impact Future Merton - positive impact Select a service	3	2	6



DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT

Housing Needs and Enabling Services		APPENDIX 1					
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON: Select up to 3 services	Score		
				Sustainability	Likelihood	Impact	
1	2013/14 Respond to changes in Homelessness Law 2014/15 2015/16 2016/17 Respond to changes to Homelessness Law and discharge of duty to Private Rented Sector that will be delivered through the Localism Act 2012 and deliver actions accordingly.	To meet legislative requirements	Equality analysis to be undertaken	Adult Social Care - positive impact Children's Social Care - positive impact Housing Benefits - neutral impact	2	2	4
2	2013/14 Shared Lives Optimisation 2014/15 Shared Lives Optimisation 2015/16 2016/17 Optimise the use of Shared Lives thereby reducing the placements in residential care and associated spend by £350k each year for three years (total cost reduction of £1,050k to Adult Social Care budget)	To meet budget savings	No impact	Adult Social Care - positive impact Commissioning, Strategy and Performance - positive impact Select a service	3	3	9
3	2013/14 Deliver agreed actions arising from Target Operating Model (TOM) 2014/15 Deliver agreed actions arising from Target Operating Model (TOM) 2015/16 Deliver agreed actions Deliver any actions arising from the TOM process once they have been agreed.	More efficient way of working	Equality analysis to be undertaken	Select a service Select a service Select a service	2	2	4
4	2013/14 Maximise use of Private Rented Sector (PRS) 2014/15 Maximise use of Private Rented Sector (PRS) 2015/16 Maximise use of Private Rented Sector (PRS) 2016/17 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 maximising rehousing through empty homes grants.	More efficient way of working	No impact	Adult Social Care - positive impact Adult Social Care - positive impact Housing Benefits - positive impact	2	3	6
5	2013/14 Social rented model for older and vulnerable owner-occupiers 2014/15 2015/16 2016/17 Explore feasibility of a social rented model for older and vulnerable owner-occupiers: Under-occupiers to access social rented supported housing, in return for letting their homes to homeless households.	More efficient way of working	Equality analysis to be undertaken	Adult Social Care - positive impact Select a service Select a service	1	1	1
6	2013/14 Social enterprise for PRS 2014/15 2015/16 2016/17 Explore feasibility of developing a social enterprise for the PRS, examining different models of social letting agents and consider the best one to establish Merton as the "agent of choice" for PRS Landlords, thus seeking to minimise the risks of other LA housing services taking advantage of PRS lets in Merton.	More efficient way of working	No impact	Housing Benefits - positive impact Legal Services - positive impact Property - positive impact	1	1	1
7	2013/14 Homelessness Strategy 2014/15 2015/16 2016/17 Deliver Homelessness Strategy 2014 - 2017	To meet legislative requirements	Equality analysis to be undertaken	Adult Social Care - positive impact Children's Social Care - positive impact Select a service	1	3	3
8	2013/14 Review Temporary Accommodation Strategy 2014/15 2015/16 2016/17 Review demand and supply of Temporary Accommodation and the impact of welfare reform.	More efficient way of working	Equality analysis to be undertaken	Housing Needs and Enabling Services - neutral impact Adult Social Care - positive impact Children's Social Care - positive impact	2	2	4
9	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	0	0	0
10	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service Select a service Select a service	0	0	0



DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT											
Leisure & Culture Development		MAJOR EXPECTED OUTCOME			EQUALITIES			IMPACT ON: Select up to 3 services		APPENDIX 1	
PROJECT DESCRIPTION								Sustainability		Risk	
										Likelihood	
										Impact	
										Score	
1	2013/17 Increasing participation in sport, recreation and physical activity Providing programmes, activities and events in partnership with others to delivered increased participation in sport, recreation and physical activities improving people's health and well-being	Improved resident well being	Equality analysis undertaken	Leisure Development - positive impact Parks and Green Spaces - positive impact Partner Organisation - positive impact	Not applicable	2	2	4			
2	2013/17 Increasing participation & engagement in the arts, cultural and well-being activities Providing programmes, activities and events in partnership with others to delivered increased participation in arts, cultural and well-being activities improving people's health and well-being	Improved resident well being	Equality analysis to be undertaken	Leisure Development - positive impact Parks and Green Spaces - positive impact Partner Organisation - positive impact	Not applicable	2	2	4			
3	2013/17 Leisure Centres Contract & Wimbledon Theatre Management Management of the leisure centre contract and New Wimbledon Theatre lease including Contractor and Councils Capital investment as well as compliance with agreements and ensuring business & facility viability continues	Improved resident well being	Equality analysis to be undertaken	Select a service Leisure Development - positive impact Select a service	Not applicable	2	2	4			
4	2013/17 Future of Morden Park Pool & Wimbledon Park Watersports Centre & Cultural Facility Development The future of Morden Park Pool will need to be reconsidered in 2013 and a plan and scope of works determined and the existing Watersports Centre is an ageing building - need to explore the potential replacement of this building with something more fit for purpose that provides increased leisure opportunities in this part of the borough	More efficient way of working	Equality analysis to be undertaken	Leisure Development - positive impact Parks and Green Spaces - positive impact Select a service	Not applicable	4	2	8			
5	2013/17 Implementation of Online Leisure & Cultural Bookings Implement the Mango online booking system for Pitch, Halls, Pavilions, Courses, Events and Activities working with IT and other service beneficiaries for a whole council approach	More efficient way of working	Equality analysis to be undertaken	Leisure Development - positive impact Parks and Green Spaces - positive impact Libraries - positive impact	Not applicable	2	2	4			
6	2013/17 Commercialisation of Merton Active Plus Programme & Cultural Development Make the Merton Active Plus programme cost neutral over a three year period such that the salary of the Leisure Development Officer is included in that cost making a zero based budget and move the work of the arts & leisure development officers to be ones of delivering commissioned projects and commissioning projects moving to a cost neutral and zero based budget.	To meet budget savings	Equality analysis to be undertaken	Leisure Development - negative impact Partner Organisation - negative impact Select a service	Not applicable	2	2	4			
7	2013/17 St Mark's Academy School & PFI Schools - Community Use Work with St Mark's Academy School and CSF to develop a community leisure, cultural and community hub increasing community use of the school's facilities and work with PFI company and Sport England to open high schools for community use	Improved resident well being	Equality analysis to be undertaken	Leisure Development - positive impact Partner Organisation - positive impact Early Years - positive impact	Not applicable	2	1	2			
8	2013/17 Cultural Framework - launch & implementation Launch Cultural Framework and commence delivery of arts & leisure development services with that Framework	dave	Equality analysis to be undertaken	Leisure Development - positive impact Parks and Green Spaces - positive impact Libraries - positive impact	Not applicable	2	1	2			
9	2013/17 Deliver Ride London inaugural event in Merton Deliver and develop Merton's contribution to the Ride London Event as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and required	Improved reputation	No impact	Traffic - negative impact Leisure Development - positive impact Partner Organisation - positive impact	Not applicable	2	2	4			
10	2013/17 External Funding & Inward Investment Opportunities Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to extend the delivery of our strategic needs.	Income generation	No impact	Leisure Development - positive impact Select a service Select a service	Not applicable	2	1	2			



