

Merton Council

Healthier Communities and Older People Overview and Scrutiny Panel



Date: 12 November 2014

Time: 7.15 pm

Venue: Committee rooms B, C & D - Merton Civic Centre, London Road, Morden
SM4 5DX

AGENDA

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1	Declarations of Pecuniary Interest There were no declarations of pecuniary interests	
2	Apologies for absence There were no apologies for absence	
3	Minutes of the meeting held on the 22 October	1 - 8
4	Matters Arising from the minutes on the 22 October	
5	End of life Care	9 - 28
6	Business Plan Update 2015-2019	29 - 166
7	Work Programme 2014-15	167 - 170

**This is a public meeting – members of the public are very welcome to attend.
The meeting room will be open to members of the public from 7.00 p.m.**

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Healthier Communities and Older People Overview and Scrutiny Panel membership

Councillors:

Peter McCabe (Chair)
Brian Lewis-Lavender (Vice-Chair)
Pauline Cowper
Mary Curtin
Brenda Fraser
Suzanne Grocott
Sally Kenny
Abdul Latif

Co-opted Representatives

Substitute Members:

Joan Henry
Najeeb Latif
Gregory Patrick Udeh
Jill West

Note on declarations of interest

Members are advised to declare any Disclosable Pecuniary Interest in any matter to be considered at the meeting. If a pecuniary interest is declared they should withdraw from the meeting room during the whole of the consideration of that matter and must not participate in any vote on that matter. If members consider they should not participate because of a non-pecuniary interest which may give rise to a perception of bias, they should declare this, withdraw and not participate in consideration of the item. For further advice please speak with the Assistant Director of Corporate Governance.

What is Overview and Scrutiny?

Overview and Scrutiny describes the way Merton's scrutiny councillors hold the Council's Executive (the Cabinet) to account to make sure that they take the right decisions for the Borough. Scrutiny panels also carry out reviews of Council services or issues to identify ways the Council can improve or develop new policy to meet the needs of local people. From May 2008, the Overview & Scrutiny Commission and Panels have been restructured and the Panels renamed to reflect the Local Area Agreement strategic themes.

Scrutiny's work falls into four broad areas:

- ⇒ **Call-in:** If three (non-executive) councillors feel that a decision made by the Cabinet is inappropriate they can 'call the decision in' after it has been made to prevent the decision taking immediate effect. They can then interview the Cabinet Member or Council Officers and make recommendations to the decision-maker suggesting improvements.
- ⇒ **Policy Reviews:** The panels carry out detailed, evidence-based assessments of Council services or issues that affect the lives of local people. At the end of the review the panels issue a report setting out their findings and recommendations for improvement and present it to Cabinet and other partner agencies. During the reviews, panels will gather information, evidence and opinions from Council officers, external bodies and organisations and members of the public to help them understand the key issues relating to the review topic.
- ⇒ **One-Off Reviews:** Panels often want to have a quick, one-off review of a topic and will ask Council officers to come and speak to them about a particular service or issue before making recommendations to the Cabinet.
- ⇒ **Scrutiny of Council Documents:** Panels also examine key Council documents, such as the budget, the Business Plan and the Best Value Performance Plan.

Scrutiny panels need the help of local people, partners and community groups to make sure that Merton delivers effective services. If you think there is something that scrutiny should look at, or have views on current reviews being carried out by scrutiny, let us know.

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HEALTHIER COMMUNITIES AND OLDER PEOPLE OVERVIEW AND SCRUTINY PANEL

22 OCTOBER 2014

(19.15 - 21.45)

PRESENT Councillors Councillor Peter McCabe (in the Chair),
Councillor Brian Lewis-Lavender, Councillor Pauline Cowper,
Councillor Mary Curtin, Councillor Brenda Fraser,
Councillor Suzanne Grocott and Councillor Abdul Latif

Councillor Caroline Cooper- Marbiah, Cabinet Member for Adult Social Care and Health, Councillor Joan Henry, Councillor Oonagh Moulton, Councillor Gilli Lewis-Lavender.

Dave Curtis, Manager, Healthwatch Merton, David Sturgeon – Director of Primary Care, NHS England, William Cunningham Davis – Deputy Head of Primary Care, NHS England.

1 DECLARATION OF PECUNIARY INTERESTS (Agenda Item 1)

There were no declarations of pecuniary interests

2 APOLOGIES FOR ABSENCE (Agenda Item 2)

There were no apologies for absence

3 MINUTES OF THE MEETING HELD ON THE 3 SEPTEMBER 2014 (Agenda Item 3)

A panel member asked for the following sentence to be made clearer; “ A panel member asked if there will be a privatisation of this service?”

It shall be amended to read:

A panel member said that contracts have been awarded to private sector contractors in the past would that be the case for the Nelson Hospital?

A panel member queried if the Director of Community and Housing had actually said: “Another issue is that there is not clear evidence that prevention actually prevents expenditure on statutory services.”

The scrutiny officer explained that the Director has the opportunity to comment on the minutes for accuracy before they were published. However clarification would be sought and the Panel informed if the Director wished to make a change.

A panel said that the minutes should also include that the Director of Planning said that the successful bidder for the Nelson project would also have to “adhere to procurement guidelines.”

A panel member pointed out that Adam Doyle Director of Planning and Commissioning attended the meeting but it is not listed in those present.

The response from the Merton Clinical Commissioning Group (MCCG) on questions raised at the last meeting were circulated.

The Chair said the question on the details of the election of the MCCG chair had not been answered therefore we need to ask the MCCG again.

4 MATTERS ARISING FROM THE MINUTES ON THE 3 SEPTEMBER 2014 (Agenda Item 4)

There were no matters arising from the minutes

5 STRATEGIES FOR IMPROVING GP SERVICES IN MERTON - HEALTHWATCH MERTON REPORT (Agenda Item 5)

The Healthwatch Merton Manager gave an overview of the report and said that the report made some recommendations about how to implement changes to GP services locally. The report has been sent to the Merton Clinical Commissioning Group and they are awaiting a response.

Panel members asked a number of questions including; why can't people walk directly into surgeries to make an appointment? What are the issues around customer service in GP Surgeries?

The Healthwatch Merton Manager reported that people have different preferences in relation to booking a GP appointment so we need flexibility. Some GP surgeries provide excellent customer services but others do not and we need consistency across all practices.

The Cabinet member for Adult Social Care and Health asked if the report considered collaboration amongst GP practices to provide extended opening hours. The Healthwatch Merton Manager said there have been talks about this being implemented but it needs to be explored further.

A panel member asked if pharmacies opening times can be synchronised with the opening extended hours in doctor's surgeries.

The Healthwatch Merton Manager said this it is a sensible suggestion and we could ask the Merton Clinical Commissioning Group to consider it.

A Panel member referred to Page 23 of the agenda where the Healthwatch report referred to the “difficulty in making appointments days in advance” and Page 46 of the agenda where the NHS England report says “37% of patients were able to receive an appointment on the same day” The Healthwatch Merton Manager was asked his views on the credibility of the NHS England data?

The Merton Healthwatch Manager said the NHS England analysis was based on appointments made on the same day, which may be a snap shot of experiences. Although overall GP appointments are a massive issue for people.

A panel member asked if there is a geographical pattern in the levels of service across the borough.

The Merton Healthwatch Manager said there seem to be more issues in the East of the borough however we also need to look at this in relation to population density per number of GP Practices.

The Chair asked the Director of Primary Care at NHS England if he wished to comment on the discussion about the Healthwatch Merton Report.

The Director said the recommendations in the Healthwatch Merton report should be directed to NHS England as the commissioners of GP and pharmaceutical services. In terms of access and collaboration amongst GP surgeries, a new pilot scheme, enabling people to access GP Surgery between 8am to 8pm is about to be launched.

It is being piloted in twenty areas across the country including Southwark. Although not everyone will be able to see their own GP, the scheme will enable GP’s to have access patient’s data, therefore ensuring a high quality service. There will be opportunities to provide a similar service in Merton with GP practices working in a federation.

RESOLVED

The Panel asked NHS England to respond to the report and recommendations from Healthwatch Merton and share the response with this Panel.

6 CHANGES IN THE PROVISION OF PRIMARY CARE SERVICES IN MERTON (Agenda Item 7)

The Director of Primary Care introduced the report.

The Chair had accepted three requests from non panel members to share their views on the proposals for the closure of the Vineyard Hill Surgery in Wimbledon Park.

Ian Simpson, representative of Wimbledon Park residents Association

The community considered this issue back in 2012 when the Primary Care Trust issued the Carhill Funding Formula which would have had a severe impact on Vineyard Hill Surgery. However the issue seemed to disappear and the community

felt that the Practice would continue. There is concern about the short notice period from the GP's given that it takes 6-9 months to procure new surgery. The Consultation letter highlights that NHS England clearly does not want to go down the procurement route, which is the most expensive option. NHS England has said the GP Surgery is 'not fit for purpose', this needs explanation given that the venue is in use. There has been some interest to purchase the venue and put another surgery there. NHS England should have a discussion about procurement with those doctors who are interested in setting up a practice.

Paresh Modesia Local pharmacist in Wimbledon Park

Mr Modesia said he had visited the local surgeries that Vineyard Hill patients will be dispersed to and a number of issues have emerged; some of the distances cited by NHS England are wrong, three surgeries are a mile away which is a long distance to walk. There are also a number of problems with each of the six surgeries;

Princes Road is planned for re-location and is seeking permission from the council to convert the venue into flats and the patients have not been told about this plan

Elborough Street Surgery is in a terraced residential area, they have said they can take an additional 2000 patients which is doubtful.

Southfields Group practice said they are waiting for funding for additional staff but they are currently at full capacity.

Alexander Road surgery said they have capacity but cannot confirm the numbers.

Wimbledon village surgery is a mile away and difficult to get to.

Francis Grove is closing and patients will be absorbed into other local surgeries.

Mr Modesia put a number of questions to NHS England; what financial support will be given to surgeries who will take on additional patients? What is the impact upon local pharmacies? Has the contract variation been sorted out and what is the shortfall on prices?

Councillor Oonagh Moulton, Ward Councillor Wimbledon Park

This is the only surgery in Wimbledon Park Ward; with a huge number of young families as well as older people. In regards to the letters giving notice of the retirement of the doctors and options of dispersal or procurement of the surgery, there was only 24 hours notice of the first consultation meeting with patients. There also seemed to be a lack of basic preparation by NHS England. The list of nearby surgeries included with the letter to patients contained Princes Road yet that surgery is moving, Elborough Street is a smaller practice in a very small terraced house, Alexandra Road is too far away for those living in the Grid, as is Francis Grove which is in Wimbledon town centre. Wimbledon Village is also too far away and not easily accessible. Southfields Practice is the only one potentially suitable for patients living in the Grid but it already has a four week waiting time for appointments. The Vineyard

Hill Surgery is located in the heart of the ward, all the other options will require further travel, none as easily walkable for most patients and would require travel by tube or bus but many patients do not live close to a bus stop and the surgeries listed (eg Wimbledon Village surgery are not close to a tube station). The options on the list are not practical for five and half thousand patients. Accordingly procurement of a new surgery had to be the best option for the ward.

Some buildings on Arthur Road could be suitable as a number of business properties could be adapted, welcome comments from NHS England on procurement of services.

The Chair then invited comments from the Panel;

A panel member said they were astounded especially given this is the only surgery in Wimbledon Park, something needs to be done urgently.

A panel member asked if any research had been done regarding other local practices to see if they are going into retirement and if we are planning for it.

A panel member said they were surprised that so little notice was required. There should be a channel of communication between NHS England and its GP practices is the organisation too wide scale that it lacks local knowledge? Is this retirement just the tip of the iceberg?

The Director of Primary Care informed the Panel that NHS England South London Area Team (SLAT) manage two thousand primary care contracts but look to act with sensitivity to local issues working with the CCG. In response to the issues raised the following explanations and comments were offered by the Director of Primary Care:

In regards to notice periods; a minimum of three months are required for single handed practitioners and six months for partnerships. The SLAT wish to engage with practices as early as possible to understand future plans.

The funding arrangements at Vineyard Hill practice have not changed in the last two years. The current GPs have indicated they wish to retire, served six month's notice and stated that the exiting property will not be available for primary medical services once they retire. NHS England are a commissioner of services and cannot own property assets.

The current property at Vineyard Hill now has planning permission to be used as a residential property. The report to the planning committee considered there to be sufficient primary care provision in the surrounding area. NHS England is only able to pay a commercial market rent for a GP surgery which is considerably less than for a residential property.

There are three options 1) Do nothing which is not viable for patients 2) procure a new service 3) disperse the list to surrounding practices if there is capacity. Option 2 has considerable risk for a provider as the procurement process will take 6-9 months and perhaps longer if premises need to be sourced and adapted. In the short term

patients will need to need to register on a temporary basis beyond the 31/3/15 until the new service is operational. There is a risk to a potential provider that the patients will not transfer to the new service.

The Director and Deputy Director of Primary Care have met with practices to discuss additional capacity and all surrounding practices have indicated that they could take more patients. Existing waits of up twenty days is not acceptable and breaches a practice's requirement to meet the reasonable needs of their patients. NHS England will investigate such issues.

A further issue with the Vineyard Hill premises is that the current site does not meet Disability Discrimination Act requirements which while acceptable for an existing provider, a new provider would need to ensure that it is fully compliant.

In regards to the new Personal Medical Services (PMS) contracts Vineyard Hill is one of two surgeries that didn't sign up to the new specification and funding regime. In the future NHS England will be considering its position in regard to those practices that are not offering patients the revised services for patients within the financial framework.

The Director of Primary Care confirmed that one of the practices in the vicinity of Vineyard Hill patients has not signed up to the revised PMS contract.

RESOLVED

The Panel are concerned about the closure of Vineyard Hill Surgery and the impact on the local community if suitable provision is not in place. NHS England are asked to ask the GP's at the Vineyard Hill Surgery if they are willing to extend their contact which will give NHS England more time to get a new surgery up and running. NHS England are asked to look at continuing the surgery at the current location or finding a suitable alternative within the Wimbledon Park Ward.

7 GP ACCESS AND WAITING TIMES - NHS ENGLAND (Agenda Item 6)

The Director of Primary Care gave an overview of the report, NHS England provide financial incentives to encourage GP practice to set up patient participation groups as a way to help improve local services.

Also NHS England has invested in new technology to improve access, 80% of GP Practices can now provide on-line access to GP's to enable them to book appointments this will increase to all surgeries from next year.

A panel member asked if it is easy to change GP, The Director of Primary Care reported that people can change should they wish to and NHS Choices provides a wealth of information on location of GP surgeries.

A panel member asked if local surveys are the only way NHS England know about GP waiting times? The Director for Primary Care said they are able to draw upon a wealth of information

8 WORK PROGRAMME 2014-15 (Agenda Item 8)

Noted by the Panel

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Merton

Clinical Commissioning Group

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Wimbledon
SW19 1RH
Tel: 0203 668 1221

Report to the London Borough of Merton Healthier Communities and Older People Overview and Scrutiny Panel

Date of Meeting: 12th November 2014

Title of Document: Report on End of Life Care	Purpose of Report: Requested by the London Borough of Merton Healthier Communities and Older People Overview and Scrutiny Panel
Report Author: Hannah Pearson, Commissioning and Service Improvement Manager Merton CCG	Lead Director: Adam Doyle, Director of Commissioning and Planning
Contact Details: Email: hannah.pearson@mertonccg.nhs.uk	
Executive Summary: This report has been produced to provide members of the London Borough of Merton Healthier Communities and Older People Overview and Scrutiny Panel with the information requested regarding End of Life Care service provision. The report will inform the discussion that will take place during the meeting on 12 th November 2014. The report explores various areas including the CCG's aims, current service provision, key achievements, future plans and salient issues with regard to End of Life Care.	
Key sections for particular note (paragraph/page), areas of concern etc: N/A	
Recommendation(s): N/A	
Committees which have previously discussed/agreed the report: N/A	
Financial Implications: N/A	
Other Implications: N/A	
Equality Analysis: N/A	
Information Privacy Issues: N/A	
Communication Plan: N/A	

1. Background

End of Life Care is one of the most important aspects of providing and commissioning care. Accordingly, for some time in Merton, this area of service provision has received considerable attention and investment.

Significant progress has been made and many service developments have been implemented which are improving care for those approaching the end of life and for their loved ones. Merton CCG remains committed to pursuing continuous improvement and identifying new ambitions which will help to drive innovations and improvements in relation to End of Life Care service provision.

Partnership working has remained key for many years in delivering improvements in End of Life Care. The Sutton and Merton End of Life Care Network continues to be an extremely valuable forum which provides oversight and drives the implementation of new service developments. Continuing to work in a joined-up manner across health, social care and the third sector will be key to our approach as we move forward. Further, listening to patients, carers and families will remain of fundamental importance in order to enable the quality of services to be continually enhanced.

This report explores areas including the CCG's aims, key achievements, current services and next steps in relation to End of Life Care service provision.

2. Aims

Merton CCG's overarching vision for End of Life Care has remained unchanged for several years, along with the core values, goals and ways of working.

The overall goal is to make sure that the highest quality End of Life Care services are available, so that people at the end of their lives have a 'good death'. Effective and compassionate care and support should be in place for people who are approaching the end of life so that they can have a dignified, peaceful and controlled end of their life. Families and friends should be supported through this time and after their loved one has passed away.

People should, where possible, be given the opportunity and feel able to express their preferences about where and how they are cared for, are supported, and die, so that health and social care services can ensure, as far as is feasible, that these wishes are met.

The CCG is committed to designing and commissioning services and working with partners in order to provide:

- Equitable access to services for all people needing End of Life Care.
- The best possible care for all people needing end of life support.
- Patient-centred care which is responsive to the dying person's needs and wishes.
- A choice of place of care and death, where possible.
- Appropriate support services for both the dying person and their family and friends.
- Good communication between all professionals and with the patient and those closest to them.
- End of life services based on best practice models.
- Access to information and advice.
- Improved co-ordination of care across service providers.
- Support and training for staff.
- Adequate funding, making the most of existing resources.

The following ways of working underpin the CCG's approach:

- Involving local people, patients and carers in the development and improvement of End of Life Care services.
- Working in the spirit of partnership with health and social care organisations, both statutory and voluntary.
- Reviewing regularly the services we commission in order to ensure that they reflect best practice and are responsive to the needs of and feedback from service users.

3. Demographics and Quality Indicators

In South London approximately 0.6% of GPs' registered patients will die each year. For Merton CCG, which has a population of approximately 200,000, this equates to approximately 1,200 deaths per annum.

It can be challenging to assess the quality of End of Life Care services for particular CCG populations. However, considering the proportions of deaths that occur in different settings and the usage of the Coordinate My Care system are widely recognised to be valuable.

In the 2013 National Survey of Bereaved People (VOICES), the majority of people who reported where they would like to die expressed a preference to die at home¹ although often this does not become a reality. Therefore, the proportion of deaths that occur in people's homes is considered to be a good indicator of the quality of End of Life Care provision. In Merton we have seen an increase in the proportion of

¹ Accessed at: http://www.ons.gov.uk/ons/dcp171778_370472.pdf

people who are able to die at home rise from ~12% in 2004 to ~19% in 2009 to ~37% to date in 2014. When considering this data it should be acknowledged that the measurement was changed in 2010 to include usual place of residence (to include care homes).

Figure 1 shows the proportion of home deaths that occurred from April 2013 to June 2014. It can be seen that in this period the proportion has fluctuated from ~35% to ~43%. Work is underway to explore how service provision in the community could be enhanced in order to achieve further increases in the number of people who are supported to die at home.

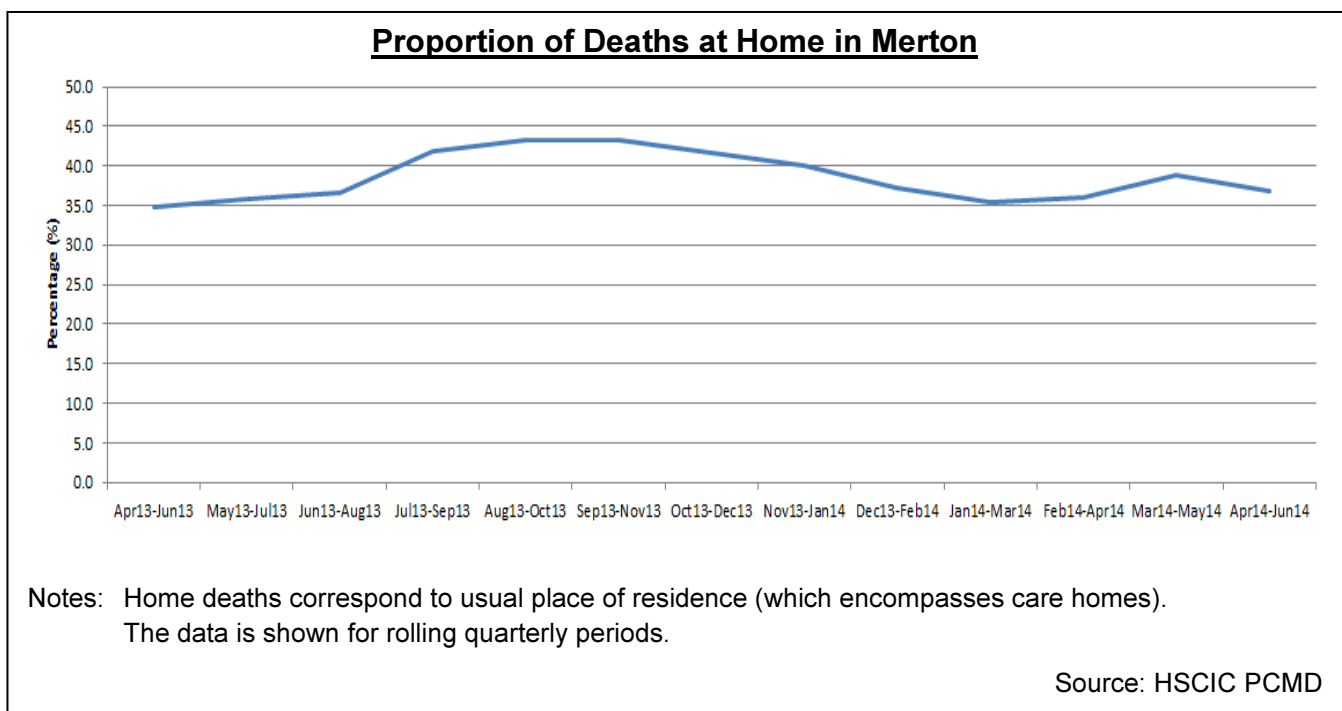


Figure 1

Coordinate My Care (CMC) is an electronic urgent care record enabling details of a person's illness and their wishes to be shared to improve the coordination of care and allow people's choices to be known to emergency and out of hours services. CMC is being used in all 25 Merton GP practices, hospitals, hospices and community services. The most recent CMC dataset showing utilisation across London revealed that Merton CCG ranks fourth out of the 32 London CCGs in terms of the proportion of the population who are estimated to be in the last year of life having a CMC record, with 37% of this cohort having a record.

There is encouraging evidence about the effectiveness of CMC. Where Merton CCG patients have a CMC record, ~25% die in hospital (see Figure 2). However,

nationally 54% die in hospital². Further, ~72% of individuals with a CMC record die in their first or second preferred place of death (see Figure 3).

In the coming years further efforts will be directed to increasing the use of CMC and making better use of the functions that are available, for example the opportunity for the development of robust cross-organisational care plans to become more commonplace. This will be supported by the CCG's wider work on integration which forms part of the Better Care Fund plans.

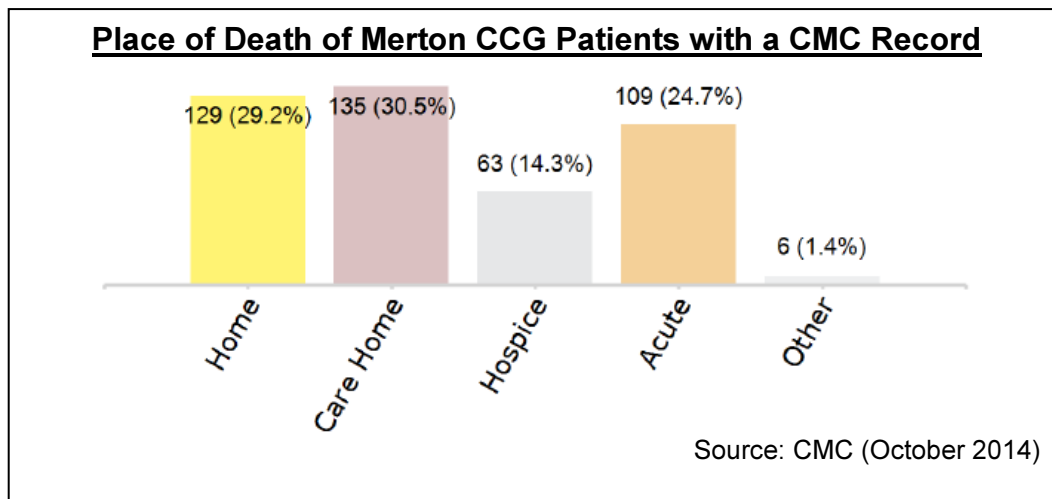


Figure 2

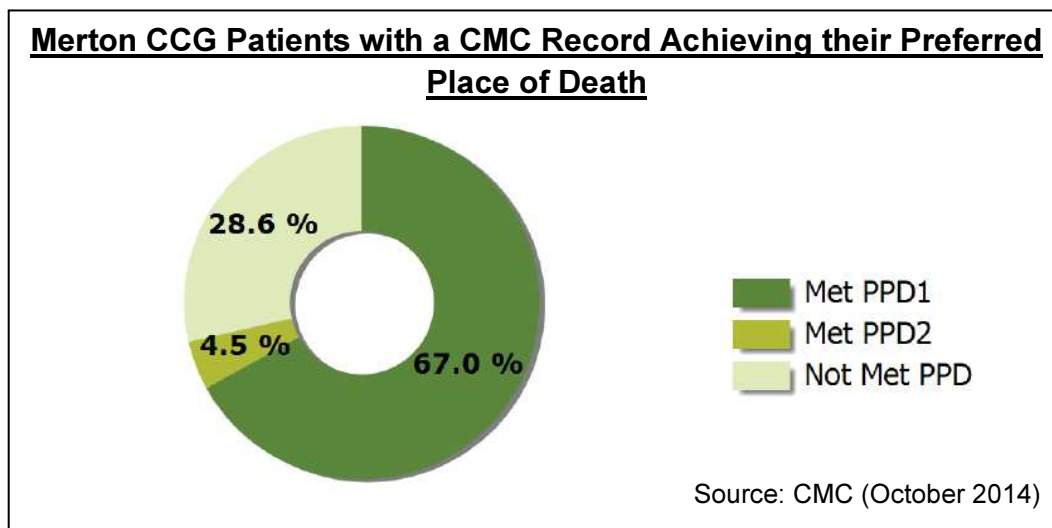


Figure 3

Historically, palliative care services tended to focus on patients with cancer. Increasing efforts are being made in order to ensure that service provision meets the needs of people dying from all causes. In Merton, we have undertaken focussed work in order to ensure that all patients, regardless of their health condition, have access to equally high-quality services at the end of life. The outcomes of this are

² National End of Life Care Intelligence Network (NEOLCIN), 2008-10

reflected by the fact that 57% of the diagnoses for patients with CMC records are for non-cancer conditions (see Figure 4).

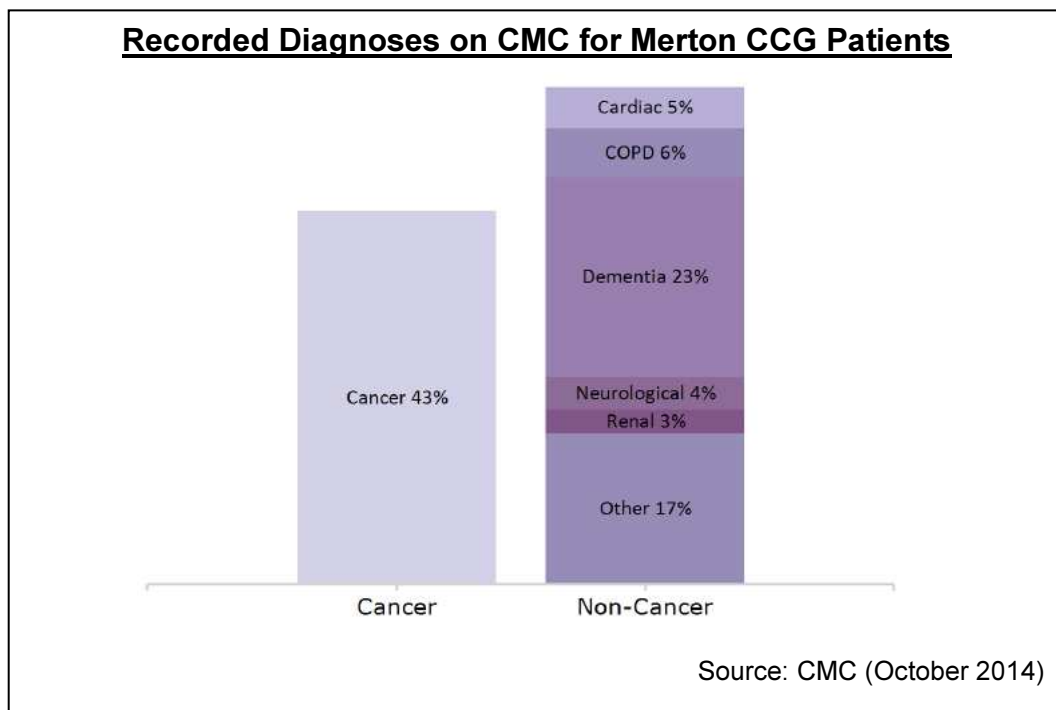


Figure 4

4. End of Life Care Services

End of Life Care is provided by a range of professionals and services and is delivered in a range of settings. Figure 5 shows the range of organisations that can be involved in the care of those approaching the end of life. Bearing this in mind, collaborative working is of fundamental importance in order to meet patients' needs and wishes during the final stages of their lives.

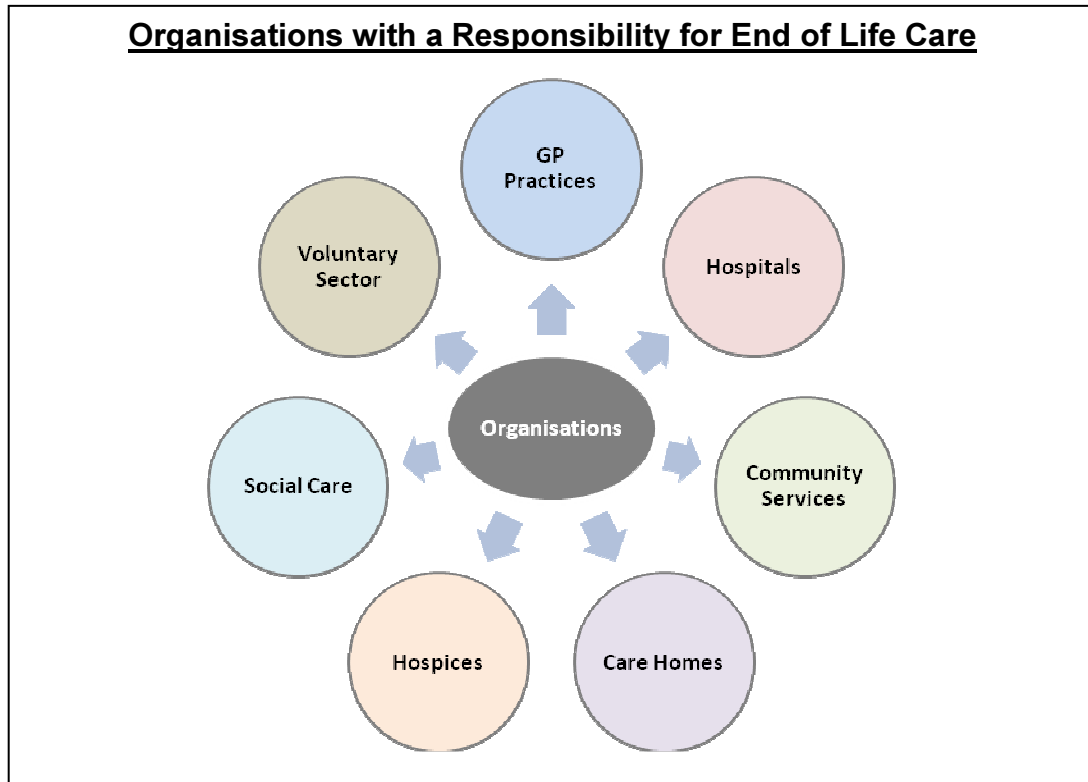


Figure 5

Outlined below are the key End of Life Care services which are currently commissioned by Merton CCG.

Community Nursing Service: This service is commissioned to provide End of Life Care. All district nurses are likely to have an important role in the delivery of end-of-life care. The Service provides on-going holistic assessment of a patient's condition, pain management, symptom control and nursing care for palliative care patients and works in conjunction with other service providers which offer specialist end of life and palliative care services.

Inpatient Hospice Services: Inpatient beds provide specialist person-centred palliative care to patients for a range of reasons. Inpatient services have an important role in symptom control, respite care, and for some patients care in the last few days of life.

Outpatient and Daycare Hospice Services: A range of services are offered which seek to provide physical, emotional, social, psychological and spiritual support.

Community Palliative Care Service: This service is delivered by Clinical Nurse Specialists and a Community Consultant who provide symptom control and advice to enable patients to remain comfortable and independent at home.

Hospice at Home Service: This service provides personal care and support for patients and their carers to help them stay in their own homes.

Night Sitting Service: This service cares for individuals in their own homes and supports people to remain in their preferred place of care.

Community End of Life Nursing Service: This service is delivered by End of Life Care Nurses who provide specific support to nursing homes, their residents and their families. The nurses also provide support and education to community nurses and local GP practices.

End of Life Fast Track Discharge Service: This service speeds up discharge from hospital for people in the last days of life so they can return home or to a preferred place of care such as a care home or hospice if this is their wish.

There are close working relationships between the various providers which deliver end of life care services for Merton patients. Care coordination is of fundamental importance and mechanisms to support effective joint working are explored at Contract Review meetings. Further, the Sutton and Merton End of Life Care Network brings providers and commissioners together to explore issues which span organisational boundaries in order for solutions to be collectively established and taken forward.

5. Education and Training Opportunities

The CCG endeavours to support a range of training and education initiatives. With regard to End of Life Care, it is recognised that staff need to have high quality training and support to enable them to care effectively for patients who are approaching the end of life.

In Autumn 2011 Sutton & Merton PCT was successful in applying for Workforce Education Initiative funding to support a small pilot project which focussed on delivering education which could help improve end of life care for people with dementia; this training was provided in GP practices and care homes. Various positive outcomes arose from this work, for example, at the end of the project, all of the care homes involved had reviewed their documentation and the implementation of advance care plans and were implementing, or planning to implement, screening using a recognised pain assessment tool.

The CCG recently supported a successful bid to the South London Membership Council for Innovation and Excellence in Health Care which enabled St Raphael's Hospice to deliver an End of Life Care course. This course is for staff who work in care homes, social services professionals and those who work for agencies which

provide community care, and includes areas such as physical assessment, communication skills, caring for people with dementia, advanced care planning and spiritual awareness.

6. Strategy Development and Future Plans

Currently Merton CCG is developing a five year End of Life Care strategy for 2014-19. A range of factors are influencing the strategy's development including national and local guidelines and policies, best practice models, feedback from patients and carers and insights from health and social care professionals. An important part of this strategy will be the core priorities which will guide the key areas of work and initiatives over the coming years.

The priorities will be structured around the sixteen Quality Statements which were set out in the 2011 NICE Quality Standard for End of Life Care for Adults. Adopting this approach will enable the CCG to have assurance that the care and support for patients and carers will be improved throughout the End of Life Care journey.

A number of priorities have been identified so far and these are set out in Appendix A. However, at this stage these can only be considered to be draft priorities as they, and the strategy as a whole, will be further shaped by information and feedback that the CCG receives from residents and service users.

Useful information has already been gleaned from the recent 'Joining Up Health and Social Care' and 'Engage Merton' Events. The former was co-ordinated by Healthwatch and took place on 11th September 2014; at this event End of Life Care was one of the six main themes explored. The latter was led by the CCG and took place on 16th October 2014; the second half of the event was an engagement 'marketplace' at which there was a stand for End of Life Care and the opportunity to provide feedback.

Further insights will be gained from a dedicated engagement event regarding End of Life Care which is taking place on 6th November 2014. Attendees will be asked questions such as:

- What services and support are needed by people who are approaching the end of life?
- What services and support are needed by carers of people who are approaching the end of life?
- What would be important to you towards the end of your life and after you die?
- What do you think our priorities for End of Life Care should be in Merton?

Information will be shared about Merton's journey in relation to End of Life Care, including details of important developments and progress so far. The key priorities that have been identified for the coming years will also be shared. Attendees will then have the opportunity to contribute to group discussions about some key issues and topics. They will be asked to consider whether there are any 'gaps' and which areas should be prioritised bearing in mind that there are limited resources.

Feedback received at the engagement event will help the CCG to find out what is most important to Merton residents, refine the strategy and shape the next steps in relation to End of Life Care service provision.

7. Challenges and Opportunities

There are various challenges and opportunities associated with End of Life Care service provision. A few of the key issues are identified below.

Ensuring that further improvements are made in terms of supporting people to be cared for and die in their preferred setting. It has been identified that the proportion of home deaths appears to be plateauing. It is possible that community teams are reaching their existing capacity which will impede their ability to meet the needs of more people who wish to be supported to die at home or in a care home. It will be necessary to review current service provision in the community and assess how this could best be enhanced. In alignment with this, it will be important to ensure that the principle of funding following the patient (in this case from acute to community) can be appropriately applied; this will be supported by improved integration across the local healthcare economy.

Supporting providers to achieve the priorities set out in 'One Chance to Get it Right'. In response to the Neuberger review, the Leadership Alliance for the Care of Dying People (LACDP) developed a new approach for the care of those in the last few days and hours of life, which is explored in the 'One Chance to Get it Right' report, published in June 2014. There are challenges associated with delivering the priorities, particularly in community settings, and it will be important for these to be addressed, perhaps through introducing new models of service provision.

Responding to anticipated changes in commissioning arrangements for palliative care services. NHS England is leading the development of a palliative care currency³ and it is likely that this will significantly shape the commissioning mechanisms for palliative care services. It will be important for the CCG and local providers to remain abreast of and responsive to developments in this field.

³ In the initial document produced by NHS England it is noted that “a currency is made up of consistently identified units of care that can be used as the basis for payment between commissioners and providers”. The palliative care currency being proposed is based on the needs of the patient; it has been recognised that an approach based on other units, such as procedures, would not be appropriate. At the outset no national prices will be associated with the currency and therefore it would not be accurate to refer to it as a tariff.

Appendix A: Draft Priorities for End of Life Care Strategy

Note: The NICE Quality Statements, around which the priorities are framed, are also included in this Appendix.

Our Priorities for 2014 – 19

QS 1: Identification

No	Priority
1.1	Increase the identification of patients who are approaching the end of life across all healthcare settings, regardless of health condition.

QS 2: Communication and Information

No	Priority
2.1	Improve the availability of locally and nationally produced End of Life Care information and resources for patients, carers and families.
2.2	Support the provision of consistent information and signposting in order to make it easier for patients and those close to them to benefit from relevant information and support services which address their needs.

QS 3: Assessment, Care Planning and Review

No	Priority
3.1	Encourage the use of high quality advance care planning across all health settings.
3.1.1	Increase the number of individuals with advance care plans in nursing and residential homes.
3.2	Promote the recognition of carers' needs and the provision of support for carers to enable them to contribute to the care planning process.
3.3	Commission providers to develop tools and techniques to assess carer satisfaction in a meaningful way.

QS 4: Holistic Support – Physical and Psychological

QS 5: Holistic Support – Social, Practical and Emotional

QS 6: Holistic Support – Spiritual and Religious

QS 7: Holistic Support – Families and Carers

No	Priority
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4-7.1	Encourage the provision of holistic support, encompassing physical, psychological, social and spiritual needs, across all care settings.
4-7.2	Promote spirituality in End of Life Care to raise awareness and embed ensuring patients beliefs and wishes are respected and supported.
4-7.3	Engage with carers in order to gain a better understanding of how they could be better supported locally and to respond bearing in mind the insights gained.

QS 8: Coordinated Care

Note: There are several priorities which specifically relate to Electronic Palliative Care Coordination System (EPaCCS) usage and development. (The system currently being used is Coordinate My Care (CMC)). This is because there is strong evidence that Coordinate My Care improves the chances of people receiving the type of care they want and in their preferred place.

No	Priority
8.1	Improve multi-disciplinary working and communication across organisations and settings (such as Acute Trusts, Community District Nursing Teams and Social Care) so that patients experience smooth transitions.
8.2	Reduce duplication through the development of integrated and effectively coordinated services across health and social care to increase productivity and avoid unnecessary repetitions of assessments and interventions for patients.
8.3	Ensure night and day services align effectively in order to achieve effective and seamless handovers.
8.4	Simplify and streamline the processes which enable patients to access social and nursing care at the end of life.
8.5	Promote and encourage Electronic Palliative Care Coordination System (currently Coordinate My Care) usage across health and social care settings in order to increase the number of CMC records created for EOLC care patients.
8.6	Champion the benefits of improving the quality of CMC record entries across primary care, secondary care, social care and voluntary sectors.
8.7	Support the development of EPaCCs interoperability with other primary, secondary and social care IT systems.

QS 9: Urgent Care

No	Priority
9.1	Review the effectiveness of the rapid identification of CMC records in A&E settings.

• 9.2	Identify whether the Community Prevention of Admission Team supports End of Life Care patients to remain in their preferred place of care.
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QS 10: Specialist Palliative Care

No	Priority
10.1	Monitor equity of access to specialist palliative care for patients with malignant and non-malignant conditions and take appropriate action if any issues are identified.

QS 11: Care in the Last Days of Life

No	Priority
11.1	Support providers to achieve the priorities set out in 'One Chance to Get it Right' (published by the Leadership Alliance for the Care of Dying People in June 2014) in order to improve people's experience of care in the last few days and hours of life.
11.2	Increase the number of patients with individualised care plans for the last days of life in all care settings.

QS 12: Care After Death – Care of the Body

No	Priority
12.1	Ensure any wishes in advanced care plans are respected and are met in a culturally sensitive way.

QS 13: Care After Death – Verification and Certification

No	Priority
13.1	Encourage GPs to certify death in a timely way.
13.2	Agree a policy for the verification of death by suitably trained staff to improve support to families and carers.

QS 14: Care After Death – Bereavement Support

No	Priority
14.1	Provide bereavement support services for Merton residents who are bereaved.

QS 15: Workforce – Training

QS 16: Workforce Planning


No	Priority
15-16.1	Determine whether the Gold Standard Framework accreditation represents Value for Money and should be adopted as the preferred local standard for nursing homes by comparing outcomes from non-accredited and accredited homes.
15-16.2	Identify End of Life care training needs locally through a training needs analysis and work with strategic and local partners to develop and deliver training programmes.
15-16.3	Champion and support training in advanced communication skills to support clinical and care staff to have difficult conversations.
15-16.4	Evaluate the effectiveness of the 5 day RCN accredited End of Life Care Course for care home staff and paid carers.
15-16.5	Use the learning from the evaluation of the aforementioned 5 day RCN accredited End of Life Care Course to guide future plans for training and development of formal carers.
15-16.6	Support education initiatives to improve the skills of workforce in the effective and compassionate delivery of end of life care.
15-16.7	Identify different types of training and education delivery methods which could be introduced to increase uptake of professional development opportunities.