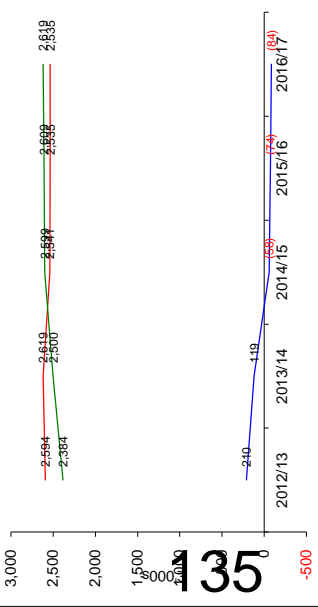
DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT							
Libraries	PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:		Score	
				Select up to 3 services	Sustainability		
				Likelihood	Impact		
1	2013/14 E-communications Strategy 2014/15 E-communications Strategy 2015/16 2016/17 Continue to channel shift communications through to digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Issue a quarterly customer e-newsletter; 3. Develop a library application for mobile phones; 4. Continue to develop library website	More efficient way of working	No impact	Libraries - positive impact Whole organisation - positive impact	2	2	4
2	2013/14 Heritage projects 2014/15 Heritage projects 2015/16 2016/17 Monitor the Heritage Strategy and deliver expected outcomes. Complete Heritage Lottery Funded digitisation project 'Merton Memories' and launch new heritage website. Increase income from heritage services by providing online sales facilities.	Improved customer satisfaction	No impact	Libraries - positive impact	2	2	4
3	2013/14 Stock efficiency program 2014/15 Stock efficiency program 2015/16 Stock efficiency program 2016/17 Complete Stock Team review and complete implementation of direct delivery of stock. Increase usage of automated stock procurement systems to drive down cost and improve the quality of stock selection.	Select one major outcome	Equality analysis undertaken	Libraries - positive impact	2	1	2
4	2013/14 Children and Young People's projects 2014/15 Children and Young People's projects 2015/16 Children and Young People's projects 2016/17 Introduce a universal library membership scheme for all school children and students in Merton. Increase engagement with young people by establishing youth panels at libraries.	Improved resident well being	Equality analysis undertaken	Schools, Standards and Quality - positive impact Libraries - positive impact	2	2	4
5	2013/14 Outreach and Community Engagement Plan 2014/15 Outreach and Community Engagement Plan 2015/16 Outreach and Community Engagement Plan 2016/17 Deliver an annual outreach plan to increase usage of libraries. Conduct annual Public Library User Surveys (PLUS) and conduct research and engagement work with under represented groups and shape services accordingly.	Improved customer satisfaction	Equality analysis undertaken	Whole organisation - positive impact Libraries - positive impact	2	2	4
6	2013/14 IT Projects 2014/15 IT projects 2015/16 2016/17 Complete rollout of wi-fi services and new public PCs. Implement new technology solution for staff workstations following review.	Improved customer satisfaction	No impact	Whole organisation - positive impact Libraries - positive impact	3	2	6
7	2013/14 Assisted Digital Support 2014/15 Assisted Digital Support 2015/16 2016/17 Increase volunteer numbers and skills in supporting customers with more complex IT needs. Increase partnership numbers to support the assisted digital agenda and link in with other council and partner services. Complete staff IT skills analysis and put development plans in place.	Improved resident well being	No impact	Whole organisation - positive impact Libraries - positive impact	2	1	2
8	2013/14 2014/15 2015/16 Security Services Contract 2016/17 Re-tender of contract and ongoing monitoring of current performance against contract.	More efficient way of working	No impact	Libraries - neutral impact	3	2	6
9	2013/14 Library Redevelopments 2014/15 Library Redevelopments 2015/16 Library Redevelopments 2016/17 Library Redevelopments Progress redevelopment plans at Wimbledon, Mitcham, Donald Hope and West Barnes libraries. Investigate co-location opportunities with other council services and partners.	Improved customer satisfaction	Equality analysis to be undertaken	Libraries - positive impact Property - positive impact	3	2	6
10	2013/14 London Libraries Consortium 2014/15 London Libraries Consortium 2015/16 London Libraries Consortium 2016/17 London Libraries Consortium Work with LLC to improve systems and drive through efficiencies. Re-tendering of LLC contracts 2014/15.	More efficient way of working	No impact	Libraries - positive impact	3	2	6



Merton Adult Education		PLANNING ASSUMPTIONS										Corporate strategies your service		Workforce Development					
Cllr Martin Whelton Cabinet Member for Education		2012/13	2013/14	2014/15	2015/16	2016/17	2016/17	2015/16	2016/17	2016/17	2016/17	2016/17	2016/17	2016/17					
Enter a concise description of your main activities/objectives below:		Key drivers of demand										Impact(s) if performance indicator not met							
<p>Our vision is to enrich lives through learning and our mission is to provide high quality qualification and personal development learning responsive to the diverse needs of our communities. It is our ambition for Merton Adult Education to become an innovator and the college of choice for our community.</p> <p>We are committed to providing the best learning experience for our students, deliver an 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.</p> <p>Our strategic objective is to increase the skills, knowledge and educational attainment of adults through the provision of a range of accredited and non accredited courses. The course offer is developed in response to both government priority targets and responding to emerging local needs. A range of courses are delivered within the following departments, English &amp; Maths, ESOL, IT, Mind &amp; Body, Early Years, Foreign Languages, NEET, Family Learning, Neighbourhood Learning for Deprived Communities, Fitness, Art &amp; Craft and Employability.</p>		Anticipated demand		2012/13		2013/14		2014/15		2015/16		2016/17		Key drivers of demand		Impact(s) if performance indicator not met			
		Increase demand for short/full cost courses		1000		1000		1000		1000		1000		1000		Increase revenue		Loss of income	
		Number of accredited learners		3000		3000		3000		3000		3000		3000		Customer demand - external		Loss of income	
		Number of Personal Development Learners		75		76		78		79		80		80		Customer demand - external		Government intervention	
		Anticipated supply		612890		662890		732890		732890		732890		732890		Key drivers of supply		Loss of income	
		Select anticipated supply														Select key driver			
		Select anticipated supply														Select key driver			
		Select anticipated supply														Select key driver			
		Performance Indicator		Number of accredited learners		1000		1000		1000		1000		1000		Monthly		Business critical	
				Number of Personal Development Learners		3000		3000		3000		3000		3000		Monthly		Business critical	
		% Success Rate		75		76		78		79		80		Monthly		Outcome			
		Income Target		612890		662890		732890		732890		732890		Monthly		Business critical			

DEPARTMENTAL BUDGET AND RESOURCES		BRIEFLY DETAIL YOUR MAJOR WORK/PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										ACTIONS AND SAVINGS	
Project	2013/14	2014/15	2015/16	2016/17	2016/17	2015/16	2016/17	2016/17	2015/16	2016/17	2016/17	2016/17	2016/17
1	Service re-configuration to support delivering to a commercial model	1	1	1	1	1	1	1	1	1	1	1	1
2		2	2	2	2	2	2	2	2	2	2	2	2
3		3	3	3	3	3	3	3	3	3	3	3	3
4		4	4	4	4	4	4	4	4	4	4	4	4
5		5	5	5	5	5	5	5	5	5	5	5	5
6		6	6	6	6	6	6	6	6	6	6	6	6
7		7	7	7	7	7	7	7	7	7	7	7	7
8		8	8	8	8	8	8	8	8	8	8	8	8
9		9	9	9	9	9	9	9	9	9	9	9	9
10		10	10	10	10	10	10	10	10	10	10	10	10

Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17	2016/17
Expenditure	2,584	2,619	2,541	2,535	2,535	2,535
Employees	1,758	1,813	1,753	1,740	1,732	1,732
Premises	164	141	117	119	122	122
Transport	3	3	3	4	4	4
Supplies and Services	351	334	339	344	350	350
3rd party payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support services	232	232	232	232	232	232
Depreciation	86	96	96	96	96	96
Income	2,384	2,500	2,599	2,609	2,619	2,619
Government grants	1,817	1,873	1,873	1,873	1,873	1,873
Other reimbursements	3	3	3	3	3	3
Customer and client receipts	564	624	723	733	743	743
Reserves	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0
NET BUDGET	210	119	(58)	(74)	(84)	(84)
Capital Budget	145					



DRAFT VERSION 2

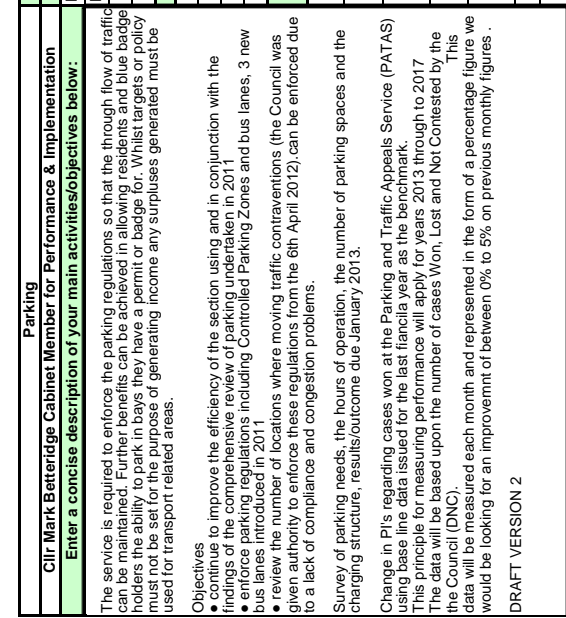
Finance Comments (Capital Budget or otherwise)