Quality Statements in the 2011 NICE Quality Standard for End of Life Care for Adults


Area	Description
<u>QS 1: Identification</u>	People approaching the end of life are identified in a timely way.
<u>QS 2: Communication and Information</u>	People approaching the end of life and their families and carers are communicated with, and offered information, in an accessible and sensitive way in response to their needs and preferences.
<u>QS 3: Assessment, Care Planning and Review</u>	People approaching the end of life are offered comprehensive holistic assessments in response to their changing needs and preferences, with the opportunity to discuss, develop and review a personalised care plan for current and future support and treatment.
<u>QS 4: Holistic Support – Physical and Psychological</u>	People approaching the end of life have their physical and specific psychological needs safely, effectively and appropriately met at any time of day or night, including access to medicines and equipment.
<u>QS 5: Holistic Support – Social, Practical and Emotional</u>	People approaching the end of life are offered timely personalised support for their social, practical and emotional needs, which is appropriate to their preferences, and maximises

	independence and social participation for as long as possible.
<u>QS 6: Holistic Support – Spiritual and Religious</u>	People approaching the end of life are offered spiritual and religious support appropriate to their needs and preferences.
<u>QS 7: Holistic Support – Families and Carers</u>	Families and carers of people approaching the end of life are offered comprehensive holistic assessments in response to their changing needs and preferences, and holistic support appropriate to their current needs and preferences.
<u>QS 8: Coordinated Care</u>	People approaching the end of life receive consistent care that is coordinated effectively across all relevant settings and services at any time of day or night, and delivered by practitioners who are aware of the person's current medical condition, care plan and preferences.
<u>QS 9: Urgent Care</u>	People approaching the end of life who experience a crisis at any time of day or night receive prompt, safe and effective urgent care appropriate to their needs and preferences.
<u>QS 10: Specialist Palliative Care</u>	People approaching the end of life who may benefit from specialist palliative care, are offered this care in a timely way appropriate to their needs and preferences, at any time of day or night.
<u>QS 11: Care in the Last Days of Life</u>	People in the last days of life are identified in a timely way and have their care coordinated and delivered in accordance with their personalised care plan, including rapid access to holistic support, equipment and administration of medication.
<u>QS 12: Care After Death – Care of the Body</u>	The body of a person who has died is cared for in a culturally sensitive and dignified manner.
<u>QS 13: Care After Death – Verification and Certification</u>	Families and carers of people who have died receive timely verification and certification of the death.
<u>QS 14: Care After Death – Bereavement Support</u>	People closely affected by a death are communicated with in a sensitive way and are offered immediate and ongoing bereavement, emotional and spiritual support appropriate to their needs and preferences.
<u>QS 15: Workforce – Training</u>	Health and social care workers have the knowledge, skills and attitudes necessary to be competent to provide high-quality care and support for people approaching the end of life and their families and carers.
<u>QS 16: Workforce Planning</u>	Generalist and specialist services providing care for people approaching the end of life and their families and carers have a multidisciplinary workforce sufficient in number and skill mix to provide high-quality care and support.

Appendix B: Invitation for End of Life Care Engagement Event

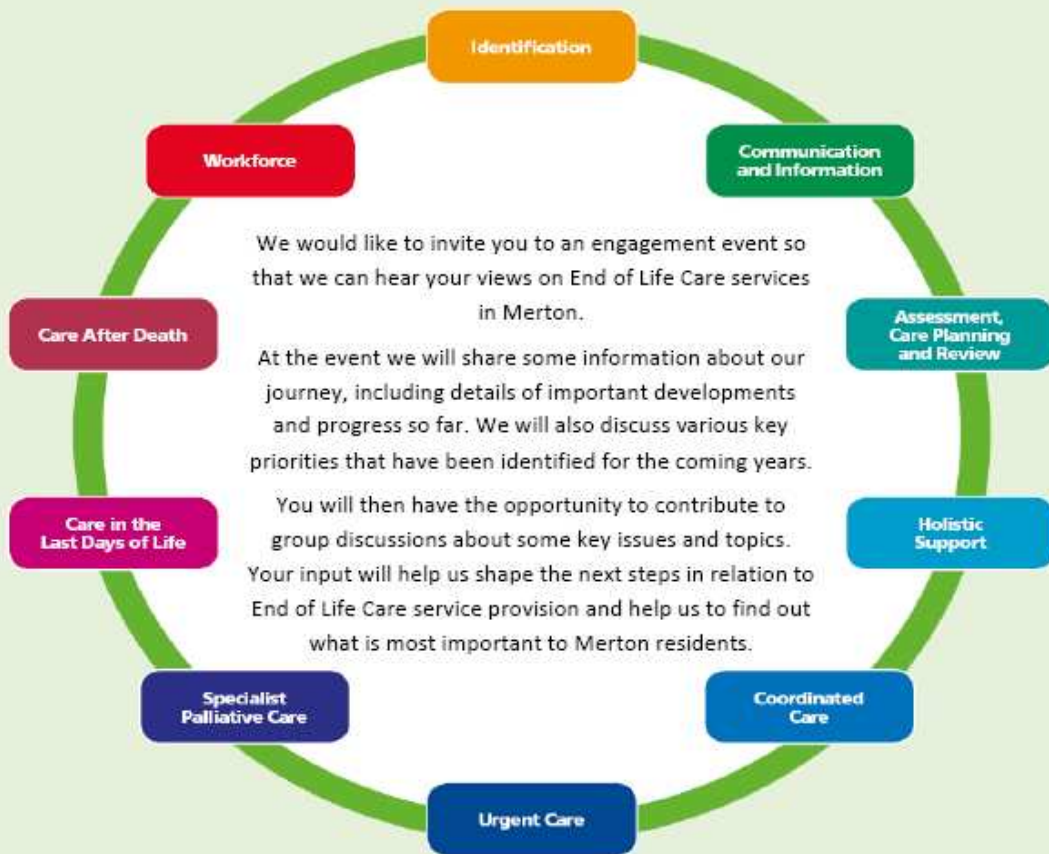


right care
right place
right time
right outcome



Please Help Us Improve End of Life Care in Merton

An Invitation to Take Part....



We would like to invite you to an engagement event so that we can hear your views on End of Life Care services in Merton.

At the event we will share some information about our journey, including details of important developments and progress so far. We will also discuss various key priorities that have been identified for the coming years.

You will then have the opportunity to contribute to group discussions about some key issues and topics. Your input will help us shape the next steps in relation to End of Life Care service provision and help us to find out what is most important to Merton residents.

Date	Thursday 6 th November
Times	4.00 – 6.00pm or 6.30 – 8.30pm <i>We are running two identical events. Refreshments will be provided from 6.00 – 6.30pm for the attendees of both events.</i>
Location	Drake House, 44 St. George's Road, Wimbledon, London, SW19 4ED.
RSVP	Please RSVP to Leeca Perrett and indicate which event you wish to attend. Email leeca.perrett@mertonccg.nhs.uk or call 020 8251 0605. <i>Please let us know if you have any specific dietary requirements.</i>

Appendix C: 'One Chance to Get It Right' Priorities

The five Priorities for Care set out in the One Chance to Get It Right report are outlined below. These apply when it is thought that a person may die within the next few days or hours. They are transferable across settings and should be adopted and delivered regardless of where someone dies. The primary focus is on the needs and wishes of the dying person and their loved ones, who should be at the centre of decision-making regarding treatment and care.

Priority 1: Recognise

This possibility [of dying] is recognised and communicated clearly, decisions made and actions taken in accordance with the person's needs and wishes, and these are regularly reviewed and decisions revised accordingly.

Priority 2: Communicate

Sensitive communication takes place between staff and the dying person, and those identified as important to them.

Priority 3: Involve

The dying person, and those identified as important to them, are involved in decisions about treatment and care to the extent that the dying person wants.

Priority 4: Support

The needs of families and others identified as important to the dying person are actively explored, respected and met as far as possible.

Priority 5: Plan & Do

An individual plan of care, which includes food and drink, symptom control and psychological, social and spiritual support, is agreed, co-ordinated and delivered with compassion.

Leadership Alliance for the Care of Dying People (2014)

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Committee: Children and Young People Overview and Scrutiny Panel

4th November 2014

Sustainable Communities Overview and Scrutiny Panel

11th November 2014

Healthier Communities & Older People Overview and Scrutiny Panel

12th November 2014

Overview and Scrutiny Commission

25th November 2014

Agenda item:

Wards:

Subject: Business Plan Update 2015-2019

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

Contact officer: Paul Dale

Forward Plan reference number:

Recommendations:

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

1. Purpose of report and executive summary

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

2. **Details - Revenue**

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

2.2 At the meeting Cabinet

RESOLVED: That

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

3. **Alternative Options**

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

4. **Capital Programme 2015-19**

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

5. **Consultation undertaken or proposed**

5.1 Further work will be undertaken as the process develops.

6. **Timetable**

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

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

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

8. **Legal and statutory implications**

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

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

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

10. **Crime and Disorder implications**

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

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

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

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

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

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

BACKGROUND PAPERS

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

Budget files held in the Corporate Services department.

2014/15 Budgetary Control and 2013/14 Final Accounts Working Papers in the Corporate Services Department.

Budget Monitoring working papers

MTFS working papers

13. **REPORT AUTHOR**

– Name: Paul Dale

– Tel: 020 8545 3458

email: paul.dale@merton.gov.uk Budget files held in the Corporate Services department.

Cabinet

Date: 20 October 2014

Subject: Business Plan 2015-19

Lead officer: Caroline Holland – Director of Corporate Services

Lead member: Councillor Mark Allison – Deputy Leader and Cabinet Member
for Finance

Contact Officer: Paul Dale

Urgent report:

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

Recommendations:

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

1. Purpose of report and executive summary

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

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

Details

2. Medium Term Financial Strategy 2015-19

2.1 Background

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

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

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

2.3 Review of Assumptions

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

2.3.1 Pay

The current assumptions regarding pay inflation incorporated into the MTFS are

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

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

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

Provision for Pay Inflation:

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

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

2.3.2 Prices

The current assumptions regarding price inflation incorporated into the MTFS are

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

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

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

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

The latest projections are included in the following table:-

Provision for Price Inflation:

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

2.3.3 Inflation > 1.5%:

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

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

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

2.3.4 Growth

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

2.4 Income

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

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

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

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

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

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

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

2.5 Pension Fund

2.5.1 The Government believes that there is scope for significant savings to be achieved through reform of the Local Government Pension Scheme. The new Local Government Pension Scheme which came into effect on 1 April 2014 is the first scheme to be introduced that follows Lord Hutton's principles for reform as enacted in the Public Service Pensions Act 2013.

2.5.2 The Government has recently consulted local authorities and other interested parties in its consultation paper "Local government pension scheme – opportunities for collaboration cost savings and efficiencies". The consultation sets out the evidence for proposals for reforms to the Local Government Pension Scheme and opportunities to deliver savings for local taxpayers. The Government seeks respondents' views on the proposals set out and asks respondents to consider how if adopted, those reforms might be implemented most effectively. Merton is working with London Councils on the potential for Collective Investment Vehicles to gain economies of scale from pooling

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

2.5.3 Any potential budget implications for Merton will be advised in reports on the Business Plan when more information becomes available.

2.5.4 The next revaluation of the fund is due to be implemented in 2017/18. The impact of this will be closely monitored in the intervening period.

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

2.6.1 Background

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

2.6.2 Each year in December, the Department of Communities and Local Government (DCLG) notifies local authorities of their Provisional Local Government Finance Settlement. The final Settlement figures are published the following January/February but are generally unchanged from the provisional figures. The total amount of funding available for local authorities is essentially determined by the amount of resources that Central Government has allocated as part of its annual Departmental Expenditure Limit.

2.6.3 As part of last year's Settlement, final figures were announced for 2014/15 and provisional figures provided for 2015/16. These were used in the MTFs approved by Council on 5 March 2014.

2.6.4 Funding Forecast for 2015/16

On 22 July, the DCLG issued a consultation paper "Local Government Finance Settlement 2015/16 – Technical Consultation" seeking views on detailed technical proposals for the 2015/16 Settlement. The consultation period lasted for ten weeks and ended on 25 September. A summary of the paper is set out in Appendix 2.

2.6.5 To summarise, it indicates that, if the proposals are implemented, the financial effect on Merton's Settlement Funding Assessment in 2015/16 is a reduction of £74,000 on the figure included in the MTFs approved by Council in March. This is due to a reduction of £68,000 for the Carbon Reduction Commitment Adjustment and £6,000 arising from the Council Tax Freeze Grant 2014/15.

2.6.6 In the paper, the DCLG indicate that the provisional settlement for 2015-16 will be issued for consultation in the usual manner at the end

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

2.6.7 Funding Forecasts for 2016/17 to 2018/19

Since Council in March, the Government has presented its Budget 2014. This gave firmer forecasts of Government spending plans up to 2018/19.

2.6.8 Forecasting resources for 2016/17 and beyond is fraught with difficulties since it requires making assumptions about a wide variety of variables which the Government are not prepared to release at the current time. These include indications of resources provided to Government Departments in their Departmental Expenditure Limits (DELs). In recent years, the Government has protected some departments (Overseas Aid, Education and Health) and this has meant that other areas such as local government have borne the brunt of the cuts in public sector funding.

2.6.9 The latest forecast of resources for 2015/16 – 2018/19 is included in the draft MTFS set out in Appendix 1. These figures assume:-

- The latest figures for 2015/16 included in the Government 's consultation paper "Local Government Finance Settlement 2015/16 – Technical Consultation"
- The total spending figures from 2015/16 to 2018/19 published by the Government in the Budget 2014
- The estimated and planned Government Departmental Expenditure Limits (Resource DELs) published for 2015/16
- Government departments that have previously been protected (i.e. overseas aid, education and health) continue to be ring-fenced at the same level as for 2015/16 for 2016/17 to 2018/19

2.6.10 The change in the resource forecast in the MTFS since Council in March 2015 and the latest draft MTFS in Appendix 1 is set out in the following table:-

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

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

throughout the business planning process as more information becomes available.

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

2.7 Council Tax and Collection Fund

2.7.1 Council Tax

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

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

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

2.7.2 Collection Fund

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

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

2.7.3 Merton's share of the surplus (council tax) and deficit (NNDR) were built into the MTFs agreed by Council in March 2014.

2.7.4 Since then, the Council has closed its 2013/14 accounts and produced audited accounts as at 31 March 2014. The audited accounts for 2013/14 include the following surplus/deficit for Council Tax and NNDR as at 31 March 2014:-

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

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

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

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

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

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

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

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

2.8 Re-priced MTFS 2014-18

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

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

2.8.2 A more detailed MTFS is included as Appendix 1. As can be seen from paragraph 2.4 of this report, the gap in 2015/16 is equivalent to an increase in income for fees of charges of 2%. However, where departments are unable to increase income at this time, savings proposals can be substituted in their place. The extent to which income/savings cannot be raised to balance the budget in 2015/16, will be met by re-profiling reserves but clearly this is a short-term fix as they can only be used once and departments will be required to meet their targets at a later date over the period of the MTFS.

2.8.3 The gap over the four year period is about £32m which is substantial and reflects the latest projections of government funding. There are risks involved from the current economic situation which may increase the gap and similarly, use of reserves to fund the gap only provides one-off funding and there is still a necessity to find ongoing savings in future years to maintain a balanced budget.

2.8.4 The flexibility introduced to enable service departments to look at income increases and savings proposals together should result in more effective planning. It still ensures that the capacity of each department to generate income and identify expenditure reductions is reflected in the targets set.

2.8.5 A summary of the targets analysed over savings targets previously set but not met, new savings targets based on controllable expenditure, and income targets based on latest income capacity is included as Appendix 3.

2.9 Summary

2.9.1 There has been a substantial improvement in the council's strategic approach to business planning in recent years and it is important that this is maintained. Planning should be targeted towards the achievement of a balanced budget over the four year MTFS period rather than on a single year as has been the norm previously. The progress made in reducing the gap to more manageable levels has to be continued this year.

2.9.2 Progress made in recent years in identifying savings over the whole period of the MTFS has reduced pressure on services to make short-term, non-strategic cuts. However, because there is still a sizeable gap over the four year period, there is a need to set savings targets aimed at eliminating this gap.

3. Approach to Setting a Balanced Budget

3.1 This is the initial report on the business planning process for 2015/16 and there is a great deal of work to be done, including the following key areas that are expected to be at the forefront.

a) Review of Outturn 2013/14 and Current Budget and Spending 2014/15

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

b) Review of Central Items

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

c) Further Departmental Savings/Income Targets

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

d) Review of funding

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

e) Capital Programme 2015-19

Changes in the capital programme may arise due to slippage, re-profiling and addition/deletion of schemes. This will have an impact on

the capital financing costs of the programme. There is a more detailed analysis and discussion of capital related issues in Section 4 of this report.

3.2 Formula Grant and Business Rates Retention

3.2.1 Further analysis and review in the current year will be undertaken to try to improve forecasting, particularly over the longer term.

3.3. Localising support for Council Tax/Technical Reforms of Council Tax

3.3.1 Any continuing impact of these changes will be assessed during the year and any adjustments to the MTFs will be made accordingly.

3.4 Approach to balancing future years budgets.

3.4.1 The draft budget gap in 2015/16 is currently balanced assuming use of reserves of c.£4m and that departments achieve their income targets. However, it is also dependent on c. £13 m of pre agreed savings being achieved in 2014/15 and 2015/16. It is imperative that firm discipline is maintained in delivering these and departments should be beginning the planning for delivering 2015/16 savings now. Where difficulties are foreseen with any 2014/15 or 2015/16 savings then alternative measures must be identified before the 2015/16 budget is set.

3.4.2 If the outstanding savings and income targets are delivered then it may remain possible to balance 2015/16 without requiring further service savings in that year through the impact of changes in capital financing, potential grant income and adjusting profiling of planned use of reserves set aside to balance the budget. Some aspects of this have been built into the latest MTFs model but more work is required.

3.4.4 Savings will however be required to balance budgets from 2016/17 onwards and targets will need to be set for this and options brought forward during the budget process.

3.4.5 It should also be recognised that in setting the 2014/15 budget not all savings targets were achieved. Prior to modelling options against the controllable budgets will be the identification by departments of the underachieved 2014/15 and future year targets where reductions were not agreed by members.

3.4.6 Last year the savings targets set were:-

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
Corporate Services	0	296	1,507	1,265	3,068
Children, Schools and Families	0	265	1,344	1,129	2,738
Environment and Regeneration	0	645	3,276	2,752	6,673
Community and Housing	0	491	2,492	2,093	5,076
Total Savings	0	1,697	8,619	7,239	17,555
Cumulative	0	1,697	10,316	17,555	

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

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

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

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

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

3.5 Controllable budgets and Savings Targets for 2015-19

3.5.1 In addition, work has been undertaken to revise the controllable budgets for each department, based on the 2014/15 budgets set. These can be used to allocate savings to balance the budget over the MTFS period.

3.5.2 The controllable budgets for each department, including weightings used as for previous years which reduce the impact on Adult Social Care, Children's Social Care and vulnerable groups, are set out in the following table:-

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

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

3.5.4 Including income, the total targets for each department are:-

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

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

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

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

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

3.6 Replacement Savings

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

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

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

3.6.3 Proposed Amendments to Previously Agreed Savings

Children, Schools and Families

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

Environment and Regeneration

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

Community and Housing

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

Equalities impact assessments will be available for scrutiny where required.

3.6.4 Summary

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

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

4. Capital Programme for 2015-19

4.1 Since the capital programme was approved by Council in March 2014 and the revenue implications built into the MTFS, there have been a number of amendments arising from outturn 2013/14, monthly monitoring and a review by project holders. There has been a great deal of effort made to ensure that the capital programme set is realistic, affordable and achievable within the capacity available. This has been accompanied by improved financial monitoring and modelling of the programme's costs over the period of the MTFS which has enabled the budgets for capital financing costs to be reduced and therefore scarce resources to be utilised more effectively.

4.2 It is important to ensure that the revenue and capital budgets are integrated and not considered in isolation. The revenue implications of capital expenditure can quickly grow if the capital programme is not contained within the Council's capacity to fund it over the longer term. For example, the capital financing costs of funding £1m (on longer-life assets and short-life assets financed in 2015/16) for the next four years of the MTFS would be approximately:

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

4.3 The bidding process for 2018/19 was launched at the Capital Programme Board on 20 May 2014.

4.4 The current capital provision and associated revenue implications in the currently approved capital programme, based on August monitoring information, are as follows:-

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

4.5 Review of Children, Schools and Families Capital Provision

4.5.1 There are potentially significant changes required to the current capital programme arising from CSF's review of the latest projections on future school provision.

4.5.2 The current capital provision for the currently approved Children, Schools and Families capital programme for primary, secondary and SEN expansion, based on August monitoring information, is as follows:-

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

4.5.3 This programme is prior to the review of primary, secondary and SEN expansion provision and accompanying inflation contingency. It includes the provision of a new school costed at £26.587m. However revised projections in pupil numbers mean that 6 secondary forms and 2 primary forms have been removed.

4.6 In order to simplify the decision making process of what is a potentially complex set of scenarios, the capital and revenue implications of each, compared with the August monitoring position, are set out individually as follows:-

a) Review of CSF Expansion Programme

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

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

b) Non-School Expansion Schemes

The roll forward of other departments schemes has had a lower impact, and are also included in Appendix 5.

4.7 The change in the capital programme since Council in March 2015 is summarised in the following table:-

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

5. Service Planning for 2015-19

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

6. Alternative Options

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

7. Consultation Undertaken or Proposed

- 7.1 All relevant bodies have been consulted.

8. Timetable

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

9. Financial, resource and property implications

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

10. Legal and statutory implications

- 10.1 As outlined in the report.

11. Human rights, equalities and community cohesion implications

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

12. Crime and Disorder Implications

- 12.1 Not applicable.

13. Risk Management and health and safety implications

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

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

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

Appendix 2 – Summary of DCLG consultation paper “ Local Government Finance Settlement 2015/16 – Technical consultation”

Appendix 3 – Service Department Targets

Appendix 4 - Business Plan Timetable 2015-19

Appendix 5 – Details of Draft Capital Programme and changes from current approved programme

Appendix 6 – Replacement Savings – CSF and E&R

Appendix 7 – Service Planning Timetable

Appendix 8 – Interim Service Plans

15. Background Papers

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

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

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

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Departmental Base Budget 2014/15	144,420	144,420	144,420	144,420
Inflation (Pay, Prices)	3,179	6,778	10,380	13,979
Autoenrolment/Nat. ins changes	0	1,000	2,000	2,000
FYE – Previous Years Savings	(4,252)	(9,149)	(10,576)	(10,576)
Replacement Savings	340	100	100	100
Income – Additional Fees/Charges	0	0	0	0
Growth	1,000	1,000	1,000	1,000
Revenuisation	(510)	(612)	(612)	(612)
Taxi card/Concessionary Fares	437	887	1,337	1,787
Education Services Grant	654	654	654	654
NHS t/f of Social Care Funding	(100)	(100)	(100)	(100)
Other (inc. reduced service grants)	409	730	800	873
Re-Priced Departmental Budget	145,577	145,708	149,403	153,525
Treasury/Capital financing	13,764	14,679	16,061	17,555
Pensions	4,205	4,395	4,592	4,799
Other Corporate items	(11,393)	(12,098)	(12,097)	(12,097)
Levies	637	637	637	637
Sub-total: Corporate provisions	7,213	7,613	9,193	10,894
BUDGET REQUIREMENT	152,790	153,321	158,596	164,420
Funded by:				
Revenue Support Grant	(30,136)	(24,107)	(15,933)	(11,988)
Business Rates (inc. Section 31 grant)	(33,961)	(33,931)	(35,155)	(36,515)
C. Tax Freeze Grant 2015/16	(868)	0	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,487)	(2,000)	(2,000)	(2,000)
Council Tax inc. WPC	(75,912)	(76,290)	(76,670)	(77,052)
Collection Fund – (Surplus)/Deficit	421	0	0	0
TOTAL FUNDING	(147,739)	(141,125)	(134,555)	(132,352)
GAP excluding Use of Reserves (Cumulative)	5,051	12,196	24,041	32,068
- Use of Reserves	(4,319)	(1,433)	0	0
GAP including Use of Reserves (Cumulative)	732	10,763	24,041	32,068
- Savings – 2014/15 shortfall	0	(7,661)	(13,473)	(13,473)
- Assumed income increase @ 2%	(732)	(1,464)	(2,196)	(2,928)
- New Savings	0	(1,638)	(8,372)	(15,667)
Gap	0	0	0	0

APPENDIX 2

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

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

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

APPENDIX 3

TOTAL SAVINGS REQUIRED ALLOCATED TO DEPARMENTS	Balance of 2014/15 Savings	New Savings	Income Targets	Total
	£000	£000	£000	£000
Corporate Services	1,872	3,148	376	5,396
Children, Schools and Families	2,356	2,367	220	4,943
Environment and Regeneration	5,888	4,508	1,452	11,848
Community and Housing	3,457	5,544	880	9,881
Total Savings	13,573	15,567	2,928	32,068
Cumulative	13,573	29,140	32,068	

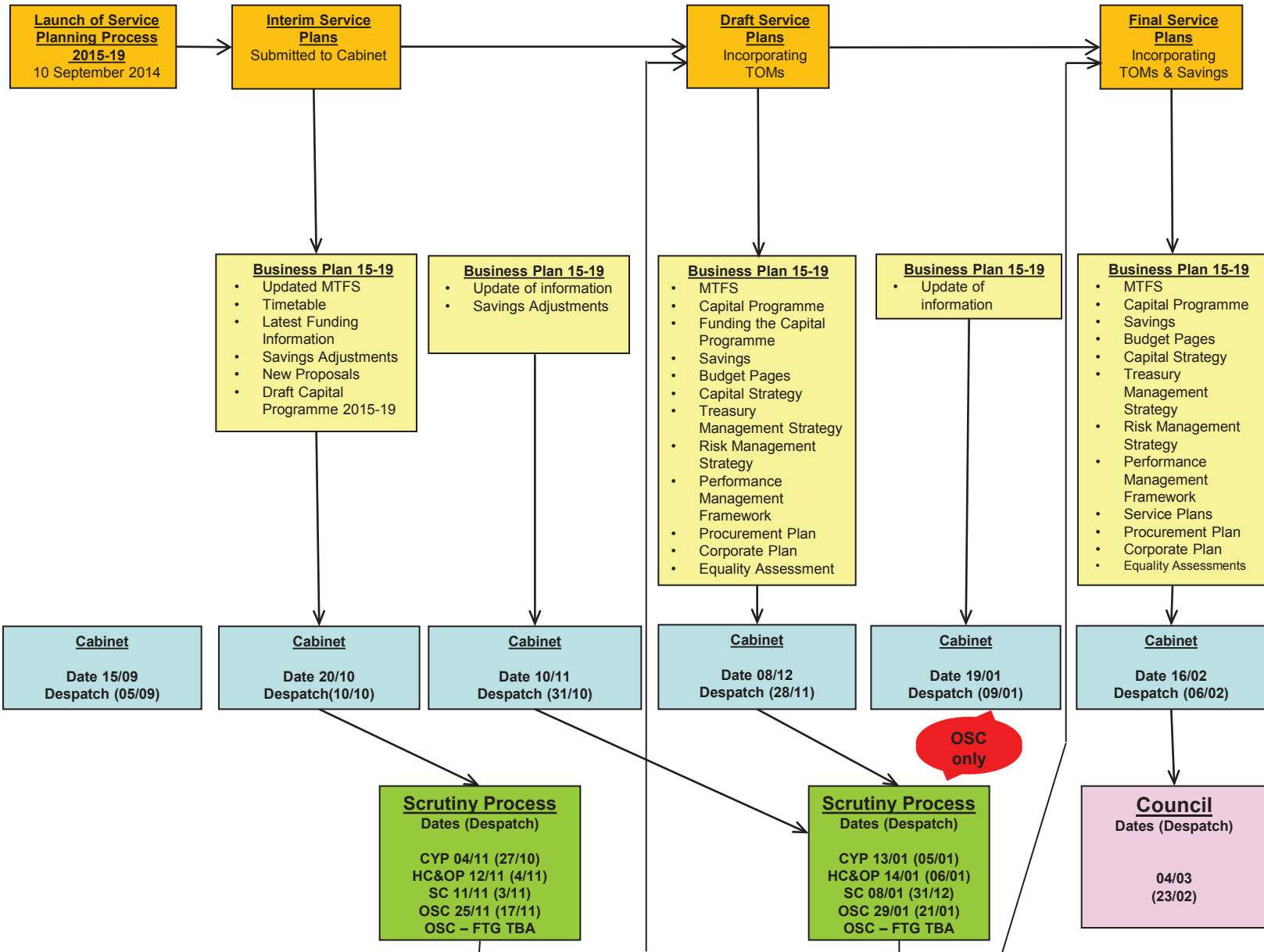
BALANCE OF 2014/15 SAVINGS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	0	1,100	772	0	1,872
Children, Schools and Families	0	1,552	804	0	2,356
Environment and Regeneration	0	3,261	2,627	0	5,888
Community and Housing	0	1,848	1,609	0	3,457
Total Savings	0	7,761	5,812	0	13,573
Cumulative	0	7,761	13,573	13,573	

NEW SAVINGS TARGETS 2015/16	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	0	492	1,309	1,347	3,148
Children, Schools and Families	0	370	985	1,012	2,367
Environment and Regeneration	0	705	1,876	1,927	4,508
Community and Housing	0	867	2,307	2,370	5,544
Total Savings	0	2,434	6,477	6,656	15,567
Cumulative	0	2,434	8,911	15,567	

INDICATIVE INCOME TARGETS ALLOCATED TO DEPARMENTS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	94	94	94	94	376
Children, Schools & Families	55	55	55	55	220
Environment & Regeneration	363	363	363	363	1,452
Community & Housing	220	220	220	220	880
Total Income	732	732	732	732	2,928
Cumulative	732	1,464	2,196	2,928	

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

BUSINESS PLANNING TIMETABLE - BUSINESS PLAN 2015-19 APPENDIX 4



Business Plan 14-18
• June Cabinet
Outturn Report

Cabinet
Date 30/06
Despatch (20/06)

Cabinet
Date 15/09
Despatch (05/09)

Business Plan 15-19
• Updated MTFS
• Timetable
• Latest Funding Information
• Savings Adjustments
• New Proposals
• Draft Capital Programme 2015-19

Cabinet
Date 20/10
Despatch(10/10)

Business Plan 15-19
• Update of information
• Savings Adjustments

Cabinet
Date 10/11
Despatch (31/10)

Business Plan 15-19
• MTFS
• Capital Programme
• Funding the Capital Programme
• Savings
• Budget Pages
• Capital Strategy
• Treasury Management Strategy
• Risk Management Strategy
• Performance Management Framework
• Procurement Plan
• Corporate Plan
• Equality Assessment

Cabinet
Date 08/12
Despatch (28/11)

Business Plan 15-19
• Update of information

Cabinet
Date 19/01
Despatch (09/01)

Business Plan 15-19
• MTFS
• Capital Programme
• Savings
• Budget Pages
• Capital Strategy
• Treasury Management Strategy
• Risk Management Strategy
• Performance Management Framework
• Service Plans
• Procurement Plan
• Corporate Plan
• Equality Assessments

Cabinet
Date 16/02
Despatch (06/02)

Scrutiny Process
Dates (Despatch)
CYP 04/11 (27/10)
HC&OP 12/11 (4/11)
SC 11/11 (3/11)
OSC 25/11 (17/11)
OSC – FTG TBA

Scrutiny Process
Dates (Despatch)
CYP 13/01 (05/01)
HC&OP 14/01 (06/01)
SC 08/01 (31/12)
OSC 29/01 (21/01)
OSC – FTG TBA

Council
Dates (Despatch)
04/03 (23/02)

OSC only

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

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

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

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

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

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Tamworth Paddling Pool	160,000	0	0	0	0	0	0	0	0	0
Mitcham Common Conservators	100,000	0	0	0	0	0	0	0	0	0
Living Wandle Ravensbury Park	76,200									
GLL Football	25,000									
Outdoor Gyms	60,000									
Total Greenspaces	966,200	307,780	425,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
Highways General Planned Works										
Surface Water Drainage	62,070	62,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000
Highways bridges & structures	370,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
B340MOSS rpt (land Rutlish Rd)	0	0	0	0	0	0	0	0	0	0
B497/8 Lombard Rd Improvements	0	0	0	0	0	0	0	0	0	0
River Wandle Footbridge	43,320	0	0	0	0	0	0	0	0	0
B453 Haydons Road	0	0	0	0	0	0	0	0	0	0
New Traffic Schemes	0	0	0	0	0	0	0	0	0	0
B638d/e Sustainable Transport	0	0	0	0	0	0	0	0	0	0
B646a Lombard Industrial Estat	48,070	0	0	0	0	0	0	0	0	0
B646b 7 Abbey Road	0	0	0	0	0	0	0	0	0	0
B639a Fair Green	42,600	0	0	0	0	0	0	0	0	0
B642 Streatham Rd	4,140	0	0	0	0	0	0	0	0	0
B671 Victoria Road	30,280	0	0	0	0	0	0	0	0	0
B674a-d Phase 1 Lambton Rd	31,910	0	0	0	0	0	0	0	0	0
B673a-c Phase 2 Lambton Rd	25,000	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works	747,390	412,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000
Highways Planned Road Works										
Borough Roads Maintenance	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Homezones	0	0	0	0	0	0	0	0	0	0
Severe Weather Maintenance	283,100	0	0	0	0	0	0	0	0	0
Total Highways Planned Road Works	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000

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

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

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

SECRET

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

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Environment and Regeneration										
Total Footways Planned Works	0	0	0	0	0	0	0	0	0	0
Total Greenspaces	0	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works	0	0	0	0	0	0	0	0	0	0
Total Highways Planned Road Works	0	0	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Total Leisure Centres	0	0	0	0	1,500,000	0	0	0	0	0
Total Other E&R	0	300,000	0	0	0	0	0	0	0	0
Total On and Off Street Parking	0	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	0	0	0	0	0	0	0	0	0	0
Total Plans and Projects	0	0	0	0	0	0	0	0	0	0
Total Street Lighting	0	0	0	0	0	(26,000)	0	0	0	0
Total Street Scene	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000
Total Transport for London	0	0	0	0	0	0	0	0	0	0
Total Traffic and Parking Management	0	0	0	0	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)
Total Transport and Plant	0	0	0	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB	0	0	0	0	0	0	0	0	0	0
Total Environmental Health	0	0	0	0	0	0	0	0	0	0
Total Waste Operations	0	0	0	0	0	0	0	0	0	0
Total Environment and Regeneration	0	300,000	0	0	1,309,000	(217,000)	(191,000)	(191,000)	(191,000)	(191,000)

	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Corporate Services										
Corporate Budgets										
Acquisitions Budget	0	0	0	0	0	0	0	0	0	0
Transformation Budgets	0	0	0	0	0	0	0	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0	0	0	0
Total Corporate Budgets	0	0	0	0	0	0	0	0	0	0
Business Improvements										
Replace doc management system	0	0	0	0	0	0	0	0	0	0
Customer Contact Programme	0	0	0	0	0	0	0	0	0	0
Data Labling	0	0	0	0	0	0	0	0	0	0
Replacement SC System	0	0	0	0	0	0	0	0	0	0
Total Business Improvement	0	0	0	0	0	0	0	0	0	0
Corporate Governance										
Legal Case Management	0	0	0	0	0	0	0	0	0	0
Total Corporate Governance	0	0	0	0	0	0	0	0	0	0
Resources	0									
Improving Information Systems	0	0	0	0	0	0	0	0	0	0
Total Resources	0	0	0	0	0	0	0	0	0	0
Information Technology										
Disaster recovery	0	0	0	0	0	0	0	0	0	0
Planned Replacement Programme	0	0	0	0	397,000	0	0	0	0	0
ITSD Enhancements	0	0	0	0	(225,000)	0	0	0	0	0
Multi-Functioning Device (MFD)	0	0	0	0	0	0	0	0	0	0
Room and Space Management	0	0	0	0	0	0	0	0	0	0
Total Information Technology	0	0	0	0	172,000	0	0	0	0	0

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

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

	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Children, Schools and Families										
Scheme 1 Phased Extra 4fe	0	0	0	0	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	0	0	0	0	0	0	0	0	0	0
Scheme 3 Phased Extra 4fe reduced to 2fe	0	0	0	0	(1,849,610)	0	0	0	0	0
Scheme 5 Phased Extra 2fe	0	0	0	0	0	0	0	0	0	0
Scheme 6 Phased Extra 2fe	0	0	0	0	0	0	0	0	0	0
Scheme 7 Phased Extra 1fe reduced to 0 fe	0	0	(50,000)	(1,100,000)	(2,639,630)	0	0	0	0	0
Scheme 8 Phased Extra 1fe reduced to 0 fe	0	0	(50,000)	(1,100,000)	(1,909,970)	0	0	0	0	0
Scheme 9 Phased Extra 2fe reduced to 0 fe	0	0	0	0	0	0	0	(150,000)	(3,320,430)	0
Scheme 4 New School Extra 6fe	0	0	0	0	0	0	0	0	0	0
Secondary School Expansions	0	0	(100,000)	(2,200,000)	(6,399,210)	0	0	(150,000)	(3,320,430)	0
SEN										
Cricket Green	0	0	(1,500,000)	1,500,000	0	0	0	0	0	0
Primary school autism unit	0	0	0	0	0	0	0	0	0	0
Perseid	0	0	0	0	0	0	0	0	0	0
Perseid - Further 28 Places Primary	0	100,000	1,500,000	1,500,000	0	0	0	0	0	0
Secondary School Autism Unit	0	0	0	0	0	0	0	0	0	0
Total SEN	0	100,000	0	3,000,000	0	0	0	0	0	0
Other										
Inflation Contingency	0	172,460	1,952,140	1,875,580	2,074,530	165,600	596,800	401,580	8,800	8,800
Garden PCP	0	0	0	0	0	0	0	0	0	0
Devolved Formula Capital	0	0	0	0	0	0	0	0	0	0
Schools Access Initiative Inc	0	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Merton Pk- Entrance adaptation	0	0	0	0	0	0	0	0	0	0
Youth&Comm centres reprovision	0	0	0	0	0	0	0	0	0	0
Raynes Park Sports Pavilion	0	0	0	0	0	0	0	0	0	0
Free School Meals	0	0	0	0	0	0	0	0	0	0
Schools Equipment Loans	0	0	0	0	0	0	0	0	0	0
Total Other	0	222,460	2,002,140	1,925,580	2,124,530	215,600	646,800	451,580	58,800	58,800
TOTAL	0	322,460	1,702,140	(524,420)	(7,474,680)	(2,984,400)	646,800	301,580	(3,261,630)	58,800

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

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

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

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

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2014-01	Service Description	School Standards and Quality This is a re-profiling of the budgeted savings for 2015-17 agreed by Council on 5 March 2014. Instead of spreading the income generation and management efficiencies saving of £80k over two years, we propose bringing the total saving forward to 2015/16.	524	80				M	M
		Service Implication	Review costs, charging internally, increased external work and deletion of training budget. Reduced offer to schools apart from those which are requiring improvement.							
		Staffing Implications	Consideration may be given to a restructure when external funding is clearer - a national funding formula could affect DSG allocations.							
		Business Plan implications	Development of Merton Education Partnership							
		Impact on other departments	None							
		Equalities Implications	A focus would remain on the outcomes of key equalities groups							

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2014-02	<p>Service Description</p> <p>Commissioning, Strategy and Performance This is a re-profiling of the budgeted saving agreed by Council for 2015-17 on 5 March 2014. Due to demographic pressures on the budget we are proposing to reduce the post 16 LAC/CL accommodation saving for 2015/16 from £100k to £58k.</p> <p>Service Implication Savings will be secured through improved commissioning and procurement of post 16 placements</p> <p>Staffing Implications None</p> <p>Business Plan implications No specific Implications</p> <p>Impact on other departments Will require close working relationship with housing department re needs assessments and supported housing options</p> <p>Equalities Implications LAC and care leavers risk particular disadvantage which improved commissioning of placements can mitigate</p>	774	58	50			M	M
C&YP	CSF2014-03	<p>Service Description</p> <p>Commissioning, Strategy and Performance This will be achieved through a combination of reducing our training for facilitators of parenting programmes and decommissioning a service where the commissioned outcomes are not being delivered.</p> <p>Service Implication Further reduction in early intervention and prevention services largely provided by the local third sector. Possible increased pressure on statutory children's social care services.</p> <p>Staffing Implications Reductions in staffing within provider organisations. Potential for increased pressure on social care.</p> <p>Business Plan implications No specific Implications</p> <p>Impact on other departments None.</p> <p>Equalities Implications These services are targeted at vulnerable groups, we will continue to prioritise commissioning according to need and risks.</p>		63	40			Medium	High
Total Children, Schools and Families Savings					201	90	0	0	

Previously Agreed Savings**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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

Deferred Savings proposals**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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

2015-19 Service Planning Timetable

Due dates		Action
10 October		Despatch to Cabinet
20 October		Interim Service Plans Presented to Cabinet
Scrutiny review	27 October (despatch date)	Children and Young People scrutiny panel (4 November) review Interim plans
	4 November 2014 (despatch date)	Healthier Communities & Older People scrutiny panel (12 November) review Interim plans
	3 November (despatch date)	Sustainable Communities scrutiny panel (25 November) review Interim plans
	17 November (despatch date)	Overview and Scrutiny (25 November) review Interim plans
28 November		Draft Service plans Despatch to Cabinet
8 December		Cabinet to review all Interim Service Plans
Scrutiny review	5 January (despatch date)	Children and Young People scrutiny panel (13 January) reviewing Draft plans
	6 January (despatch date)	Healthier Communities & Older People scrutiny panel (14 January) reviewing Draft plans
	31 December (despatch date)	Sustainable Communities scrutiny panel (8 January) reviewing Draft plans
	21 January (despatch date)	Overview and Scrutiny (29 January) reviewing Draft plans
6 February		Final Plans despatched to Cabinet
23 February (despatch date)		Full Council (4 March) to sign off Final Service Plans

Children Schools & Families

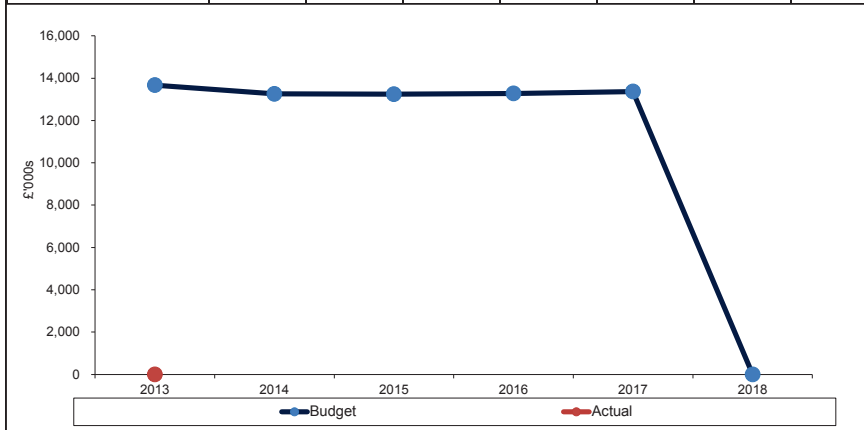
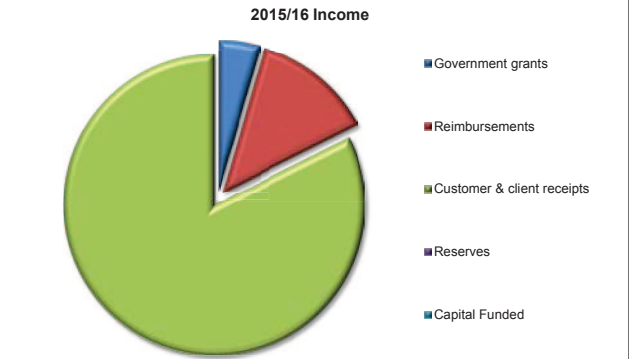
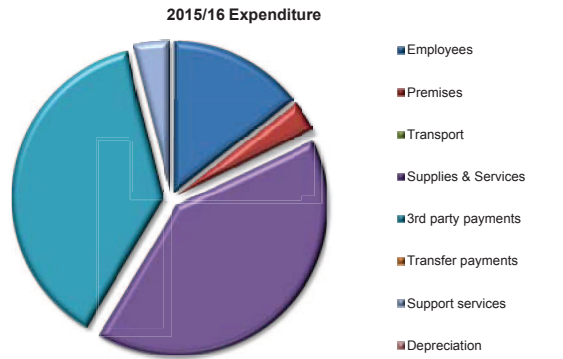
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Children's Social Care