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Impact	Score	
			Select up to 3 services						
Merton Adult Education 2013/14 Service re-configuration to support delivering to a commercial model 2014/15 2015/16 2016/17	Income generation	No impact	Select a service	Select a service	Select a service	1	1	1	
2013/14 2014/15 2015/16 2016/17	Improved resident well being	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	

Parking		PLANNING ASSUMPTIONS										Corporate strategies your service		Workforce			
Cllr Mark Betteridge Cabinet Member for Performance & Implementation		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		2015/16		2016/17		Appendix 1		Learning & Dev.		
Enter a concise description of your main activities/objectives below:		Anticipated demand	144	144	144	144	Customer demand - external	Customer demand - external	252,520	252,520	252,520	252,520	Road Safety Plan	Local Transport Plan	Sickness		
The service is required to enforce the parking regulations so that the through flow of traffic can be maintained. Further benefits can be achieved in allowing residents and blue badge holders the ability to park in bays they have a permit or badge for. Whilst targets or policy must not be set for the purpose of generating income any surpluses generated must be used for transport related areas.		Anticipated supply		2012/13		2013/14		2014/15		2015/16		2016/17					
		Staff (FTE) update		68.5		68.5		68.5		68.5		68.5					
Objectives • continue to improve the efficiency of the section using and in conjunction with the findings of the comprehensive review of parking undertaken in 2011 • enforce parking regulations including Controlled Parking Zones and bus lanes, 3 new bus lanes introduced in 2011 • review the number of locations where moving traffic contraventions (the Council was given authority to enforce these regulations from the 6th April 2012), can be enforced due to a lack of compliance and congestion problems. Survey of parking needs, the hours of operation, the number of parking spaces and the chavigny structure, results/outcome due January 2013. Change in PIs regarding cases won at the Parking and Traffic Appeals Service (PATAS) using base line data issued for the last financial year as the benchmark. This principle for measuring performance will apply for years 2013 through to 2017 The data will be based upon the number of cases Won, Lost and Not Contested by the Council (DNC). This data will be measured each month and represented in the form of a percentage figure we would be looking for an improvement of between 0% to 5% on previous monthly figures.		Performance Indicator		2012/13		2013/14		2014/15		2015/16		2016/17		Indicator type		Impact(s) if performance indicator not met	
		% of parking permits issued within 5-7 days rolling average)		90%		90%		90%		90%		90%		90%		Outcome	
DRAFT VERSION 2 DEPARTMENTAL BUDGET AND RESOURCES		Sickness- No of days per FTE (12 month average)		15		12		12		12		12		Quality		Reduced customer service	
		Number of cases won at PATAS as a % of cases heard		New		2%		2%		2%		2%		Business critical		Reputational risk	
This data will be measured each month and represented in the form of a percentage figure we would be looking for an improvement of between 0% to 5% on previous monthly figures.		Number of cases lost at PATAS as % of cases heard		New		-2%		-2%		-2%		-2%		Business critical		Reputational risk	
		Number of PATAS cases where the council does not contest due to new evidence		New		-2%		-2%		-2%		-2%		Business critical		Reputational risk	

BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Project	2013/14	2014/15	2015/16	2016/17	2013/14	2014/15	2015/16	2016/17	2016/17
1	Mobile phone payment for parking	1	1	1	1	1	1	1	1
2	Obtain approved device status for the 4 new vehicles CCTV cameras which are used for	2	2	2	2	2	2	2	2
3	Review the existing bus lane cameras	3	3	3	3	3	3	3	3
4	Review the existing bus lane cameras	4	4	4	4	4	4	4	4
5		5	5	5	5	5	5	5	5
6		6	6	6	6	6	6	6	6
7		7	7	7	7	7	7	7	7
8		8	8	8	8	8	8	8	8
9		9	9	9	9	9	9	9	9
10		10	10	10	10	10	10	10	10

ACTIONS AND SAVINGS									
2013/14	2014/15	2015/16	2016/17	2013/14	2014/15	2015/16	2016/17	2013/14	2016/17
48	EN12			48	EN12				
125	EN03 & EN04			125	EN03 & EN04			226	EN02
173				173				226	
Finance Comments (Capital Budget or otherwise)									



137

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT

APPENDIX 1  
Risk

PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:		Sustainability	Likelihood	Impact	Score
			Select up to 3 services	Whole organisation - no impact				
<p>1</p> <p>Parking</p> <p>2013/14 Mobile phone payment for parking 2014/15 2015/16 2016/17</p> <p>This is by introducing a facility to accept payment over the phone.</p>	More efficient way of working	Equality analysis to be undertaken	Whole organisation - no impact	Not applicable	2	1	2	
<p>2</p> <p>2013/14 Obtain approved device status for the 4 new vehicles CCTV cameras which are used for enforcement 2014/15 2015/16 2016/17</p> <p>This will be the enforcement of the box junctions in the borough</p>	Improved resident well being	No impact	Whole organisation - no impact	Not applicable	2	2	4	
<p>3</p> <p>2013/14 Review the existing bus lane cameras 2014/15 Review the existing bus lane cameras 2015/16 2016/17</p> <p>Review the capability of the current bus lane cameras with the intention of introducing vehicle recognition cameras this will improve the quality of enforcement and service delivery. The Vehicle Recognition cameras have to achieve approved status and this can only be given by Department for Transport.</p>	Improved resident well being	No impact	Whole organisation - no impact	Not applicable	2	2	4	
<p>4</p> <p>2013/14 2014/15 2015/16 2016/17</p>	More efficient way of working	No impact	Whole organisation - no impact	Not applicable			0	
<p>5</p> <p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0	
<p>6</p> <p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0	
<p>7</p> <p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0	
<p>8</p> <p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0	
<p>9</p> <p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0	
<p>10</p> <p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0	

Parks and Green Spaces		PLANNING ASSUMPTIONS										Corporate strategies your service	
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		Anticipated demand		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		Appendix 1		
Enter a concise description of your main activities/objectives below:		Increased sport pitch demand		3%	2%	1%	1%	1%	Customer demand - external		Open Spaces Strategy		
		Attendance at community outdoor events		682	675	682	689	696	Customer demand - external		Children & Young person's Plan		
		Allocation plot supply		1350	1355	1360	1365	1370	Customer demand - external		Cultural Strategy		
		Anticipated supply		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of supply			London wide strategy	
		Staff		73	69.5	58	58	58	Economic			Capital Programme	
		Accommodation		12	12	11	11	11	Economic				
		Transport		19	19	19	19	19	Economic				
		Performance Indicator		2012/13	2013/14	2014/15	2015/16	2016/17	Reporting cycle	Indicator type	Impact(s) if performance indicator not met		
		Residents % satisfaction with parks & green spaces		70	71	72	73	74	Annual	Perception	Reputational risk		
		Young peoples % satisfaction with parks & green spaces		69	70	71	72	73	Annual	Perception	Reputational risk		
		Total LBM cemeteries income		£38.4k	£396k	£475k	£489k	£504k	Monthly	Business critical	Loss of income		
		Total outdoor events income		£289k	£305k	£316k	£328k	£341k	Monthly	Outcome	Loss of income		
		Number of Green Flags		5	5	5	5	5	Annual	Quality	Reputational risk		
		Number of outdoor events in parks		110	120	130	130	130	Monthly	Outcome	Reputational risk		
		Increase % income from sports bookings		5	3	3.75	3.75	3.75	Annual	Business critical	Loss of income		

BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Project	2013/14	2014/15	2015/16	2016/17	Polarity	Reporting cycle	Indicator type	Impact(s) if performance indicator not met	
1	Management of parks & open spaces	Management of parks & open spaces	Management of parks & open spaces	Management of parks & open spaces	1	Annual	Perception	Management of parks & open spaces	
2	Management of paddling pools	Management of paddling pools	Management of paddling pools	Management of paddling pools	2	Annual	Perception	Management of paddling pools	
3	Management of allotments	Management of allotments	Management of allotments	Management of allotments	3	Annual	Perception	Management of allotments	
4	Management of bowling greens	Management of bowling greens	Management of bowling greens	Management of bowling greens	4	Annual	Perception	Management of bowling greens	
5	Morley Park (development of new open space)	Morley Park (development of new open space)	Morley Park (development of new open space)	Morley Park (development of new open space)	5	Annual	Perception	Morley Park (development of new open space)	
6	Car parking fees in key parks	Car parking fees in key parks	Car parking fees in key parks	Car parking fees in key parks	6	Annual	Perception	Car parking fees in key parks	
7	Commercialisation of grounds and sports services	Commercialisation of grounds and sports services	Commercialisation of grounds and sports services	Commercialisation of grounds and sports services	7	Annual	Perception	Commercialisation of grounds and sports services	
8	New cemetery extension (London Road)	New cemetery extension (London Road)	New cemetery extension (London Road)	New cemetery extension (London Road)	8	Annual	Perception	New cemetery extension (London Road)	
9	Development of new sporting hub at Joseph Hood Rec	Development of new sporting hub at Joseph Hood Rec	Development of new sporting hub at Joseph Hood Rec	Development of new sporting hub at Joseph Hood Rec	9	Annual	Perception	Development of new sporting hub at Joseph Hood Rec	
10	Refurbishment of Wimbledon Park tennis courts	Refurbishment of Wimbledon Park tennis courts	Refurbishment of Wimbledon Park tennis courts	Refurbishment of Wimbledon Park tennis courts	10	Annual	Perception	Refurbishment of Wimbledon Park tennis courts	

ACTIONS AND SAVINGS									
Project	2013/14	2014/15	2015/16	2016/17	Polarity	Reporting cycle	Indicator type	Impact(s) if performance indicator not met	
1	Management of parks & open spaces	Management of parks & open spaces	Management of parks & open spaces	Management of parks & open spaces	1	Annual	Perception	Management of parks & open spaces	
2	Management of paddling pools	Management of paddling pools	Management of paddling pools	Management of paddling pools	2	Annual	Perception	Management of paddling pools	
3	Management of allotments	Management of allotments	Management of allotments	Management of allotments	3	Annual	Perception	Management of allotments	
4	Management of bowling greens	Management of bowling greens	Management of bowling greens	Management of bowling greens	4	Annual	Perception	Management of bowling greens	
5	Morley Park (development of new open space)	Morley Park (development of new open space)	Morley Park (development of new open space)	Morley Park (development of new open space)	5	Annual	Perception	Morley Park (development of new open space)	
6	Car parking fees in key parks	Car parking fees in key parks	Car parking fees in key parks	Car parking fees in key parks	6	Annual	Perception	Car parking fees in key parks	
7	Commercialisation of grounds and sports services	Commercialisation of grounds and sports services	Commercialisation of grounds and sports services	Commercialisation of grounds and sports services	7	Annual	Perception	Commercialisation of grounds and sports services	
8	New cemetery extension (London Road)	New cemetery extension (London Road)	New cemetery extension (London Road)	New cemetery extension (London Road)	8	Annual	Perception	New cemetery extension (London Road)	
9	Development of new sporting hub at Joseph Hood Rec	Development of new sporting hub at Joseph Hood Rec	Development of new sporting hub at Joseph Hood Rec	Development of new sporting hub at Joseph Hood Rec	9	Annual	Perception	Development of new sporting hub at Joseph Hood Rec	
10	Refurbishment of Wimbledon Park tennis courts	Refurbishment of Wimbledon Park tennis courts	Refurbishment of Wimbledon Park tennis courts	Refurbishment of Wimbledon Park tennis courts	10	Annual	Perception	Refurbishment of Wimbledon Park tennis courts	

**Parks and Green Spaces**

**Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration**

**Enter a concise description of your main activities/objectives below:**

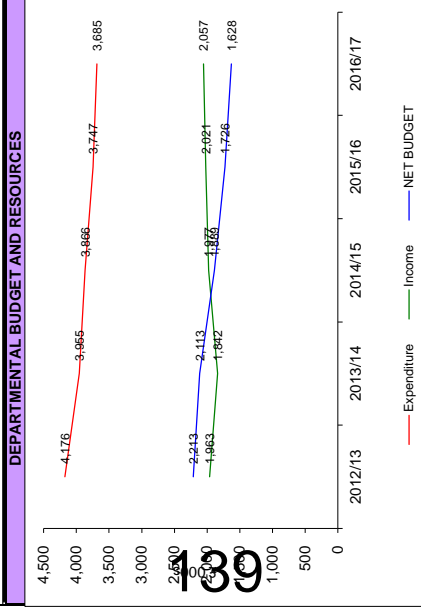
The service manages, maintains and develops Merton's parks & open spaces including the management of a cemetery service, and a varied programme of events from small community events to large commercial ones. There are currently in excess of 100 separate sites. The team also manages allotments and works with allotment societies to assist them self-manage wherever possible. The service is becoming increasingly efficient and commercial in the way it manages its sports and other lettings and is moving to a position where community groups and organisations contribute directly to front-line delivery, including self-management of assets.

**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
- 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

DRAFT VERSION 2



DEPARTMENTAL BUDGET AND RESOURCES									
Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17	NET BUDGET			
Expenditure	4,176	3,965	3,866	3,747	3,685				
Employees	2,083	2,017	1,938	1,814	1,744				
Premises	624	579	570	579	587				
Transport	217	156	158	160	161				
Supplies and Services	481	453	433	427	426				
3rd party payments	1	1	1	1	1				
Transfer Payments	7	7	7	7	7				
Support services	665	665	665	665	665				
Depreciation	98	94	94	94	94				
<b>Income</b>	<b>1,963</b>	<b>1,842</b>	<b>1,977</b>	<b>2,021</b>	<b>2,057</b>				
Government grants	76	53	53	53	53				
Other reimbursements	225	153	153	153	153				
Customer and client receipts	1,662	1,661	1,796	1,840	1,876				
Reserves	0	-25	-25	-25	-25				
Capital Funded	0	0	0	0	0				
<b>NET BUDGET</b>	<b>2,213</b>	<b>2,113</b>	<b>1,899</b>	<b>1,726</b>	<b>1,628</b>				
Capital Budget	1,703	525	250	250	250				

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT							
Parks and Green Spaces	PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:		Score	
				Select up to 3 services	Risk		
				Sustainability	Likelihood	Impact	
1	2013/14 Management of parks & open spaces 2014/15 Management of parks & open spaces 2015/16 Management of parks & open spaces 2016/17 Management of parks & open spaces This is to investigate the future management of parks and open spaces by either friends groups or community groups.	More efficient way of working	Equality analysis undertaken	Whole organisation - no impact	2	2	4
2	2013/14 Management of paddling pools 2014/15 Management of paddling pools 2015/16 Management of paddling pools 2016/17 Management of paddling pools This is to investigate the future management of paddling pools by either friends groups or community groups.	More efficient way of working	Equality analysis undertaken	Whole organisation - no impact	2	2	4
3	2013/14 Management of allotments 2014/15 Management of allotments 2015/16 Management of allotments 2016/17 Management of allotments To look at allotments being managed by users rather than by the council	More efficient way of working	Equality analysis undertaken	Whole organisation - no impact	2	2	4
4	2013/14 Management of bowling greens 2014/15 Management of bowling greens 2015/16 Management of bowling greens 2016/17 Management of bowling greens To ascertain whether local clubs would manage the bowling greens themselves rather than the council	More efficient way of working	Equality analysis undertaken	Whole organisation - no impact	2	2	4
5	2013/14 Morley Park (development of new open space) 2014/15 Morley Park (development of new open space) 2015/16 Morley Park (development of new open space) 2016/17 To review the management arrangements for the new Morley Park.	Income generation	Equality analysis to be undertaken	Whole organisation - no impact	3	2	6
6	2013/14 Car parking fees in key parks 2014/15 Car parking fees in key parks 2015/16 Car parking fees in key parks 2016/17 Introduction of car parking fees in certain car parks	Income generation	Equality analysis undertaken	Parking - positive impact	4	2	8
7	2013/14 Commercialisation of grounds and sports services 2014/15 Commercialisation of grounds and sports services 2015/16 Commercialisation of grounds and sports services This is a project to commercialise the grounds and sports services that are currently supplied by the council	Income generation	Equality analysis to be undertaken	Whole organisation - no impact	2	2	4
8	2013/14 New cemetery extension (London Road) 2014/15 New cemetery extension (London Road) 2015/16 New cemetery extension (London Road) 2016/17 Commissioning of a new cemetery extension at Merton and Sutton Cemetery	Income generation	Equality analysis to be undertaken	Facilities Management - negative impact	2	3	6
9	2013/14 Development of new sporting hub at Joseph Hood Rec 2014/15 Development of new sporting hub at Joseph Hood Rec 2015/16 Development of new sporting hub at Joseph Hood Rec 2016/17	Improved reputation	Equality analysis to be undertaken	Whole organisation - positive impact	3	2	6
10	2013/14 Refurbishment of Wimbledon Park tennis courts 2014/15 2015/16 2016/17	Improved reputation	Equality analysis to be undertaken	Whole organisation - positive impact Parks and Green Spaces - positive impact	2	2	4