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Deliver transforming families year 2 & year 3 programme			To meet legislative requirements		
Start date	2013-14	Project Details:	Continues programme of TF programme and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future. 2015-16 - Claim Transforming Families performance by results funding.			2	3	6
End date	2015-16							
Project 2		Project Title:	Social Care Information System procurement & implementation			To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes		
Start date	2013-14	Project Details:	Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects; led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.			3	3	9
End date	2015-16							
Project 3		Project Title:	Preparation for new inspection regime			To meet legislative requirements		
Start date	2013-14	Project Details:	To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management & associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division.			4	3	12
End date	2014-15							
Project 4		Project Title:	Youth Justice			To meet legislative requirements		
Start date	2014-15	Project Details:	Development of policy framework in response to regulation. Trend analysis.			3	2	6
End date	2015-16							
Project 5		Project Title:	Joint work with Housing			Improved resident well being		
Start date	2014-15	Project Details:	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.			4	2	8
End date	2015-16							
Project 6		Project Title:	Post-reorganisation review of staffing structure & processes			To improve safeguarding, contain services within limited budgets, & for staff retention		
Start date	2013-14	Project Details:	To review allocation of staffing between teams, caseloads & throughput, recruitment & retention implications. Associated process refinement across assessment, application of thresholds, EIP, specialist & enhanced services. Joint work with legal on 26 week limit.			3	2	6
End date	2014-15							
Project 7		Project Title:				Select one major outcome		
Start date		Project Details:						0
End date								
Project 8		Project Title:				Select one major outcome		
Start date		Project Details:						0
End date								
Project 10		Project Title:				Select one major outcome		
Start date		Project Details:						0
End date								

Commissioning, Strategy and Performance		Planning Assumptions						The Corporate strategies your service contributes to				
Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Capital Programme		
Enter a brief description of your main activities and objectives below		Increased demand for primary school		2fe	2fe	1fe	2fe			Children & Young person's Plan		
The Commissioning, Strategy & Performance division provides strategic services for the Children, Schools & Families Department (CSF). · policy, planning & performance management; · commissioning, procurement & contract monitoring; · access to resources for looked after children/pupils with SEN; · pupil place planning; · school admissions; · school expansion & overall CSF capital programme management; · some departmental business support. Main activities include: i) leading on strategic & operational planning for CSF; ii) leading in local Children's trust & partnership development; iii) production of management information for internal & external reporting Inc. performance management statutory returns; iv) production of policy documents & procedural guidance for professional staff; v) leading on joint commissioning with partners; vi) managing schools Private Finance Initiative & other service contracts; vii) procuring placements for looked after children/pupils with SEN; viii) planning sufficient school places; ix) co-ordination of pupil admissions to Merton schools; x) project managing school expansions & other capital schemes.		Increased demand for secondary school				6fe	6fe			Community Plan		
		Increased demand for special school places									Core Planning Strategy	
		Overall demographic		Impact of birth rate - increase of 40% in births between 2002 & 2011								Corp Equality Scheme
		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			Local Development Framework
		Staff (FTE)		49	56	56	56	56				Performance Management Framework
		Contractors		Commissioning of a range of services to support CSF functions								Social Inclusion Strategy
Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17 (PT)	2017/18(PT)	2018/19(PT)					
% reception year surplus places		2	2	2				Low	Annual	Business critical	Increased costs	
% secondary school Yr7 surplus places Inc. Academies		12	8	5				Low	Annual	Business critical	Increased costs	
% major capital projects green/amber to time		90	90	90				High	Quarterly	Business critical	Increased costs	
% major capital projects green/amber to cost		90	90	90				Low	Quarterly	Business critical	Increased costs	
% fostered LAC in external agency foster care placements		38	36	34				Low	Quarterly	Business critical	Increased costs	
Numbers of in-house foster carers recruited		16	20	20				High	Quarterly	Quality	Reduced customer service	
% completion rates for parenting programmes		75	80	85				High	Quarterly	Business critical	Loss of Government grant	
% commissioned services quarterly monitoring completed		100	100	100				High	Quarterly	Business critical		
% statutory returns to government on time		100	100	100				High	Quarterly	Business critical		

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	
Expenditure	16,571	0	15,636	15,620	15,661	15,751	0	
Employees	2,118		2,258	2,259	2,259	2,260		
Premises	138		532	526	527	528		
Transport	39		40	40	41	41		
Supplies & Services	6,849		6,349	6,306	6,314	6,371		
3rd party payments	6,915		5,862	5,894	5,925	5,956		
Transfer payments	0		0	0	0	0		
Support services	512		595	595	595	595		
Depreciation	0		0	0	0	0		
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	
Income	2,901	0	2,377	2,379	2,381	2,383	0	
Government grants	746		106	106	106	106		
Reimbursements	209		311	311	311	311		
Customer & client receipts	1,946		1,960	1,962	1,964	1,966		
Reserves	0		0	0	0	0		
Capital Funded	0		0	0	0	0		
Council Funded Net Budget	13,670	0	13,259	13,241	13,280	13,368	0	

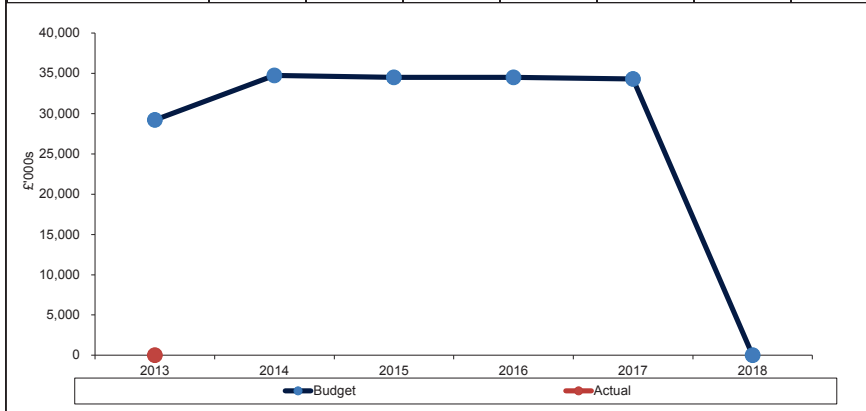
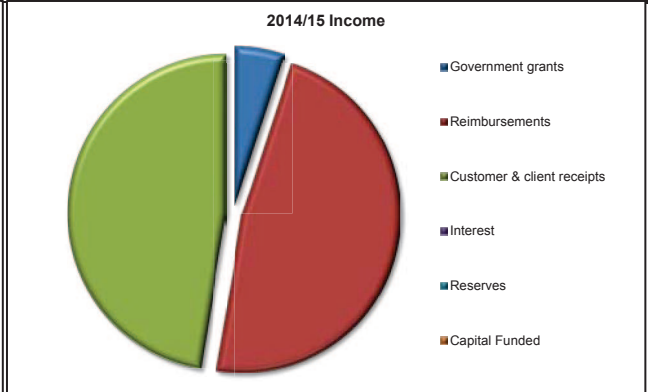
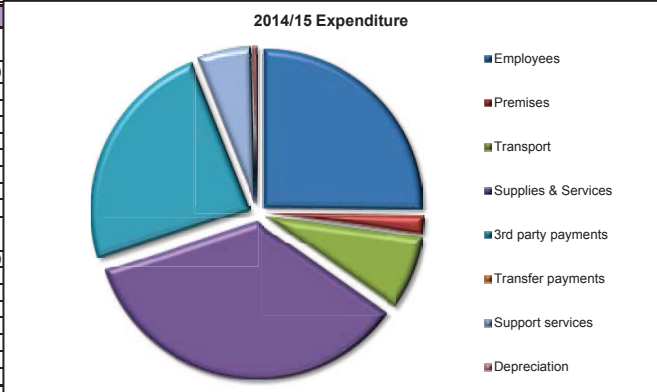


Summary of major budget etc. changes ~ 2015/16	
2016/17	Reduce expenditure on LAC and SEN placements: £100,000
2017/18	
2018/19	Reduce expenditure on LAC and SEN placements: £50,000

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

Education	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19			
Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education											
Enter a brief description of your main activities and objectives below	Forecast increase in population 5-19			2400			Children & Young person's Plan				
Schools Standards & Quality will improve outcomes for all pupils in Merton Schools by: <ul style="list-style-type: none"> monitoring, analysing & evaluating pupil & school performance developing skills in planning, teaching, assessment, leadership & management working with schools to reduce inequality & improve achievement for vulnerable groups changing relationships between LA's, HT's & schools in context of new government policies 	Increase in compulsory education to 18						Community Plan				
	Forecast increase in targeted SEND services			200 - 400			Corp Equality Scheme				
	Forecast increase in population 0 - 4			780			Performance Management Framework				
Special Education Needs & Disabilities will improve outcomes for CYP with SEND by <ul style="list-style-type: none"> building capacity in schools & settings, families & the community focus on early intervention & prevention as well as direct support for schools & families implementing the requirements of the Children and Families Bill 	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Social Inclusion Strategy			
	Staff (FTE)	236	251	247	247	237		LAC strategy			
	School to school support			Facilitate and encourage schools to support each other				Youth crime			
	Voluntary Services			Review arrangements for some commissioned services				Family poverty			
Early Years Services will improve outcomes for all children aged 0-5 via: <ul style="list-style-type: none"> universal, early help & targeted services children's centres free nursery places for 2 to 4 year olds information for families (0-19) childcare market management 	Voluntary Services			Volunteers in schools, youth and early years				Health & wellbeing			
Youth Inclusion will improve outcomes for Young People by: <ul style="list-style-type: none"> providing universal & targeted in house & commissioned services for YP & schools providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourage emotional & social development developing alternative education offerings to enable YP to stay in education, training & employment leading on the council's partnership with the police & CAMHS for education improving attendance in Merton schools 	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	% 5 GCSE A-C including English & maths	64	65					High	Annual	Outcome	Reputational risk
	% outcome of Ofsted inspections good or outstanding	77	85					High	Monthly	Outcome	Inspection outcomes
	% L4 English & maths as KS2	78	82					High	Annual	Outcome	Reputational risk
	% secondary school attendance (LA only)	new	94.5					High	Quarterly	Outcome	Increased costs
	% primary school attendance (LA only)	new	95					High	Quarterly	Outcome	Breach statutory duty
	Provision of short breaks	520	520					High	Annual	Outcome	Reputational risk
	% EY foundation stage profile	60	65					High	Annual	Outcome	Increased costs
	% Good or Outstanding children's centres per Ofsted	100	100					High	Quarterly	Outcome	Inspection outcomes
	Youth service participation rate	2000	2000					High	Annual	Output	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	37,648	0	39,709	39,499	39,542	39,348	0
Employees	10,453		10,106	9,956	9,949	9,700	
Premises	511		734	746	759	771	
Transport	3,210		3,112	2,998	2,995	3,042	
Supplies & Services	12,779		13,956	13,984	14,012	13,995	
3rd party payments	8,430		9,435	9,449	9,461	9,474	
Transfer payments	19		19	19	19	19	
Support services	2,188		2,156	2,156	2,156	2,156	
Depreciation	58		191	191	191	191	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	8,444	0	4,982	5,019	5,056	5,073	0
Government grants	2,261		250	250	250	250	
Reimbursements	3,958		2,390	2,390	2,390	2,390	
Customer & client receipts	2,225		2,342	2,379	2,416	2,433	
Interest	0		0	0	0	0	
Reserves	0		0	0	0	0	
Capital Funded							
Council Funded Net Budget	29,204	0	34,727	34,480	34,486	34,275	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0



Summary of major budget etc. changes ~ 2015/16	
2016/17	Increased income generation and management efficiencies in School Standards and Quality service: £40,000 Restructuring and realignment to deliver efficiencies: in Early Years service: £10,000 Introduce new models of fulfilling the council's statutory responsibilities for the provision of SEN transport: £161,000 Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £150,000
2017/18	Increased income generation and management efficiencies in School Standards and Quality service: £40,000 Restructuring and realignment to deliver efficiencies: in Early Years service: £10,000 Introduce new models of fulfilling the council's statutory responsibilities for the provision of SEN transport: £50,000 Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £7,000
2018/19	Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £250,000

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

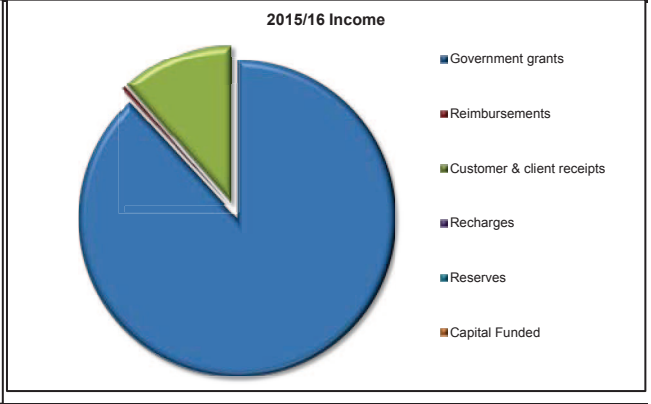
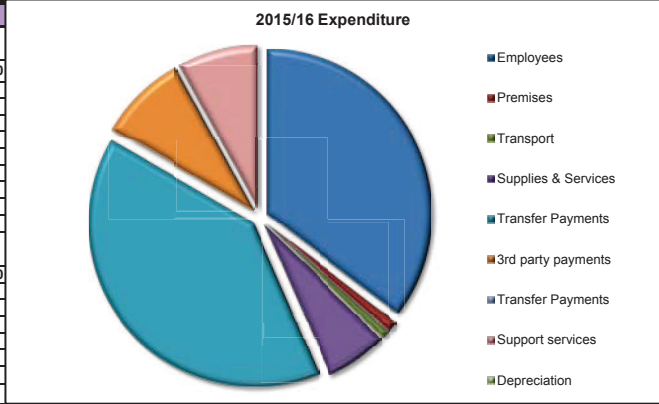
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Community and Housing

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

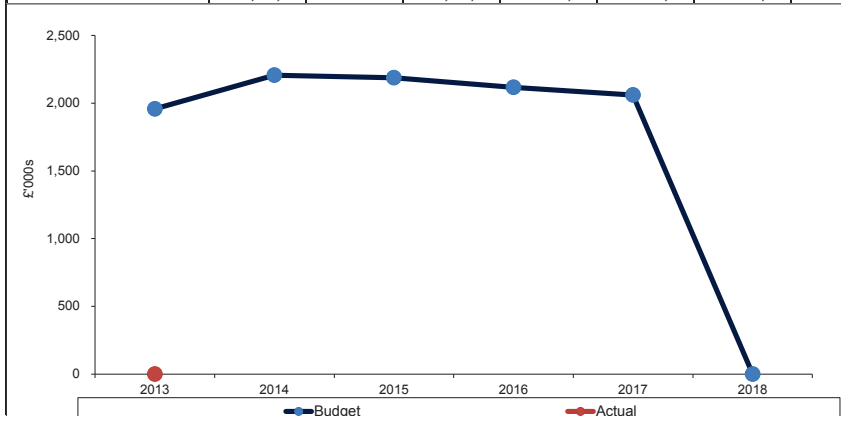
Housing Needs and Enabling Services	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Housing Strategy		
Enter a brief description of your main activities and objectives below	Housing advice, options, private tenants & landlords advice	10500	10500	10500	11500	11500		Homelessness Strategy		
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation. To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.	Housing register applicants	7000	7900	8850	7750	8700		Housing Strategy		
	Housing options casework	1350	1100	1100	1250	1250				
	Demand for temporary accommodation	275	275	300	300	300				
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
The purpose of this service is to - Prevent homelessness in accordance with statutory housing law - Provide homes to people in housing need - Plan for the future delivery of housing via general conformity with the London Housing Strategy - Formulate and deliver statutory housing strategies for the borough - Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes - Maximise supply of affordable homes with registered providers and private landlords - Provide care and housing support to vulnerable adults - Relationship management between the council and stock transfer housing associations - Carry out a statutory duty to enforce Environmental Health (Housing) legislation - Provide grant assistance for improvements and adaptations	Housing Needs Staff (FTE)	26.5	26.5	24.5	24.5	23.5				
	Environmental Health (Housing)	0	6.03	6.03	6.03	6.03				
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
No. of homelessness preventions	550	550	550	550	550	550	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation	100	125	130	130	130	130	Low	Monthly	Business critical	Increased costs
Highest no. of families in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Highest no. of adults in B&B	7	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Affordable homes delivered	150	70	40	80	30		High	Annual	Outcome	Reputational risk
Social housing lets	430	410	370	390	380		High	Quarterly	Outcome	Increased waiting times
Rent deposit - new tenancies	90	90	90	90	90		High	Annual	Outcome	Increased waiting times
No. of enforcement/improvement notices	57	60	60	60	60		High	Quarterly	Outcome	Reduced enforcement
Number of Disabled Facilities Grants approved	52	75	75	75	75		High	Quarterly	Outcome	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,790	0	3,566	3,481	3,412	3,357	0
Employees	962		1,310	1,233	1,233	1,197	
Premises	1		38	38	38	38	
Transport	18		28	28	28	28	
Supplies & Services	190		200	213	186	153	
Transfer Payments	909		1,375	1,389	1,403	1,417	
3rd party payments	480		338	303	247	247	
Transfer Payments	0		0	0	0	0	
Support services	230		277	277	277	277	
Depreciation	0		0	0	0	0	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	832	0	1,359	1,293	1,294	1,296	0
Government grants	798		1,140	1,140	1,140	1,140	
Reimbursements	0		5	5	5	5	
Customer & client receipts	34		147	148	149	151	
Recharges	0		0	0	0	0	
Reserves	0		67	0	0	0	
Capital Funded	0		0	0	0	0	
Council Funded Net Budget	1,958	0	2,207	2,188	2,118	2,061	0



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Birches Close	291,640						
8 Wilton Road	50,000		480,000				
Merton Dementia Hub	497,000						
Western Road	760,000		760,000				
Disabled Facilities Grant	n/a		1,224,000	724,000	724,000	280,000	
Small Repairs Grant			40,000	40,000	60,000	60,000	
Total	1,598,640	0	2,504,000	764,000	784,000	340,000	0

Summary of major budget etc. changes	
2015/16	Savings £35k Reduction of Homelessness Prevention grant
2017/18	Savings £56k Reduction of Homelessness Prevention grant Savings £30k Rationalisation of admin budget (CH9)
2017/18	Savings £36k Rationalisation of admin budget (CH9) Savings £36k Deletion of one staffing post (CH10)
2018/19	



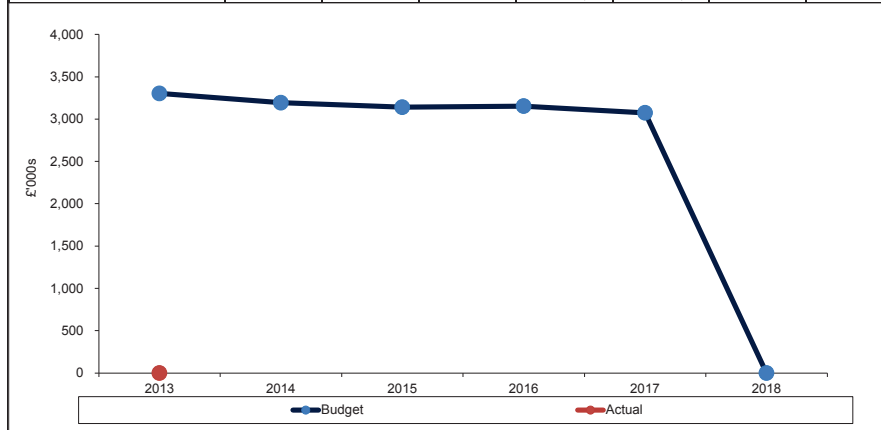
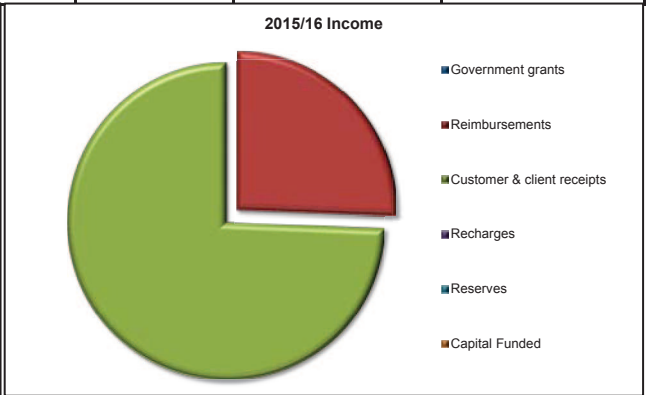
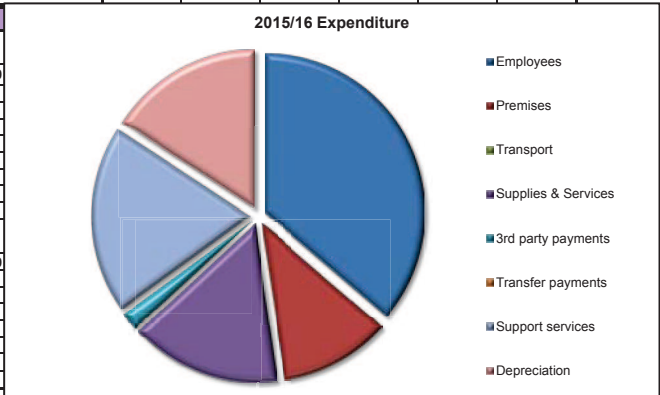
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Housing Needs and Enabling Services