Property	PLANNING ASSUMPTIONS										Corporate strategies your service		
Anticipated demand	2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand	Appendix 1					Workforce Development	
The number of proposed disposals	10	2	7	8	→	Increase revenue	Appendix 1					Learning & Dev.	
The number of proposed lettings	12	10	9	8	→	Increase revenue	Appendix 1						
The number of proposed rent reviews	36	30	25	21	→	Increase revenue	Appendix 1						
Regeneration	N/A	↑	↑	↑	↑	Increase revenue	Appendix 1						
Anticipated supply	2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of supply	Appendix 1						
Staff	6	8	8	8	8	Economic	Appendix 1						
Performance Indicator	Performance targets (Indicate if % target)					Reporting cycle	Polarity	Indicator type					Impact(s) if performance indicator not met
Capital receipts	£5m	£5m	£10m	£10m	£5m	Quarterly	High	Business critical					Loss of income
% Vacancy rate of prop. owned by council	5.5	5	4.5	4	4	Quarterly	Low	Outcome					Loss of income
% Debt owed to LBM by tenants inc businesses	10	9.8	9.5	9	9	Quarterly	Low	Outcome					Loss of income

BRIEFLY DETAIL YOUR MAJOR WORK/PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1	Integrated Project Team	Integrated Project Team	Integrated Project Team	Integrated Project Team	1	1	1	1	1	1
2	Asset Management Plan	Asset Management Plan	Asset Management Plan	Asset Management Plan	2	2	2	2	2	2
3					3	3	3	3	3	3
4					4	4	4	4	4	4
5					5	5	5	5	5	5
6					6	6	6	6	6	6
7					7	7	7	7	7	7
8					8	8	8	8	8	8
9					9	9	9	9	9	9
10					10	10	10	10	10	10

ACTIONS AND SAVINGS										
2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Revenue Budget £'000s	1,081	1,063	1,069	1,075	1,080	1,080	1,080	1,080	1,080	1,080
Expenditure	317	268	268	268	268	268	268	268	268	268
Employees	291	261	265	269	272	272	272	272	272	272
Premises	0	0	0	0	0	0	0	0	0	0
Transport	66	121	123	125	126	126	126	126	126	126
Supplies and Services	7	7	7	7	7	7	7	7	7	7
3rd party payments	392	392	392	392	392	392	392	392	392	392
Support services	8	14	14	14	14	14	14	14	14	14
Depreciation										
Income	3,588	4,411	4,467	4,522	4,578	4,578	4,578	4,578	4,578	4,578
Government grants	0	0	0	0	0	0	0	0	0	0
Other reimbursements	31	18	18	18	18	18	18	18	18	18
Customer and client receipts	3,194	4,020	4,076	4,131	4,187	4,187	4,187	4,187	4,187	4,187
Recharges	373	373	373	373	373	373	373	373	373	373
Reserves	0	0	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0
NET BUDGET	-2,517	-3,348	-3,398	-3,447	-3,498	-3,498	-3,498	-3,498	-3,498	-3,498
Capital Budget	750									

FINANCE COMMENTS (Capital Budget or otherwise)										

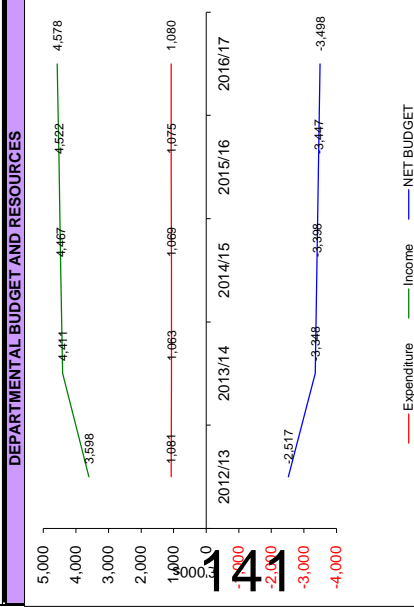
**Property**  
**Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration**  
**Enter a concise description of your main activities/objectives below:**

Ensure that all property transactions provide value for money and comply with statutory control. To maintain an accurate record of the property assets of the council and to invest asset valuations to support the council's accounts. To manage the council's investment portfolio to maximise income, managing the council's asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford. To support regeneration, deal with occupation of council land by Gypsies and Travellers and lead the Integrated Project Team to deliver a programme of property sales to maximise capital receipts. Community Right to Bid - to manage applications for community assets to be listed and claims for compensation.

**Objectives**

- complete Asset Valuations to timetable agreed with Director of Corporate Services
- drive programme of property disposals to maximise capital receipts and exceed target
- critically examine operational property to ensure the council has the minimum necessary to support the business plan
- maximise revenue in come by letting vacant property
- provide timely advice to inform regeneration projects
- ensure team is arranged to support objectives.

DRAFT VERSION 2



**DEPARTMENTAL BUDGET AND RESOURCES**

	2012/13	2013/14	2014/15	2015/16	2016/17
Revenue Budget £'000s	1,081	1,063	1,069	1,075	1,080
Expenditure	317	268	268	268	268
Employees	291	261	265	269	272
Premises	0	0	0	0	0
Transport	66	121	123	125	126
Supplies and Services	7	7	7	7	7
3rd party payments	392	392	392	392	392
Support services	8	14	14	14	14
Depreciation					
Income	3,588	4,411	4,467	4,522	4,578
Government grants	0	0	0	0	0
Other reimbursements	31	18	18	18	18
Customer and client receipts	3,194	4,020	4,076	4,131	4,187
Recharges	373	373	373	373	373
Reserves	0	0	0	0	0
Capital Funded	0	0	0	0	0
NET BUDGET	-2,517	-3,348	-3,398	-3,447	-3,498
Capital Budget	750				

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Property	PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			Likelihood	Impact	Score
				Select up to 3 services					
1	2013/14 Integrated Project Team 2014/15 Integrated Project Team 2015/16 Integrated Project Team 2016/17 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	Equality analysis to be undertaken	Future Merton - positive impact	Other resource reduction	2	2	4	
2	2013/14 Asset Management Plan 2014/15 Asset Management Plan 2015/16 Asset Management Plan 2016/17 This is the creation of a plan which will help to maximise all the property held by the council.	Income generation	Equality analysis to be undertaken	Future Merton - positive impact	Other resource reduction	1	2	2	
3	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0	
4	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0	
5	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0	
6	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0	
7	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0	
8	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0	
9	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0	
10	2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0	

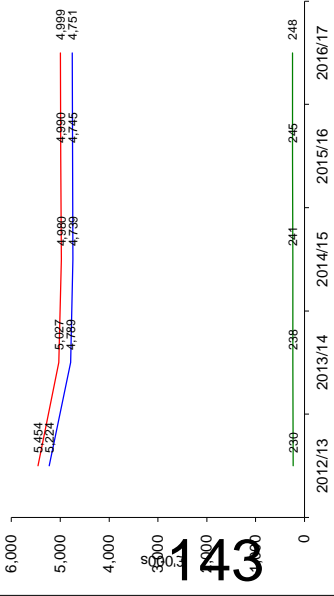


Street Cleaning		PLANNING ASSUMPTIONS										Corporate strategies your service		Workforce	
Cllr Mark Betteridge Cabinet Member for Performance & Implementation		Anticipated demand		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		Appendix 1		Development		
Enter a concise description of your main activities/objectives below:		Increased population	199,700	199,700	199,700	199,700	199,700	199,700	Customer demand - external	Performance Management Framework	Waste Management Plan	Learning & Dev.	Reliance on agency		
Street Cleaning: to improve the street scene by maintaining the public highway, collecting fly tips, removing litter, debris, graffiti, fly posting and keeping gullies clean.		Increased housing density	80,890	80,890	80,890	80,890	80,890	80,890	Customer demand - external	Performance Management Framework	Waste Management Plan	Learning & Dev.	Reliance on agency		
Enhancement: to improve the street scene by education, advice and enforcement, reducing fly tipping, litter, dog fouling, abandoned vehicles, graffiti and fly posting, and collecting stray dogs.		Staff	102	102	102	102	102	102	Economic	Performance Management Framework	Waste Management Plan	Learning & Dev.	Reliance on agency		
Winter Gritting: delivering an efficient service in accordance with Highways Section priorities.		Transport	26	26	26	26	26	26	Economic	Performance Management Framework	Waste Management Plan	Learning & Dev.	Reliance on agency		
Objectives		Performance Indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2016/17	Indicator type	Impact(s) if performance indicator not met	Political risk	Learning & Dev.	Reliance on agency		
● fulfil the council's statutory responsibilities in respect of street cleansing		% Residents satisfied with street cleanliness	56	58	60	62	62	62	Perception	Reputational risk	Political risk	Learning & Dev.	Reliance on agency		
● maximise efficiencies through co-ordinated and partnership working		% Sites surveyed below standard for litter	9	8.5	7.5	7	7	7	Perception	Reputational risk	Political risk	Learning & Dev.	Reliance on agency		
● provide value for money services that meet the needs of residents and businesses		% Sites surveyed below standard for Derituis	13	12.5	12	11.5	11	11	Perception	Reputational risk	Political risk	Learning & Dev.	Reliance on agency		
● improve our customer information and improve feedback		% Sites surveyed below standard for graffiti	6	5.5	5.0	4.5	4.0	4.0	Perception	Reputational risk	Political risk	Learning & Dev.	Reliance on agency		
● protect and care for the welfare and development of our employees, the environment, our customers and the local community in which we operate		% Sites surveyed below standard for graffiti	15	14.50	14.00	13.50	13.00	13.00	Perception	Reputational risk	Political risk	Learning & Dev.	Reliance on agency		
● provide a safe and supportive environment for all our employees and strive for outstanding health and safety performance		Number of fly tips reported	3500	3300	3200	3100	3000	3000	Outcome	Reputational risk	Political risk	Learning & Dev.	Reliance on agency		
● provide a customer focussed approach to service design and improvement		Days lost through sickness per FTE	14	12	10	10	9	9	Outcome	Reputational risk	Political risk	Learning & Dev.	Reliance on agency		
● improve levels of satisfaction with services provided.									Outcome	Reputational risk	Political risk	Learning & Dev.	Reliance on agency		
DRAFT VERSION 2															

BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Project	2013/14	2014/15	2015/16	2016/17	2016/17				
1	Introduce mobile working	1	1	1	1				
2	Public value review of street cleansing and enforcement between October and March 2013	2	2	2	2				
3	Introduce timed commercial waste collections in town centres	3	3	3	3				
4		4	4	4	4				
5		5	5	5	5				
6		6	6	6	6				
7		7	7	7	7				
8		8	8	8	8				
9		9	9	9	9				
10		10	10	10	10				

ACTIONS AND SAVINGS									
Project	2013/14	2014/15	2015/16	2016/17	2016/17				
1	Introduce mobile working	56	ENT3						
2	Public value review of street cleansing and enforcement between October and March 2013								
3	Introduce timed commercial waste collections in town centres								
4									
5									
6									
7									
8									
9									
10									

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17				
Expenditure	5,454	5,027	4,980	4,990	4,999				
Income	3,451	3,399	3,343	3,343	3,343				
NET BUDGET	2,003	1,628	1,637	1,647	1,656				
Capital Budget	612	451	315	275	100				

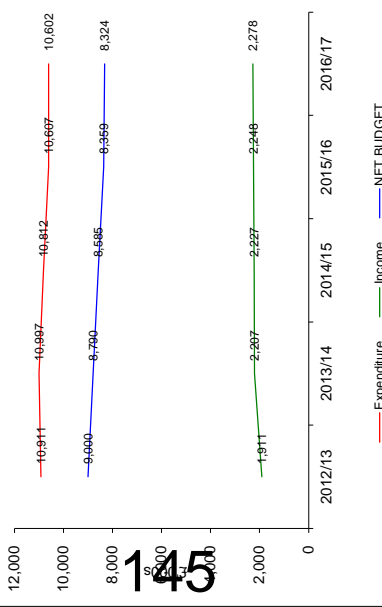


143

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON:			RISK		Score	
			Select up to 3 services	Sustainability	Likelihood	Impact			
<b>Street Cleaning</b> 2013/14 Introduce mobile working 2014/15 2015/16 2016/17 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	No impact	Select a service Select a service	Not applicable	2	2	4		
2013/14 Public value review of street cleansing and enforcement between October and March 2013 2014/15 2015/16 2016/17 Implementation of agreed PVR recommendations which will include new enforcement strategy	Improved customer satisfaction	Equality analysis to be undertaken	Commercial Waste - positive impact	Waste	2	2	4		
2013/14 Introduce timed commercial waste collections in town centres 2014/15 2015/16 2016/17 Introduce time banded waste collections in town centres starting with Wimbledon town centre	To meet legislative requirements	Equality analysis to be undertaken	Street Cleaning - positive impact Whole organisation - positive impact	Impact on transport emissions	2	2	4		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		
2013/14 2014/15 2015/16 2016/17	Select one major outcome	Select one	Select a service	Select one	0	0	0		

Traffic and Highways		PLANNING ASSUMPTIONS										Corporate strategies your service		Workforce	
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		Anticipated demand		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		Appendix 1		Development		
Enter a concise description of your main activities/objectives below:		Street lights	12,673	12,673	12,673	12,673	12,673	12,673	Customer demand - external	Road Safety		Learning & Dev.	Reliance on agency		
The service discharges the councils responsibilities as a Highway, Traffic and Parking 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.		Maintenance of trees	16,500	16,570	16,640	16,710	16,710	16,710	16,710	Customer demand - external	Local Transport Plan		Ageing workforce		
The main aims of the service are:		Network Maintenance and Improvement	363.5	363.5	363.5	363.5	363.5	363.5	Statutory / Government initiative	Local Implementation Plan					
<ul style="list-style-type: none"> <li>ensure the safe and expeditious movement of all traffic on the Highway Network.</li> <li>improve the Public Realm.</li> <li>improve the quality of life of local residents</li> </ul>		Streetwork Permits issued	5,600	11,650	↑	↑	↑	↑	↑	Customer demand - external	Capital Programme				
Objectives		Anticipated supply	2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of supply		Local Development Framework					
The overall objectives of the Service is to effectively manage the highway network and to ensure that this network is safe and serviceable for all road users. The specific objectives for 2013/14 is to reduce the Council's Street Lighting energy costs and Carbon footprint.		Staff	40.5	39.7	38.7	TBC	TBC	Economic							
The Council will also be operating the London Permit Scheme from 14th January 2013 to manage road work activities on the public highway. 11,650 permits are expected to be granted per year. The Streetwork and Network Co-ordination team will grow by an additional 6 staff as a result.		Performance Indicator	Performance targets (Indicate if % target)		2012/13	2013/14	2014/15	2015/16	2016/17	Reporting cycle	Indicator type	Impact(s) if performance indicator not met			
DRAFT VERSION 2		% of out of light lamp columns under LA control repaired within 3 working days	85%	87%	85%	86%	86%	86%	Quarterly	Quality	Reduced customer service				
		% of Emergency Callouts	100%	100%	100%	100%	100%	100%	Monthly	Quality	Increased costs				
		% Streetworks permitting determined	98%	98%	98%	98%	98%	98%	Monthly	Quality	Loss of income				
		% Streetworks inspections completed	30%	32%	35%	37%	38%	38%	Quarterly	Unit cost	Loss of income				
		Percentage of jobs completed where no Fixed Penalty Notice issued	96%	96%	98%	99%	99%	99%	Monthly	Outcome	Reduced customer service				
		Percentage of Condition Surveys completed on time	80%	90%	92%	95%	95%	95%	Annual	Quality	Increased costs				

DEPARTMENTAL BUDGET AND RESOURCES										
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1	Flood and Water Management Schemes	1	Flood and Water Management Schemes	1	1	1	1	1	1	1
2	Grounds maintenance contract	2	2	2	2	2	2	2	2	2
3	Street Lighting contract	3	3	3	3	3	3	3	3	3
4	Delivery of Mitcham Town Centre scheme	4	4	4	4	4	4	4	4	4
5		5	5	5	5	5	5	5	5	5
6		6	6	6	6	6	6	6	6	6
7		7	7	7	7	7	7	7	7	7
8		8	8	8	8	8	8	8	8	8
9		9	9	9	9	9	9	9	9	9
10		10	10	10	10	10	10	10	10	10