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

Libraries	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Enter a brief description of your main activities and objectives below	Active users	54,000	54,500	55,000	56,000	56,000	56,000	Community Plan			
The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.	Stock issues	1050000	1100000	1100000	1100000	1,100,000	1,100,000	Corp Equality Scheme			
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.	Registered members	125,000	130,000	135,000	135,000	135,000	135,000	Customer Services Strategy			
Certain aspects of the service must be provided for free: Free lending of books Free access to information Free library membership	Visitor figures	1,150,000	1,150,000	1,200,000	1,200,000	1,210,000	1,210,000	Voluntary Sector Strategy			
The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction levels.	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Performance Management Framework			
	Staff (FTE)	46	47	47	46	42.5	42.5	ICT Policy			
	Accommodation (Libraries)	7	7	7	7	7	7	Performance Management Framework			
	Equipment (PC's)	144	144	144	144	144	144	Workforce Development Plan			
								Asset Management Plan			
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)				Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	No. of visitors accessing the library service online	110,000	115,000	125,000	135,000	150,000	150,000	High	Monthly	Business critical	Reduced uptake of service
	Active users - peoples network terminal	54,000	54,500	55,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
	% self service usage for stock transactions	95	95	95	95	95	95	High	Monthly	Outcome	Increased costs
	Active volunteers in libraries	180	180	200	210	220	230	High	Monthly	Business critical	Customer hardship
	Maintain Income	£282,570	£282,570	£292,570	£292,570	£292,570	£292,570	High	Monthly	Unit cost	Increased costs
	Partnership numbers	25	30	30	30	30	30	High	Monthly	Quality	Customer hardship
	% customer satisfaction (ARS)	78	78	78	78	78	78	High	Annual	Outcome	Reduced customer service

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,791	0	3,634	3,586	3,603	3,529	0
Employees	1,319		1,327	1,305	1,306	1,216	
Premises	418		401	407	413	419	
Transport	3		4	4	4	4	
Supplies & Services	618		582	549	558	567	
3rd party payments	66		65	66	67	68	
Transfer payments	0		0	0	0	0	
Support services	814		689	689	689	689	
Depreciation	553		566	566	566	566	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	488	0	441	445	450	454	0
Government grants	0		0	0	0	0	
Reimbursements	120		114	114	114	114	
Customer & client receipts	343		327	331	336	340	
Recharges	0		0	0	0	0	
Reserves	25		0	0	0	0	
Capital Funded							
Council Funded Net Budget	3,303	0	3,193	3,141	3,153	3,075	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Relocation of Colliers Wood Library					550,000		
Library Self Service				350,000			
	0	0	0	350,000	550,000	0	0



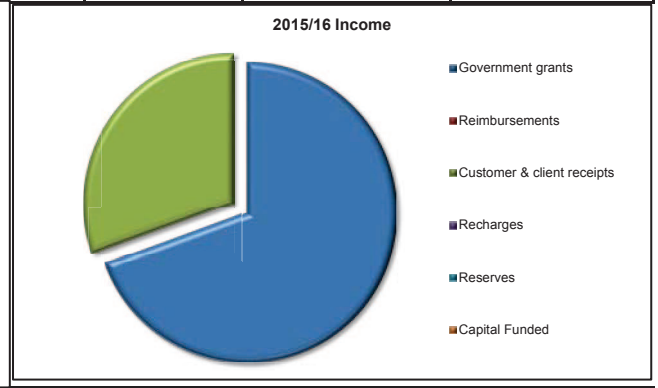
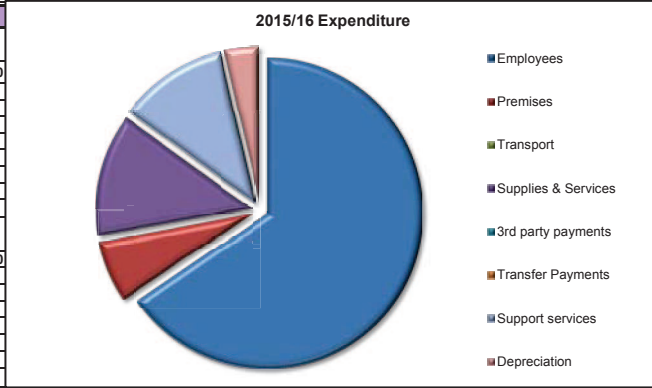
Summary of major budget etc. changes	
2015/16	Savings - Reduction in Media Fund - £12k (CH5) Savings - Increase Income - £10k (CH6) Revenueisation - £42k
2016/17	
2017/18	Savings - Introduce self-serve Libraries at off peak times - £90k
2018/19	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Libraries							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk	
		Likelihood	Impact	Score			
Project 1		Project Title:	E-communications				
Start date	2013-14	Project Details	Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Issue a quarterly customer e-newsletter; 3. Develop a library application for mobile phones; 4. Continue to develop library website.	More efficient way of working	2	1	2
End date	2015-16						
Project 2		Project Title:	Heritage Strategy				
Start date	2015-16	Project Details	Publish new Heritage Strategy and deliver expected outcomes. Continue to draw in external funding and improve income streams.	Improved customer satisfaction	2	1	2
End date	2019-20						
Project 3		Project Title:	Stock efficiency program				
Start date	2013-14	Project Details	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2015/16. Maximise usage of e-resources.	More efficient way of working	2	1	2
End date	2015-16						
Project 4		Project Title:	Children & Young People's projects				
Start date	2013-14	Project Details	Complete the rollout of the universal library membership scheme for all school children and students in Merton. Increase engagement with young people by establishing youth panels in libraries.	Improved resident well being	3	1	3
End date	2016-17						
Project 5		Project Title:	Outreach and Community Engagement plan				
Start date	2013-14	Project Details	Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work with under represented groups to shape services accordingly.	Improved customer satisfaction	2	1	2
End date	2017-18						
Project 6		Project Title:	IT Projects				
Start date	2013-14	Project Details	Tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system. Implement self-service libraries at off peak times in branch libraries.	Improved customer satisfaction	3	2	6
End date	2017-18						
Project 7		Project Title:	Assisted digital support				
Start date	2013-14	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve residents skills.	Improved resident well being	2	1	2
End date	2016-17						
Project 8		Project Title:	Security services contract				
Start date	2015-16	Project Details	Re-tender of contract and on-going monitoring of performance.	More efficient way of working	3	2	6
End date	2018-19						
Project 9		Project Title:	Library redevelopments				
Start date	2013-14	Project Details	Progress redevelopment plans where highlighted in Sites & Policies Development Plan. Investigate co-location opportunities with other council services and partners.	Improved customer satisfaction	3	2	6
End date	2017-18						
Project 10		Project Title:	London Libraries Consortium				
Start date	2013-14	Project Details	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.	More efficient way of working	2	2	4
Projects	2017-18						

Merton Adult Education	Planning Assumptions						The Corporate strategies your service contributes to				
CLr Martin Whelton Cabinet Member for Education	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19			
Enter a brief description of your main activities and objectives below 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.	Number of accredited learners	1000	1000	1000	1000	1000					
	No. of personal development learners	3000	3000	3000	3000	3000					
	Number of commercial learners	300	500	600	600	601					
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.	Anticipated non financial resources										
	Staff (FTE)	148	146	146	146	147					
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 and Maths, ESOL, IT, Mind and Body, Early Years, Foreign Languages, NEET, Family Learning, Neighbourhood Learning for Deprived Communities, Fitness, Art and Craft and Employability.	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	Performance indicator	2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)					2018/19(PT)
	Number of accredited learners	1000	1000	1000	1000	1000		High	Quarterly	Business critical	Loss of income
	No. of personal development learners	3000	3000	3000	3000	3000		High	Quarterly	Business critical	Loss of income
	% achievement rate	95%	96%	96%	96%	96%		High	Annual	Outcome	Government intervention
	% retention rate	87%	88%	88%	88%	88%		High	Annual	Outcome	Government intervention
	% success rate	83%	84%	84%	84%	84%		High	Annual	Outcome	Government intervention
	Income target	662890	732890	732890	732890	732890		High	Monthly	Business critical	Loss of income
	Number of commercial learners	300	500	600	600	600		High	Quarterly	Business critical	Loss of income

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,673	0	2,715	2,722	2,729	2,737	0
Employees	1,813		1,785	1,785	1,785	1,785	
Premises	141		174	176	178	181	
Transport	3		3	3	3	3	
Supplies & Services	334		345	350	355	360	
3rd party payments	0		0	0	0	0	
Transfer Payments	0		0	0	0	0	
Support services	286		311	311	311	311	
Depreciation	96		97	97	97	97	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,500	0	2,676	2,690	2,698	2,698	0
Government grants	1,873		1,873	1,873	1,873	1,873	
Reimbursements	3		0	0	0	0	
Customer & client receipts	624		803	817	825	825	
Recharges	0		0	0	0	0	
Reserves	0		0	0	0	0	
Capital Funded	0		0	0	0	0	
Council Funded Net Budget	173	0	39	32	31	39	0



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

Summary of major budget etc changes

2015/16

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

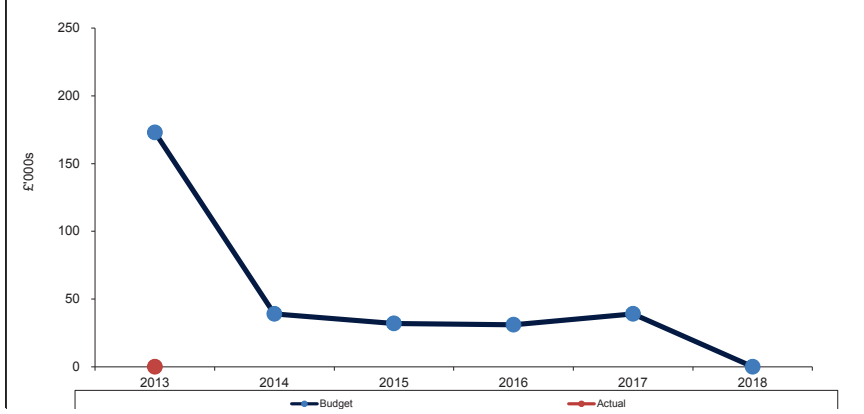
2016/17

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

2017/18

Income and saving targets difficult to achieve due to the college received funding from and external source, allocations are awarded annually further reductions will impact on being able to meet saving targets.

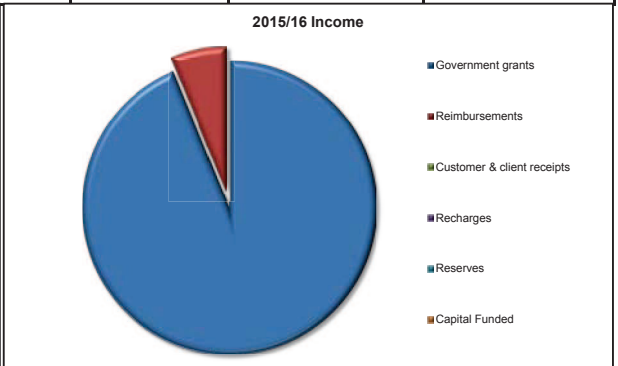
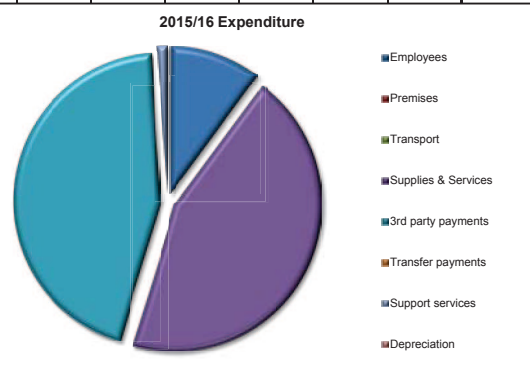
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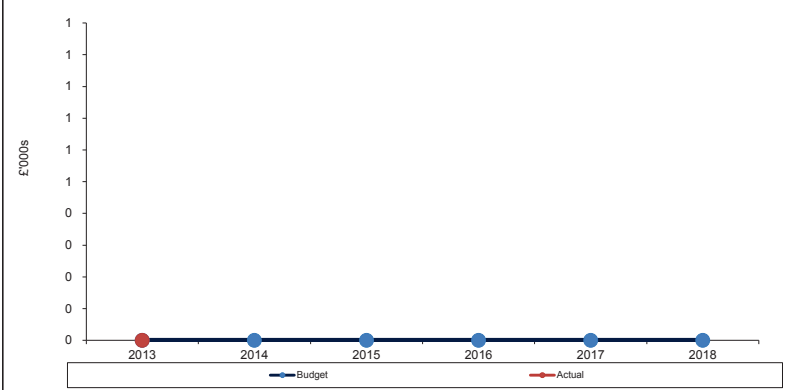
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Merton Adult Education						
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk
		Likelihood	Impact	Score		
Project 1		Project Title:	Introduction of New 24+ Loans			
Start date	2013-14	Project Details: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

Public Health		Planning Assumptions						The Corporate strategies your service contributes to		
Cllr Caroline Cooper-Marbiah Cabinet Member for Adult Social Care & Health		Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2017/19	Health & Wellbeing Strategy	
Our vision for the public's health in Merton over the next five years is to stem the increase in the significant inequalities in health outcomes between the East and West of Merton, providing more equal opportunities for all residents of Merton to be healthy. Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice. Public Health services comprise • Mandatory: sexual health, NHS health checks, National Child Measurement Programme, Support to Clinical Commissioning groups, and assurance of health emergency preparedness • Universal: Smoking cessation, drugs and alcohol, obesity • Other		Sexual health	19,854	20,201	20,554	20,913	21,243			
		Drugs & alcohol	423 Drugs/155 Alcohol	438 Drugs/205 alcohol	452 Drugs/253 Alcohol					
		Support to CCG	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity			
		NHS Health Checks	5723	5723	5773	5872	5872			
		National Child Measure Program	2,445 Reception and Year 6 pupils in 2013; estimate 2,941 by 2017 based on 20.3% increase in population age 5-9 projected to 2017							
		NHS Smoking Cessation	1506	1580	1660	1742	1830			
		Prevention services	1066	1119	1175	1234	1295			
		Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2017/19		
		Staff (FTE)	8	14.77	14.77	14.77	13.77			
		Staff (Trainees)	1	2	1	2				
		High quality data for JSNA and joint projects	n/a	n/a	n/a	n/a				
		Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)				Polarity	Reporting cycle	Indicator type
		2013/14(T)	2014/15(T)	2015/16(T)	2017/18(PT)	2018/19(PT)				
Chlamydia diagnosis		2200	2200	2300	2300	2300	Select	Quarterly	Output	Failure to meet PHOF target
Late diagnosis of HIV rate		46.4%	43.2%	TBC	TBC	TBC	Low	Annual	Outcome	Failure to meet PHOF target
Successful completion of drug treatment (TBC)										
Signed Memo Of Understanding (MOU) with MCCG 2014-15		MOU	MOU	MOU	MOU	MOU				
% NHS health checks uptake of those offered service		57.5	58.5	59.5	60%	TBC	High	Quarterly	Output	Increased prevalence of long-term conditions
% excess weight in children age 4-5 years		19.67%	TBC	TBC	TBC	TBC	Low	Annual	Outcome	Increased prevalence of long-term conditions
% excess weight in children age 10 - 11 years		30.77%	TBC	TBC	TBC	TBC	Low	Annual	Outcome	Increased prevalence of long-term conditions
Number of successful 4-week smoking quits		753	790	830	871	915	High	Quarterly	Outcome	Increase prevalence of lung cancer, heart disease and COPD

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	8,985	0	9,844	9,844	9,844	9,844	0
Employees	569	0	994	994	994	994	
Premises	6	0	7	7	7	7	
Transport	0	0	0	0	0	0	
Supplies & Services	4,227	0	4,366	4,366	4,366	4,366	
3rd party payments	4,086	0	4,367	4,367	4,367	4,367	
Transfer payments	0	0	0	0	0	0	
Support services	97	0	110	110	110	110	
Depreciation	0	0	0	0	0	0	
Income	8,985	0	9,844	9,844	9,844	9,844	0
Government grants	8,985	0	9,236	9,236	9,236	9,236	
Reimbursements	0	0	608	608	608	608	
Customer & client receipts	0	0	0	0	0	0	
Recharges	0	0	0	0	0	0	
Reserves	0	0	0	0	0	0	
Capital Funded							
Council Funded Net Budget	0	0	0	0	0	0	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19



Summary of major budget etc. changes	
2015/16	Dependent on Government grant, to be confirmed
2016/17	Dependent on Government grant, to be confirmed
2017/18	
2018/19	



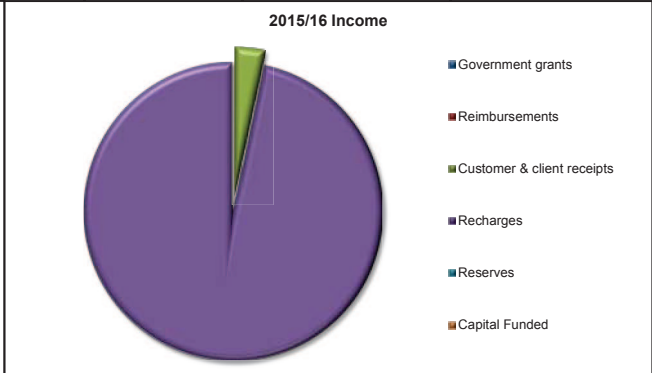
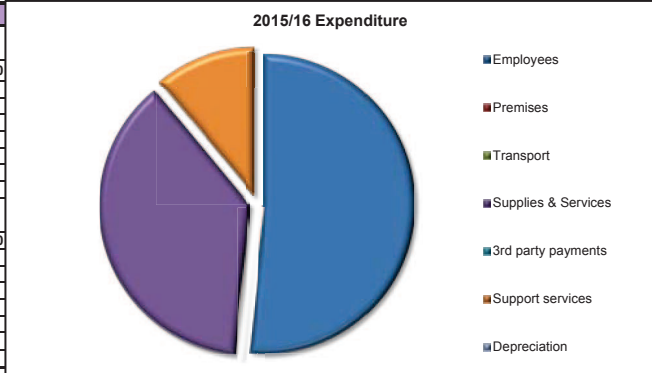
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Public Health							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk	
		Likelihood	Impact	Score			
Project 1		Project Title:	Integrated sexual health service				
Start date	2014-15	Project Details:	Commissioning an integrated tier 2 sexual health service which combines existing provision in Contraceptive and Sexual Health (CaSH) and Genito-Urinary Medicine (GUM) clinics. This service would be commissioned on a Payment by Results basis and allowing for cross-charging of non-Merton residents.	Improved customer satisfaction	3	3	9
End date	2015-16						
Project 2		Project Title:	Embedding Chlamydia screening programme				
Start date	2014-15	Project Details:	To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for meeting the diagnostic target for Chlamydia which is a PHOF indicator.	More efficient way of working	3	2	6
End date	2015-16						
Project 3		Project Title:	Review of local HIV services				
Start date	2014-15	Project Details:	Analyse local need in relation to HIV, review existing services which are funded through pan-London and South London partnerships to ensure they are fit for purpose and meet local need, and increase HIV testing in the community.	Improved resident well being	3	3	9
End date	2015-16						
Project 4		Project Title:	LiveWell				
Start date	2014-15	Project Details:	LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions, linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.	Improved resident wellbeing	2	1	2
End date	2014-15						
Project 5		Project Title:	Prevention				
Start date	2014-15	Project Details:	Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes e.g. LiveWell to the influencing of local policy to create an environment that supports healthy choices e.g. alcohol licensing policy. Work from across the council e.g. the contract to manage the boroughs leisure centres, complements the public health led activity and has an important role to play in reducing the stark health inequalities between east and west Merton.	Improved resident wellbeing	2	1	2
End date	2014-15						
Project 6		Project Title:	Transition of responsibility for Health Visiting Service to Local Authority				
Start date		Project Details:	Responsibility for Health Visiting Services are due to transfer from NHS England to LB Merton in April 2015. Project required to manage transition, including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-London transition programme.	Select one major outcome	0	0	0
End date							
Project 7		Project Title:	National Child Measurement Programme				
Start date		Project Details:	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management classes for families.	Improved Health and Wellbeing	0	0	0
End date							
Project 8		Project Title:	NHS Health Checks				
Start date		Project Details:	People aged 40 -74 with no known heart disease are offered an NHS Health Checks every five years to detect early signs of heart disease and risk factors.	Improved Health and Wellbeing	0	0	0
End date							
Project 9		Project Title:	Drugs and Alcohol Prevention and Treatment				
Start date		Project Details:	The responsibility for drugs and alcohol transferred to Public Health during 2013/14. A review of alcohol needs is being commissioned to inform development of a prevention strategy/action plan.	Select one major outcome	0	0	0
End date							
Project 10		Project Title:	Support to Merton Clinical Commissioning Group				
Start date		Project Details:	Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities, providing data analysis, needs assessment and evidence of best practice.	Select one major outcome	0	0	0
End date							

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Corporate Services

Business Improvement	Planning Assumptions						The Corporate strategies your service contributes to			
Clr Mark Allison Cabinet Member for Finance	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19		
Enter a brief description of your main activities and objectives below - Operate as a Centre of Excellence for Project and Programme Management (PPM), raising the capacity of the organisation to consistently plan and deliver projects/programmes successfully. - Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean. - Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and M2015 Board. - Lead and deliver a coordinated programme of Public Value Reviews (PVRs) and reactive service reviews to deliver efficiencies and improve customer satisfaction. - Establish a Programme Management Office (PMO), ensuring that all transformational activity is directed and monitored through DMTs, M2015 and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives are realised. - Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery. - Establish a Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability. - Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service. - Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity: availability, performance, and capability of the systems.	Core service request (days)	4400	3960	3520	3080	3080		Customer Services Strategy		
	Non Core service requests (days)	2000	1800	1620	1450	1450		ICT Policy		
	Support for continuous/business improvement (days)	600	1000	900	750	600		Capital Programme		
	PVRs	300	150	150	100	100				
	Project/Programmes	12.8 FTE	15 FTE	12 FTE						
	Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
	Staff - Programme Office (FTE)	4	4	4	4	4				
	Staff - Systems Improvement	25.9	26.9	25.9	24.9	23.9				
	Staff - Programmes and projects (some fixed term)	12.8	12.8							
	Apprentices	2	2	2	0	0				
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type
2013/14(T)		2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Systems availability	80%	95%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery
% projects completed on time	85%	85%	85%	85%	85%		High	Quarterly	Output	Increased costs

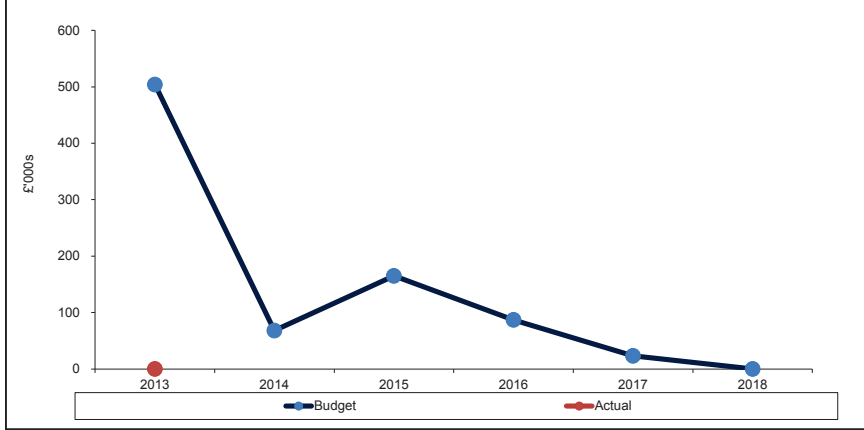
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,458	0	2,790	2,892	2,814	2,750	0
Employees	1,477		1,541	1,491	1,403	1,329	
Premises							
Transport	3		3	3	3	3	
Supplies & Services	639		928	1,080	1,090	1,100	
3rd party payments							
Support services	339		318	318	318	318	
Depreciation							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	1,954	0	2,722	2,727	2,727	2,727	0
Government grants							
Reimbursements							
Customer & client receipts	79		84	89	89	89	
Recharges	1,875		2,638	2,638	2,638	2,638	
Reserves							
Capital Funded							
Council Funded Net Budget	504	0	68	165	87	23	0



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Document management system			740,000				
Customer contact programme			785,000				
Total	0	0	1,525,000	0	0	0	0

Summary of major budget etc changes 2015/16

CS1 Rationalisation of management costs £50k
 CS3 Generate income through training £5k
 Further implementation of the workforce plan in 2015/6 will meet target savings.