ACTIONS AND SAVINGS										
Project	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1	Flood and Water Management Schemes	1	1	1	1	1	1	1	1	1
2	Grounds maintenance contract	2	2	2	2	2	2	2	2	2
3	Street Lighting contract	3	3	3	3	3	3	3	3	3
4	Delivery of Mitcham Town Centre scheme	4	4	4	4	4	4	4	4	4
5		5	5	5	5	5	5	5	5	5
6		6	6	6	6	6	6	6	6	6
7		7	7	7	7	7	7	7	7	7
8		8	8	8	8	8	8	8	8	8
9		9	9	9	9	9	9	9	9	9
10		10	10	10	10	10	10	10	10	10

REVENUE BUDGET £'000s										
Category	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Income	1,911	2,207	2,227	2,248	2,278					
Government grants	125	0	0	0	0					
Other reimbursements	802	624	624	624	634					
Customer and client receipts	859	1,458	1,478	1,499	1,519					
Recharges	125	125	125	125	125					
Reserves	0	0	0	0	0					
Capital Funded	0	0	0	0	0					
NET BUDGET	9,000	8,790	8,585	8,359	8,324					
Capital Budget	4,347	3,776	3,367	3,267	3,527					

Finance Comments (Capital Budget or otherwise)

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
Traffic and Highways		MAJOR EXPECTED OUTCOME			IMPACT ON: Select up to 3 services			APPENDIX 1 Likelihood Impact Score	
PROJECT DESCRIPTION	2013/14 Flood and Water Management Schemes 2015/16 2016/17	2014/15 Flood and Water Management Schemes 2015/16 2016/17	2015/16 Flood and Water Management Schemes 2016/17	Equality analysis to be undertaken	Highways - positive impact	Impact on flood plains / drainage systems	1	1	1
1	2013/14 Flood and Water Management Schemes 2015/16 2016/17 This is work covered by the Flood Action Plan which has to be approved by the Environment agency.	2013/14 Grounds maintenance contract 2014/15 2015/16 2016/17	2014/15 Flood and Water Management Schemes 2015/16 2016/17	Equality analysis to be undertaken	Highways - positive impact	Impact on flood plains / drainage systems	1	1	1
2	Procurement of the new ground maintenance contract	2013/14 Street Lighting contract 2014/15 2015/16 2016/17	2014/15 Flood and Water Management Schemes 2015/16 2016/17	Equality analysis to be undertaken	Highways - positive impact Parks and Green Spaces - positive impact	Impact on transport emissions	2	3	6
3	This is deciding upon whether the Street lighting contract should be extended	2013/14 Street Lighting contract 2014/15 2015/16 2016/17	2014/15 Flood and Water Management Schemes 2015/16 2016/17	Equality analysis to be undertaken	Highways - positive impact Parks and Green Spaces - positive impact	Impact on transport emissions	1	2	2
4	2013/14 Delivery of Mitcham Town Centre scheme 2014/15 Delivery of Mitcham Town Centre scheme 2015/16 2016/17 Major improvement to road network around Mitcham Town Centre	2013/14 Street Lighting contract 2014/15 2015/16 2016/17	2014/15 Flood and Water Management Schemes 2015/16 2016/17	Equality analysis to be undertaken	Highways - positive impact Future Merton - positive impact	Not applicable	4	3	12
5	2013/14 2014/15 2015/16 2016/17	2013/14 Street Lighting contract 2014/15 2015/16 2016/17	2014/15 Flood and Water Management Schemes 2015/16 2016/17	Select one	Select a service Select a service Select a service	Select one	0	0	0
6	2013/14 2014/15 2015/16 2016/17	2013/14 Street Lighting contract 2014/15 2015/16 2016/17	2014/15 Flood and Water Management Schemes 2015/16 2016/17	Select one	Select a service Select a service Select a service	Select one	0	0	0
7	2013/14 2014/15 2015/16 2016/17	2013/14 Street Lighting contract 2014/15 2015/16 2016/17	2014/15 Flood and Water Management Schemes 2015/16 2016/17	Select one	Select a service Select a service Select a service	Select one	0	0	0
8	2013/14 2014/15 2015/16 2016/17	2013/14 Street Lighting contract 2014/15 2015/16 2016/17	2014/15 Flood and Water Management Schemes 2015/16 2016/17	Select one	Select a service Select a service Select a service	Select one	0	0	0
9	2013/14 2014/15 2015/16 2016/17	2013/14 Street Lighting contract 2014/15 2015/16 2016/17	2014/15 Flood and Water Management Schemes 2015/16 2016/17	Select one	Select a service Select a service Select a service	Select one	0	0	0
10	2013/14 2014/15 2015/16 2016/17	2013/14 Street Lighting contract 2014/15 2015/16 2016/17	2014/15 Flood and Water Management Schemes 2015/16 2016/17	Select one	Select a service Select a service Select a service	Select one	0	0	0

SERVICE:	Traffic and Highways		FURTHER PLANNING ASSUMPTIONS																			
	BRIEFLY DETAIL YOUR MAJOR WORK / PROCUREMENT PROJECTS										2016/17											
	2013/14					2014/15					2015/16					2016/17						
	11	12	13	14	15	11	12	13	14	15	11	12	13	14	15	11	12	13	14	15		
Project 11																						
Project 12																						
Project 13																						
Project 14																						
Project 15																						
Project 16																						
Project 17																						
Project 18																						
Project 19																						
Project 20																						

**ACTION PLAN**

**DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT**

DESCRIPTION	MAJOR EXPECTED OUTCOME		EQUALITIES		Other services (maximum of 3)			Sustainability	Likelihood	Risk Impact	Score
	1	2	1	2	1	2	3				
Project 11 2012/13 2013/14 2014/15 2015/16	Select one major outcome	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
Project 12 2012/13 2013/14 2014/15 2015/16	Select one major outcome	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
Project 13 2012/13 2013/14 2014/15 2015/16	Select one major outcome	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
Project 14 2012/13 2013/14 2014/15 2015/16	Select one major outcome	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
Project 15 2012/13 2013/14 2014/15 2015/16	Select one major outcome	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
Project 16 2012/13 2013/14 2014/15 2015/16	Select one major outcome	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
Project 17 2012/13 2013/14 2014/15 2015/16	Select one major outcome	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
Project 18 2012/13 2013/14 2014/15 2015/16	Select one major outcome	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
Project 19 2012/13 2013/14 2014/15 2015/16	Select one major outcome	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0
Project 20 2012/13 2013/14 2014/15 2015/16	Select one major outcome	Select one major outcome	Select one	Select one	Select a service	Select a service	Select a service	Select one	0	0	0

## APPENDIX 1

This Page Is Intentionally Blank



DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT									
PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	EQUALITIES	IMPACT ON:			Likelihood	Risk Impact	Score	
			Select up to 3 services						
Transport - Commissioning 2013/14, 2014/15, 2015/16, 2016/17	Select one major outcome	No impact	Select a service	Select a service	Select a service	0	0	0	
	Select one major outcome	No impact	Select a service	Select a service	Select a service	0	0	0	
2013/14, 2014/15, 2015/16, 2016/17	To meet budget savings	No impact	Transport - positive impact			3	1	3	
2013/14, 2014/15, 2015/16, 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14, 2014/15, 2015/16, 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14, 2014/15, 2015/16, 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14, 2014/15, 2015/16, 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14, 2014/15, 2015/16, 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
2013/14, 2014/15, 2015/16, 2016/17	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	
	Select one major outcome	Select one	Select a service	Select a service	Select a service	0	0	0	