2016/17

Reorganisation of systems development and support arrangements CS63 £38k.

2017/18

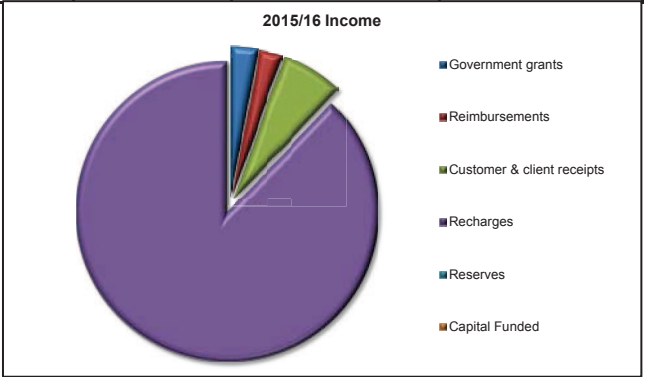
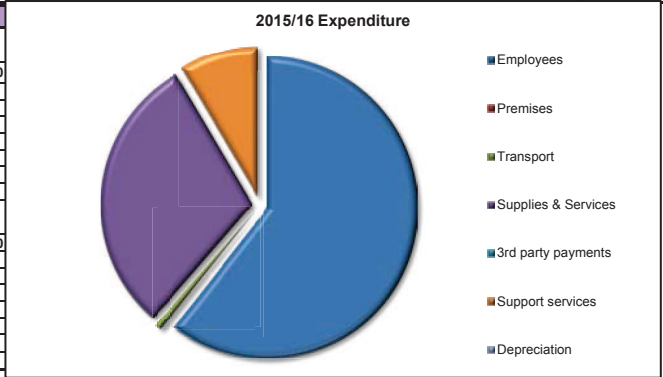
Reorganisation of systems development and support arrangements CS63 £74k.

2018/19

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Business Improvement							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk	
				Likelihood	Impact	Score	
Project 1		Project Title:	IT Strategy and Implementation Plan	More efficient way of working			
Start date	01/04/2014	Project Details:	Refresh the IT strategy and implementation to ensure fit for purpose to support and enable delivery of TOMs and coordinate and lead on delivery in collaboration with I&T Division.	The programme will ensure the systems architecture and IT infrastructure enables and supports businesses to deliver business as usual, continuous improvement and major transformational activity set out in relevant TOMs; and that the Council's systems comply with appropriate standards, legislation and good practice.	1	3	3
End date	31/03/2017						
Project 2		Project Title:	Customer Contact programme	More efficient way of working			
Start date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	3	2	6
End date	31/03/2016						
Project 3		Project Title:	Electronic document and records management system	More efficient way of working			
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
End date	31/03/2016						
Project 4		Project Title:	Transformation portfolio design and implementation	More efficient way of working			
Start date	01/04/2014	Project Details:	Clarify cross-cutting programmes and projects for governance by the Merton 2015 Board and ensure appropriate monitoring and control is in place to provide assurance on delivery and achievement of benefits.	Ensuring a coordinated, planned and disciplined approach to change and transformation within the organisation, and that scarce resources are effectively used and interdependencies carefully managed.	2	1	2
End date	31/03/2015						
Project 5		Project Title:	Programme Office Implementation	More efficient way of working			
Start date	01/04/2014	Project Details:	Design and implement a functioning Programme Office	Delivering functions including quality and delivery assurance, highlight and escalation reporting, raising capacity and capability for effective project and programme management, benefits realisation and management of the transformation portfolio.	3	2	6
End date	31/03/2015						
Project 6		Project Title:	Social Care Information System	To meet legislative requirements			
Start date	01/09/2013	Project Details:	Procure and implement a Social Care Information system to support adults social and children and families integrated care.	A fit for purpose system that supports efficient business practices and care management now and into the future.	2	3	6
End date	30/08/2016						
Project 7		Project Title:	Continuous Improvement Programme	More efficient way of working			
Start date	01/04/2014	Project Details:	Design and implement a programme of service/business/process reviews to lead, embed and support continuous improvement.	A range of tools and support (business analysis, lean expertise) - based on demand analysis - to support business improvement and embed a culture of continuous improvement.	3	1	3
End date	31/03/2017						
Project 8		Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Project 9		Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Project 10		Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

Corporate Governance	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
<p>Corporate Governance is made up of 7 core services: Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function.</p> <p>Internal Audit and Investigations- provides independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud policies. Reports poor practice/weak controls to members. Investigations - investigates allegations of fraud for Housing Benefit and internal cases.</p> <p>Safety Services - provides H&S, emergency planning & business continuity service.</p> <p>Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.</p> <p>Electorals Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews.</p> <p>There is also the shared <u>Legal service</u> with the London Borough of Richmond, which has its own Service Plan.</p>	Residents	206,038	208,822	211,569	214,229	216,806		Corp Equality Scheme			
	Officers	4081	↓	↓	↓	↓		Customer Services Strategy			
	Councillors	60	60	60	60	60	60		Risk Management Strategy		
									Information Governance Policy		
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		Corp Procurement Strategy		
	Staff (FTE)	48	47	39.7 (excl. Investigations)	39.7 (excl. Investigations)	38.7 (excl. Investigations)			Performance Management Framework		
	Staff - LALO	8	8	8	8	8			Civil Contingencies Plan		
	Staff - Election	0	900	800	800	0			Central Government		
	Staff - Canvas	150	150	150	150	150					
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	FOI requests - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
	Complaints - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
	Audits completed against plan	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
	Audit actions implemented by agreed date	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
	Completed planned H&S inspections	60	60	60	60	60		High	Monthly	Outcome	Breach statutory duty
	Priority A H&S actions completed on time	75%	85%	90%	90%	90%		High	Quarterly	Outcome	Breach statutory duty
	No. supplementary agendas issued	28	26	24	22	20		Low	Quarterly	Quality	Rework

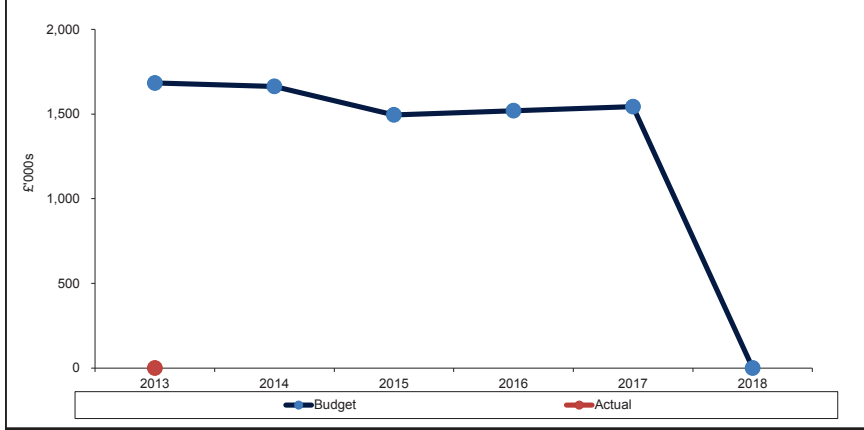
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	4,018	0	4,031	3,869	3,897	3,926	0
Employees	2,407		2,449	2,344	2,344	2,344	
Premises	4		5	5	5	5	
Transport	25		25	26	26	27	
Supplies & Services	1,166		1,228	1,170	1,198	1,226	
3rd party payments							
Support services	416		324	324	324	324	
Depreciation		0					
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,334	0	2,367	2,373	2,377	2,382	0
Government grants	70		70	70	70	70	
Reimbursements	54		59	60	62	63	
Customer & client receipts	61		153	158	160	164	
Recharges	2,149		2,085	2,085	2,085	2,085	
Reserves							
Capital Funded							
Council Funded Net Budget	1,684	0	1,664	1,496	1,520	1,544	0



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Cite Decision Making	2,000						
	2,000	0	0	0	0	0	0

Summary of major budget etc changes 2015/16

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



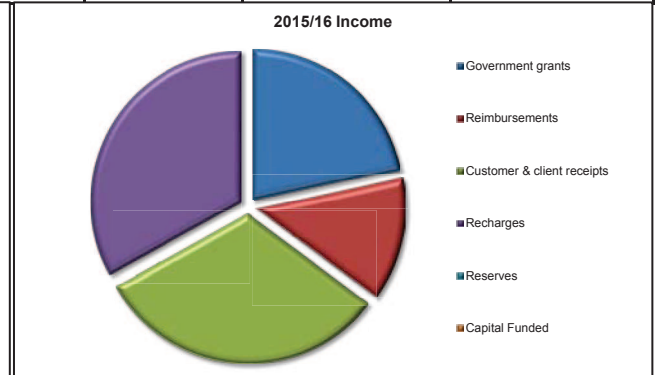
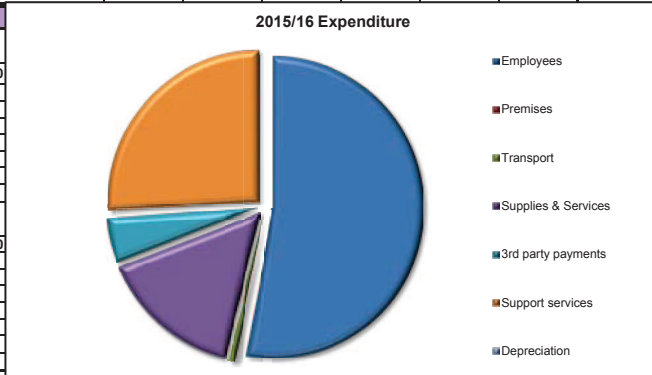
2016/17							
2017/18							
2018/19							

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Corporate Governance							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk	
		Likelihood	Impact		Score		
Project 1		Project Title:	Support new intake of councillors		Improved customer satisfaction		
Start date	01/04/2013	Project Details:	To prepare information and support for new intake of councillors following May 2014 council elections. To ensure smooth introduction of any consequent changes to decision making structure or process.		1	1	1
End date	31/03/2015						
Project 2		Project Title:	2013/17 Implement individual electoral registration		To meet legislative requirements		
Start date	01/04/2013	Project Details:	Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.		3	3	9
End date	31/12/2016						
Project 3		Project Title:	2013/17 Administer statutory elections, referendums and ballots.		To meet legislative requirements		
Start date	01/04/2013	Project Details:	Administer London borough council and European Parliament elections in 2014, Parliamentary general election in 2015, GLA elections in 2016, and Willow BID ballot in 2014, together with any other referendums and ballots that may be required		3	3	9
End date	31/03/2017						
Project 4		Project Title:	Prepare for and implement changes to single fraud initiative		To meet legislative requirements		
Start date	01/02/2014	Project Details:	To prepare for the SFIS and the effect on audit and investigation in relation to the focus on workload from Housing Benefit fraud to other areas of fraud		2	2	4
End date	31/03/2015						
Project 5		Project Title:	Committee report workflow		More efficient way of working		
Start date	01/06/2014	Project Details:	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as well as sign off by Directors and Cabinet Members.		2	1	2
End date	01/10/2014						
Project 6		Project Title:	Scrutiny Improvement Programme		Improved reputation		
Start date	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities.		2	1	2
End date	31/03/2015						
Project 7		Project Title:	LLC service delivery		To meet legislative requirements		
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive		3	1	3
End date	31/03/2015						
Project 8		Project Title:			Select one major outcome		
Start date		Project Details:					0
End date							
Project 9		Project Title:			Select one major outcome		
Start date		Project Details:					0
End date							
Project 10		Project Title:			Select one major outcome		
Start date		Project Details:					0
End date							

Customer Services	Planning Assumptions						The Corporate strategies your service contributes to				
Select your Cabinet Member & Portfolio	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Enter a brief description of your main activities and objectives below There are 5 core services: Local Taxation - responsible for Council Tax & Business Rates collection, Debt recovery & Bailiff collection services; - this includes a shared bailiff service with Sutton Council Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud; Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services; Registers - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services; Communications - responsible for protecting and enhancing the reputation of Merton Council; promoting Merton as a good place to live, work and learn; ensuring residents know about and have access to services; ensuring the community is able to have a say in the council decisions; and engaging council staff so they understand the direction of the council and are committed to putting customers at the heart of all they do. Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered within this service plan period but details are vague due to the uncertainty of the roll-out of the scheme.	Benefit/Council Tax support claimants	16,000	14,000	14,000	14,000	14,000	14,000	Customer Services Strategy			
	Telephone callers	500,000	600,000	600,000	500,000	450,000	400,000	Homelessness Strategy			
	Face to face customers	115,000	100,000	90,000	85,000	80,000	70,000	Medium Term Financial Strategy			
	Council tax properties	82,000	82,500	83,000	83,000	83,000	85,000	Social Inclusion Strategy			
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
	Staff (FTE)	162.4	139.4	136.4	134.4	133.4	133.4				
	Apprentices(FTE)	3	3	4							
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	Business Rates collected	97%	97.25%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
	% of Merton Bailiff Service files paid in full (excluding parking and miscellaneous debt)	58%	58%	58%	58%	58%	58%	High	Monthly	Outcome	Loss of income
HB - COC & new claims processing days	16	16	10	10	10	10	Low	Monthly	Business critical	Customer hardship	
First contact resolution		60%	65%	70%	75%	75%	High	Monthly	Perception	Reduced customer service	
Income from events (marriages, civil partnerships etc)		415,000	400,000	415,000	425,000	450,000	High	Monthly	Business critical	Loss of income	
Successful website visits	83%	84%	84%	84%	84%	84%	High	Monthly	Perception	Reduced uptake of service	
No. of on-line transactions			30,000	45,000	60,000		High	Monthly	Business critical	Reduced customer service	

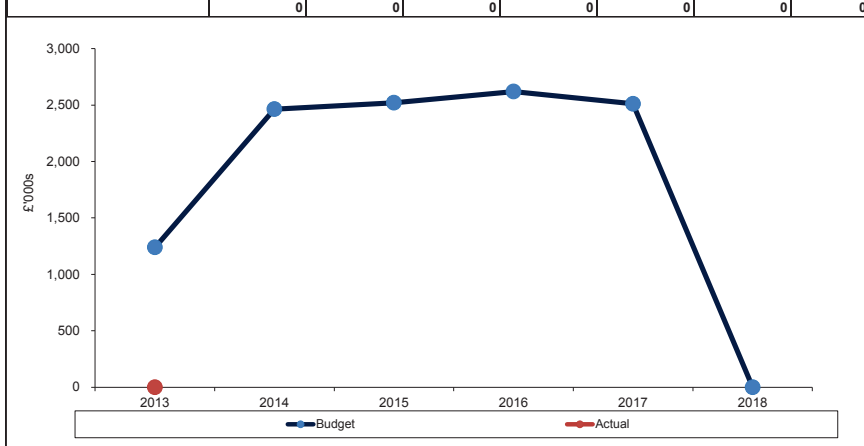
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	12,456	0	9,863	9,487	9,394	9,312	0
Employees	5,749		5,037	5,008	4,897	4,788	
Premises	39		20	21	21	21	
Transport	91		63	64	65	65	
Supplies & Services	3,346		1,447	1,459	1,470	1,491	
3rd party payments	475		828	467	473	479	
Support services	2,753		2,465	2,465	2,465	2,465	
Depreciation	3		3	3	3	3	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	11,216	0	7,399	6,966	6,774	6,801	0
Government grants	1,826		1,980	1,520	1,302	1,302	
Reimbursements	930		930	930	930	930	
Customer & client receipts	6,185		2,184	2,211	2,237	2,264	
Recharges	2,275		2,305	2,305	2,305	2,305	
Reserves							
Capital Funded							
Council Funded Net Budget	1,240	0	2,464	2,521	2,620	2,511	0



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

Summary of major budget etc changes 2015/16

The DWP have not committed funding for the Local Welfare Support scheme. A decision is required regarding future funding for the ascheme and it's administration Funding for 15/16 for Housing Benefit administration remains the same. With continued delays with the implementation of the Customer Contact programme the impact of the Customer Service Review will not save £30k in this year. Savings from elsewhere within the Division will cover this years saving target.. Ongoing savings through reduction of cash collection following implementation of telephone parking £10k There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit



2016/17

Deferred budgetary savings from 14/15 include a deletion of manager position within Customer Services and a reduction within the debt recovery/bailiff function resulting in £81k of savings. Continued impact of the Customer Service Review will save £30k annually. Ongoing savings through reduction of cash collection following implementation of telephone parking £10k. The roll out of Universal Credit will impact on the level of administration grant. There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit. New performance target required to monitor take-up of on-line services. This includes revision of number of telephone calls and face-to-face customers

2017/18

CS60 Deletion of Assistant Director post £109k Continued impact of Customer Contact project to further reduce telephone calls and face-to-face customers

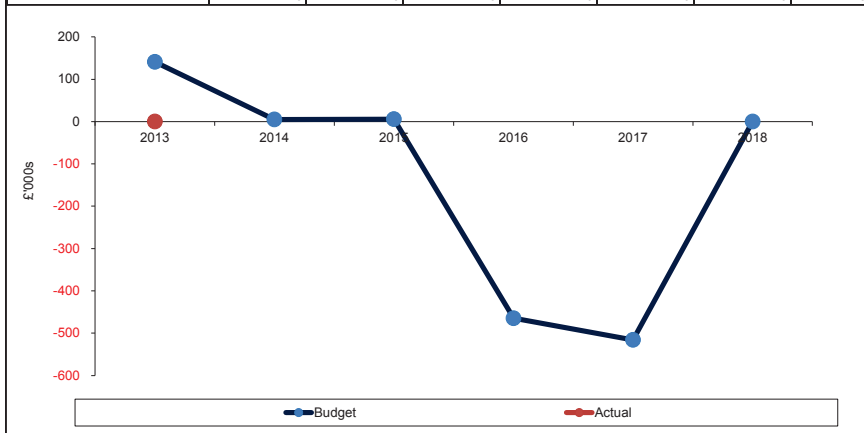
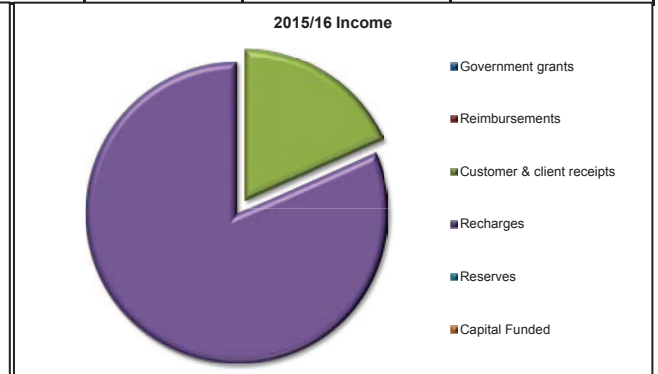
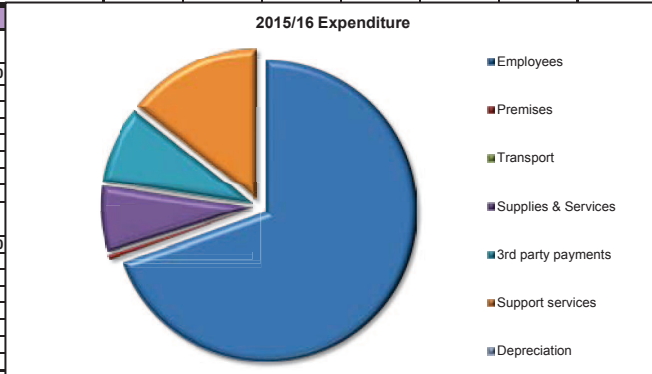
2018/19

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

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

Human Resources	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Enter a brief description of your main activities and objectives below 1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR business partner support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management	Employees in Merton for HR, payroll, advice, L&D, EAP etc	4,600	4,400	4,400	4,400			Workforce Development Plan			
	New recruits to be appointed	180	160	160	160			Economic Development Strategy			
	HR FTE	46.4	45.4	45.4	41.4	40.4					
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
	Select anticipated resources										
	Select anticipated resources										
	Select anticipated resources										
	Select anticipated resources										
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Time to hire	90	90	90	90			Low	Monthly	Outcome	Increased costs	
Sickness absence (Average days per fte)	7	7	7	7			Low	Monthly	Outcome	Increased costs	
% Appraisals completed	98%	98%	98%	98%			High	Annual	Outcome	Poor decision making	
% Members L&D satisfaction	81%	82%	83%	83%			High	Quarterly	Outcome	Poor decision making	