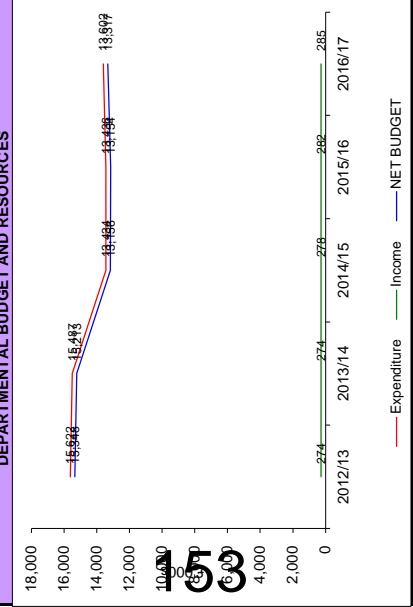


DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT							
PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	EQUALITIES	IMPACT ON:			Score	
			Select up to 3 services	Sustainability	Likelihood		
<p>Transport - Passenger Fleet</p> <p>2013/14 Completion of 3 bay extension 2014/15 2015/16 2016/17</p> <p>In order to meet our obligations with regard to vehicle maintenance, within the changing roles of Waste Operations, we need to be able to work on vehicles into the evenings. This is not possible as the current workshops were not designed for refuse vehicle maintenance. A 3 bay workshop extension will enable evening</p>	More efficient way of working	No impact	Whole organisation - positive impact Waste Management - positive impact	Not applicable	2	2	4
<p>2013/14 Closer working with MCT 2014/15 Closer working with MCT 2015/16 2016/17</p> <p>Closer working with the voluntary sector has been identified as an objective to improve services. We are looking at ways to better cooperate with Merton Community Transport. So far we have an arrangement to supply fuel to them and we are now looking at vehicle maintenance and vehicle utilisation.</p>	More efficient way of working	No impact	Adult Social Care - positive impact	Community outreach	2	2	4
<p>2013/14 Tachograph Facility 2014/15 Tachograph Facility 2015/16 2016/17</p> <p>At the present time there is no Tachograph repair facility within the borough. We have to visit a Tachograph Centre 40+ times a year. We are investigating the viability of operating an in house repair centre that could both repair LB Merton Vehicles as well as taking on 3rd party work.</p>	Income generation	No impact	Transport - positive impact Waste Management - positive impact	Impact on transport emissions	2	2	4
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service	Select one	0	0	0

Waste Management		PLANNING ASSUMPTIONS										Corporate strategies your service	
Cllr Mark Betteridge Cabinet Member for Performance & Implementation		2012/13	2013/14	2014/15	2015/16	2016/17	Key drivers of demand		Key drivers of supply		Annual Change Budget		
Enter a concise description of your main activities/objectives below:		Anticipated demand	2013/14	2014/15	2015/16	2016/17	Customer demand - external	Customer demand - external	Customer demand - external	Local Development Framework	Waste Management Plan	Workforce Development	
<p>Household Reuse and Recycling Centres Merton is required to provide facilities for the disposal of excess household and garden waste free of charge.</p> <p>Objectives</p> <ul style="list-style-type: none"> <li>provide efficient and accessible services to all of our customers, including those with specific needs.</li> <li>to advise our customers on the services provided and to keep improving our services in line with customer needs.</li> <li>promote public awareness of waste minimisation and encourage re-use and recycling through information, education and empowerment.</li> </ul>		Increased population	199,700	↑	↑	↑	↑	Customer demand - external	↑	↑	Local Development Framework	Workforce Development	
		Increased housing density	80,880	↑	↑	↑	↑	Customer demand - external	↑	↑	Local Development Framework	Sickness	
		Household waste tonnage	71,000	↑	↔	↔	↔	Customer demand - external	↔	↔	Local Development Framework	Reliance on agency Learning & Dev.	
		<b>Anticipated supply</b>		2012/13	2013/14	2014/15	2015/16	2016/17					
		Staff	97	97	97	97	97						
		Transport	33	31	31	29	29						
		Select anticipated supply											
		Select anticipated supply											
		<b>Performance Indicator</b>											
		% Household waste recycled		2012/13	2013/14	2014/15	2015/16	2016/17	Polarity	Reporting cycle	Indicator type	Impact(s) if performance indicator not met	
% Residents satisfied with refuse collection		40	42	43	44	45	High	Monthly	Business critical	Reputational risk			
% Residents satisfied with refuse collection		72	74	76	78	78	High	Annual	Perception	Reputational risk			
Residual waste kg per household pa		525	512	504	496	483	Low	Monthly	Outcome	Increased costs			
% Municipal solid waste landfilled		49	48	47	46	45	Low	Monthly	Outcome	Increased costs			
Number of missed bins per 100,000		70	60	55	50	45	Low	Monthly	Outcome	Reduced customer service			
Total waste arisings from households		875	874	873	872	868	High	Monthly	Outcome	Reputational risk			
Days lost from through sickness per FTE		14	12	10	10	10	Low	Quarterly	Outcome	Increased costs			
% Residents satisfied with recycling facilities		70	73	76	79	79	High	Annual	Perception	Reputational risk			
No. Town Centre FPN's issued		250	750	1000	1000	800	Select	Annual	Output				

BRIEFLY DETAIL YOUR MAJOR WORK/PROCUREMENT PROJECTS - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Project	2013/14	2014/15	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2016/17
1	South London waste partnership (phase B)	1					1		1
2	Public value review between Dec 2013 and May 2014	2					2		2
3	Double shifting domestic flats reduce 2 fleet vehicles	3					3		3
4	Improved enforcement regime to support time-banding in town centres	4					4		4
5	Review of Phase A contract	5					5		5
6	SLWP review Phase C	6					6		6
7		7					7		7
8		8					8		8
9		9					9		9
10		10					10		10

ACTIONS AND SAVINGS									
Project	2013/14	2014/15	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2016/17
1	190	EN15 & EN17					100		EN14
2							66		EN16
3	2,029	EN18-EN21 & ER17							
4									
5									
6									
7									
8									
9									
10	2,219						166		0
Finance Comments (Capital Budget or otherwise)									



Revenue Budget £'000s	2012/13	2013/14	2014/15	2015/16	2016/17
Expenditure	15,622	15,487	13,434	13,436	13,602
Employees	3,313	3,459	3,269	3,169	3,169
Premises	185	128	129	131	133
Transport	1,560	1,518	1,541	1,498	1,520
Supplies and Services	513	573	581	590	598
3rd party payments	8,557	8,395	6,500	6,634	6,768
Transfer Payments	2	2	2	2	2
Support services	1,051	1,051	1,051	1,051	1,051
Depreciation	441	361	361	361	361
<b>Income</b>	<b>274</b>	<b>274</b>	<b>278</b>	<b>282</b>	<b>285</b>
Government grants	0	0	0	0	0
Other reimbursements	0	0	0	0	0
Customer and client receipts	274	274	278	282	285
Reserves	0	0	0	0	0
Capital Funded	0	0	0	0	0
<b>NET BUDGET</b>	<b>15,348</b>	<b>15,213</b>	<b>13,156</b>	<b>13,154</b>	<b>13,317</b>
Capital Budget					

DETAILS OF YOUR MAJOR WORK PROJECTS AND THEIR IMPACT						
Waste Management PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Equalities	IMPACT ON: Select up to 3 services			Score
			Sustainability	Likelihood	Impact	
<p>2013/14 South London waste partnership (phase B) 2014/15 2015/16 2016/17</p> <p>The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness.</p>	More efficient way of working	Equality analysis undertaken	Whole organisation - no impact	2	4	8
<p>2013/14 Public value review between Dec 2013 and May 2014 2014/15 2015/16 2016/17</p> <p>Implementation of agreed PVR recommendations</p>	Improved customer satisfaction	Equality analysis to be undertaken	Waste Management - positive impact Select a service Select a service	2	2	4
<p>2013/14 Double shifting domestic flats reduce 2 fleet vehicles 2014/15 2015/16 2016/17</p> <p>Reduction of two fleet vehicles.</p>	More efficient way of working	Equality analysis undertaken	Waste Management - no impact Transport - positive impact Select a service	2	3	6
<p>2013/14 Improved enforcement regime to support time-banding in town centres 2014/15 2015/16 2016/17</p> <p>Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency. There will need to be capital investment approx £120K.</p>	More efficient way of working	Equality analysis undertaken	Waste Management - positive impact Select a service Select a service	2	2	4
<p>2013/14 Review of Phase A contract 2014/15 2015/16 2016/17</p> <p>Reduction of two fleet vehicles.</p>	More efficient way of working	Equality analysis undertaken	Waste Management - positive impact Select a service Select a service	2	2	4
<p>2013/14 SLWP review Phase C 2014/15 2015/16 2016/17</p>	More efficient way of working	Equality analysis undertaken	Waste Management - positive impact Select a service Select a service	2	2	4
<p>2013/14 2014/15 Mobile technology including GPS and in cab monitors 2015/16 2016/17</p>	More efficient way of working	Equality analysis to be undertaken	Waste Management - positive impact Transport - no impact Select a service	3	2	6
<p>2013/14 2014/15 Double shift garden waste collection vehicles reduce 2 x vehicles (this is not possible at the moment because of disposal licensing issues) 2016/17</p>	More efficient way of working	Equality analysis to be undertaken	Waste Management - neutral impact Select a service Select a service	3	2	6
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service Select a service Select a service	0	0	0
<p>2013/14 2014/15 2015/16 2016/17</p>	Select one major outcome	Select one	Select a service Select a service Select a service	0	0	0