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,242	0	3,133	3,140	2,674	2,629	0
Employees	2,220		2,185	2,185	1,825	1,767	
Premises	17		15	15	15	15	
Transport	7		5	5	5	5	
Supplies & Services	210		218	222	152	161	
3rd party payments	255		259	262	226	230	
Support services	533		451	451	451	451	
Depreciation							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	3,101	0	3,128	3,134	3,139	3,145	0
Government grants							
Reimbursements							
Customer & client receipts	533		569	575	580	586	
Recharges	2,568		2,559	2,559	2,559	2,559	
Reserves							
Capital Funded							
Council Funded Net Budget	141	0	5	6	-465	-516	0

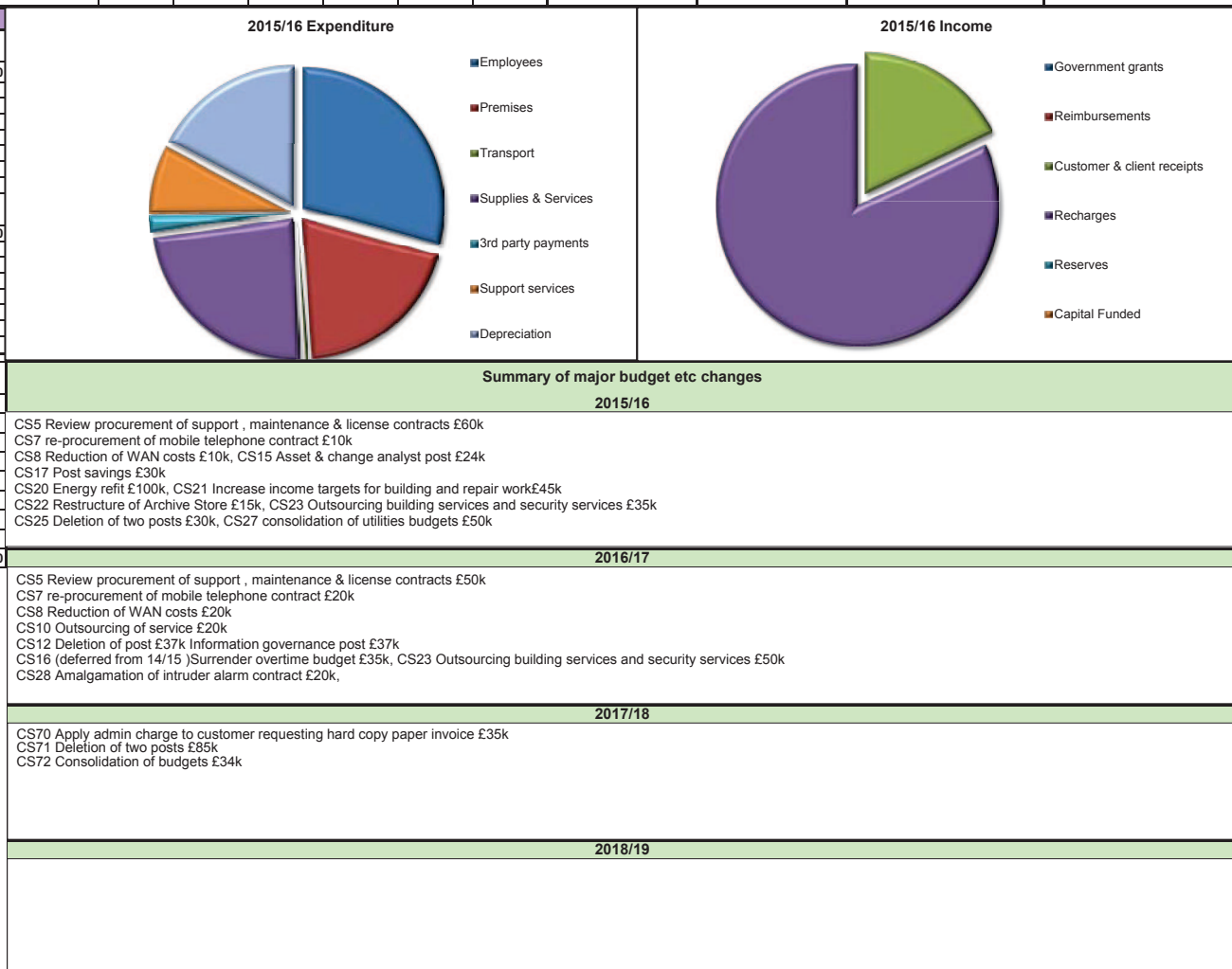
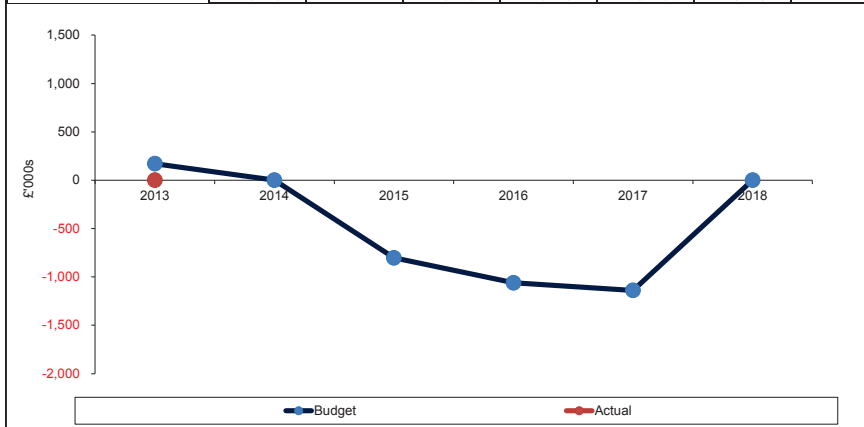


Summary of major budget etc changes	
Year	Change
2015/16	CS49 Introduction of new application tracking system £5k
2016/17	CS48 Further rationalisation of HR Services £130k CS49 (2013-2017) Introduction of new application tracking system £10k CS50 Occupational Health & Employee Assistance programme £40k CS51 HR Transactions - including COT £90k CS49(2012-2016) Further consolidation of HR advisory work £140k CS74 Review of L&D £69k
2017/18	CS75 Review of COT staffing in light of 4 borough shared service opportunities £58k
2018/19	

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

Infrastructure and Transactions	Planning Assumptions						The Corporate strategies your service contributes to				
CLlr Mark Allison Cabinet Member for Finance	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19			
Enter a brief description of your main activities and objectives below	Repairs & Maintenance of Corporate Buildings (Revenue)	806,000	800,00	800,00	800,00	800,00	800,00	Asset Management Plan			
	IT Service Calls	21,000	20,000	19,000	18,000	17,000		Customer Services Strategy			
	Service Requests	6000	6,000	6,000	6,000	6,000		Customer Services Strategy			
	Transactions requested by departments	130,000	130,000	120,000	115,000	120,000		Customer Services Strategy			
Infrastructure and Transactions Division (I&T) is a support service made up of three functions which are:-	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
	FM (FTE)	36	35	29	29	28					
	Transactional Services (FTE)	14.7	14.7	13.7	13	13					
	IT Service Delivery (FTE)	33	33	32.2	27.2	27.2					
IT Service Delivery - IT (SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications. Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.	Staff (Apprentices)	2	5	4	3	0					
Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)					2018/19(PT)
	Repairs & Maintenance ratio of Reactive to Planned	50/50	40/60	30/70	30/70	30/70		Low	Annual	Outcome	Increased costs
	Total external fee income	200,00	225,000	235,000	245,000	250,000		High	Quarterly	Output	Loss of income
Transactional Services incorporates Account Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring 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.	CO2 emissions corporate buildings (tonnes)	4,200	4,100	4,000	3,900	3,800		Low	Quarterly	Output	Environmental issues
	First time fix rate for IT Service Desk	63%	64%	64%	65%	65%		High	Monthly	Outcome	Reduced service delivery
	Customer Satisfaction - IT incident resolution	85%	90%	90%	90%	90%		High	Monthly	Outcome	Reduced customer service
	Invoices paid within 30 days of receipt by LBM	91%	93%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery
Carefirst invoices paid within 30 days from invoice date	88%	93%	95%	95%	95%		High	Monthly	Business critical	Increased costs	

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	11,968	0	11,815	11,061	10,807	10,768	0
Employees	3,304		3,365	3,222	3,080	2,995	
Premises	2,908		2,733	2,185	2,132	2,160	
Transport	39		33	33	33	34	
Supplies & Services	2,828		2,687	2,620	2,558	2,573	
3rd party payments	274		206	210	213	215	
Support services	930		875	875	875	875	
Depreciation	1,685		1,916	1,916	1,916	1,916	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	11,797	0	11,815	11,864	11,868	11,907	0
Government grants							
Reimbursements							
Customer & client receipts	1,990		2,063	2,112	2,116	2,155	
Recharges	9,807		9,752	9,752	9,752	9,752	
Reserves							
Capital Funded							
Council Funded Net Budget	171	0	0	-803	-1,061	-1,139	0

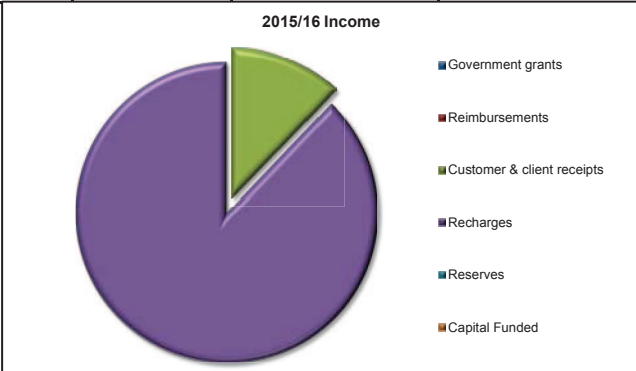
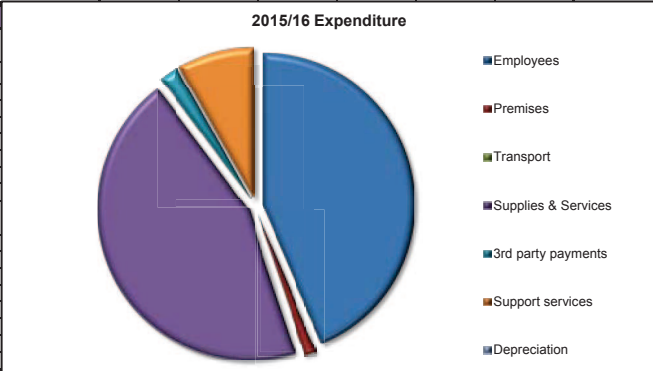


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Infrastructure and Transactions							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk	
		Likelihood	Impact	Score			
Project 1		Project Title:	Replacement of IT Infrastructure and desktop equipment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

Resources	Planning Assumptions							The Corporate strategies your service contributes to		
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
Enter a brief description of your main activities and objectives below	Revenue Budget Managers	147	147	147	147	147		Asset Management Plan		
Resources is made up of four major areas of activity: Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling, reporting & monitoring, council's day to day cash flow, insurance services, treasury management & pensions. Over the next four years we will transform by improving use of technology /reviewing processes how information is stored in our financial systems. Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate 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.	Capital Budget Managers	23	23	23	23	23		Capital Programme		
	Budget, Service, Performance & Risk Setting	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports		Central Government		
	Budget, Service, Performance & Risk Monitoring	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports		Corp Equality Scheme		
	Budget, Service, Performance & Risk Closing	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports		Corp Procurement Strategy		
	Anticipated non financial resources	2012/13	2013/14	2014/15	2015/16	2016/17	2018/19		Medium Term Financial Strategy	
	Staff (FTE)	73.2	68.2	68.2	65.2	65.2			Risk Management Strategy	
Apprentices	0	2	2	0	0			Treasury Management Strategy		
								Voluntary Sector Strategy		
								Select Strategy delivery		
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Accuracy of P8 Revenue Forecast (compared to outturn)	90%	90%	90%	90%	90%	90%	High	Annual	Outcome	Poor decision making
Accuracy of P8 (P9 to 2013/14) Capital Forecast	90%	90%	90%	90%	90%	90%	High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0	0	0	0	Low	Annual	Business critical	Government intervention
% of contracts overseen by Procurement Board	80%	80%	80%	80%	80%	80%	High	Quarterly	Quality	Poor decision making
Action plans in place for 'red' risks	90%	90%	90%	90%	90%	90%	High	Quarterly	Outcome	Poor decision making

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	9,181	0	8,660	8,717	8,539	8,524	0
Employees	4,030		3,821	3,815	3,643	3,586	
Premises	103		105	106	107	109	
Transport	4		4	4	4	4	
Supplies & Services	4,198		3,834	3,895	3,889	3,919	
3rd party payments	23		178	179	178	178	
Support services	823		718	718	718	718	
Depreciation	0		0	0	0	0	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	7,694	0	6,718	6,732	6,747	6,762	0
Government Grants	0		0	0	0	0	
Reimbursements	0		0	0	0	0	
Customer & client receipts	789		804	818	833	848	
Recharges	6,905		5,914	5,914	5,914	5,914	
Reserves	0		0	0	0	0	
Capital Funded	0		0	0	0	0	
Council Funded Net Budget	1,487	0	1,942	1,985	1,792	1,762	0

Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Financial System re-engineering	0		1,100,000	0	0	0	0
Acquisitions Budget	30,730		1,042,340	500,000	500,000		
Transformation Budgets			638,000	507,000			
Capital Bidding Fund			1,000,000	1,000,000			
Total	30,730	0	3,780,340	2,007,000	500,000	0	0



Summary of major budget etc changes 2015/16

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2016-20, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.
Financial System: From 1 April 2015 the new financial system will be fully operational. It is envisaged that the implementation of this new financial system and the adoption of new streamlined processes . Options around exploring shared service will be explored.
Savings: Saving for future years will be identified from improved processes resulting from the new financial system.

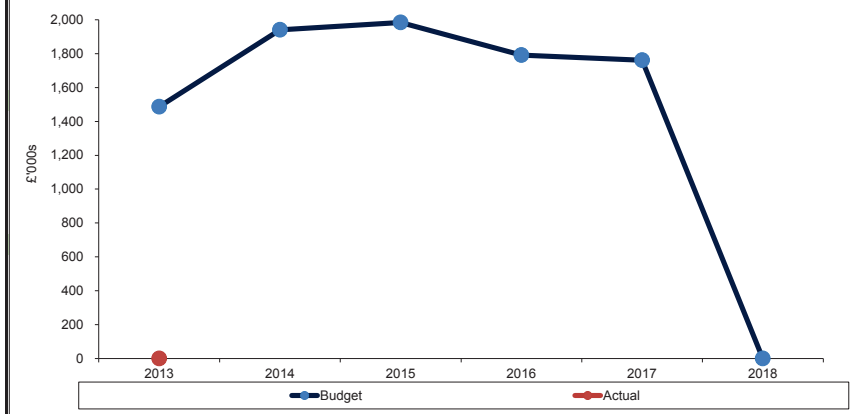
2016/17

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.
Financial System: The new financial system and the adoption of new streamlined processes will facilitate the further savings below.
Savings: Savings of £103k will be delivered by reduction of three posts , non salary budgets savings £137k through improved processes , consolidation of budgets and review of recharges.

2017/18

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.
Savings: Savings of £78,000 will be delivered from improved processes and the appropriate charging for services.

2018/19



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

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Legal Services						
PROJECT DESCRIPTION			MAJOR EXPECTED OUTCOME		Risk	
			Likelihood	Impact	Score	
Project 1		Project Title:	Shared service		Improved customer satisfaction	
Start date	01/04/2014	Project Details:	To embed the newly expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings		2	2
End date	31/03/2016					
Project 2		Project Title:	Smarter Working		More efficient way of working	
Start date	01/04/2014	Project Details:	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service		2	1
End date	31/03/2016					
Project 3		Project Title:	Delivering Savings		To meet budget savings	
Start date	01/04/2015	Project Details:	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond			
End date	31/03/2018					
Project 4		Project Title:			Select one major outcome	
Start date		Project Details:				0
End date						
Project 5		Project Title:			Select one major outcome	
Start date		Project Details:				0
End date						
Project 6		Project Title:			Select one major outcome	
Start date		Project Details:				0
End date						
Project 7		Project Title:			Select one major outcome	
Start date		Project Details:				0
End date						
Project 8		Project Title:			Select one major outcome	
Start date		Project Details:				0
End date						
Project 9		Project Title:			Select one major outcome	
Start date		Project Details:				0
End date						
Project 10		Project Title:			Select one major outcome	
Start date		Project Details:				0
End date						

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Environment & Regeneration

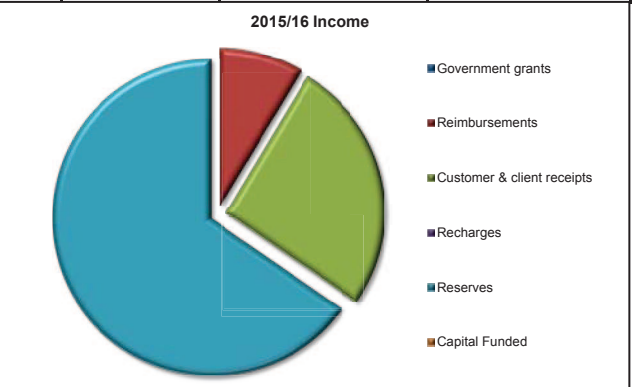
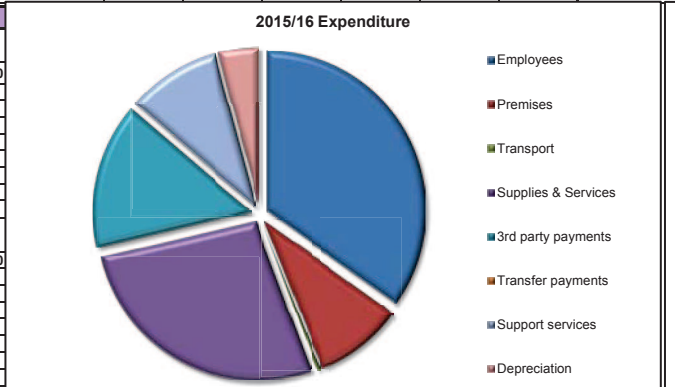
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Commercial Services (Waste Operations)									
PROJECT DESCRIPTION			MAJOR EXPECTED OUTCOME		Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Market Testing of Pest Control Service		To meet budget savings				
Start date	2014-15	Project Details:	Undertake a review of the market in relation to Pest Control.			2	2	4	
End date	2014-15								
Project 2		Project Title:	Sales and Marketing Plan		Income generation				
Start date	2014-15	Project Details:	Produce a Sales and Marketing plan for Commercial Waste Service area			3	2	6	
End date	2014-15								
Project 3		Project Title:			More efficient way of working				
Start date		Project Details:				0	0	0	
End date									
Project 4		Project Title:							
Start date		Project Details:				0	0	0	
End date									
Project 5		Project Title:							
Start date		Project Details:						0	
End date									
Project 6		Project Title:			Select one major outcome				
Start date		Project Details:						0	
End date									
Project 7		Project Title:			Select one major outcome				
Start date		Project Details:						0	
End date									
Project 8		Project Title:			Select one major outcome				
Start date		Project Details:						0	
End date									
Project 9		Project Title:			Select one major outcome				
Start date		Project Details:						0	
End date									
Project 10		Project Title:			Select one major outcome				
Start date		Project Details:						0	
End date									

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

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

Future Merton Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19		
Enter a brief description of your main activities and objectives below fM's TOM is to be like a development corporation; deliver ing LBM's regeneration plans, prioritising areas for growth and investment and to: • Develop new Local Plan policies to support regeneration and growth objectives • Develop site assembly requirements to support regeneration , growth and economic development objectives • Develop sustainable development policies to support Merton's commitment to carbon reduction • Develop urban design / planning frameworks to support regeneration and growth and increase design quality in the borough • Deliver projects as set out in our Economic Development and Climate Change Strategies and the Regeneration Delivery Plan (future Growth Strategy) • Attract developer and inward investment, public sector funding and support to deliver our regeneration and growth objectives. • To develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm • Deliver regeneration projects in Mitcham and Colliers Wood and coordinating funding from LBM and the Mayor of London' • Adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (1MO). • Lead on Major Planning developments (AFC Wimbledon / YMCA / Colliers Wood Tower, St Georges Quarter, Morden town centre) • LBM lead on planning and design quality for emerging estate regeneration proposals in partnership with Circle (High Path, Eastfields, Ravensbury) and Moat (Pollards Hill) • LBM lead on non-operational assets for growth and regeneration investment purposes. • LBM lead on Crossrail 2, Tram; ID growth opportunities and external funding	Population	206,038	208,822	211,569	214,229	216,806	Asset Management Plan Road Safety Plan Local Implementation Plan Local Transport Plan Community Plan Climate Change Strategy Core Planning Strategy Economic Development Strategy Local Development Framework			
	Actual businesses in borough	7,500	7700	7900	8,100	8,100				
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19		
Staff (FTE)	28	27	27	27	27					
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
New homes target (number per year)	320	320	411	411	411		High	Annual	Outcome	Loss of Government grant
Town centre vacancy rates (% of units vacant)	10	10	10	9	8		Low	Quarterly	Outcome	Reputational risk
% Inc walking + cycling mode share from 35.40% base 2012	0.40	0.2	0.2	0.2	0.2		High	Annual	Perception	Reputational risk
Emissions reduction from buildings	6.5	9.0	11.5	12.0	12.5		High	Annual	Outcome	Environmental issues
Reduction in KS1's: road traffic accidents (Number of incidents)	54	44	39	37	34		Low	Annual	Perception	Reputational risk
% Modal increase in cycling from 2% 2012 baseline	1	2	3	5	8		Low	Annual	Output	Political risk
Number of new jobs created through EDS E&SAP	150	300	450	600	TBC		High	Annual	Outcome	Social exclusion
% of new jobs created; number that are apprentices	40	60	80	100	TBC		High	Annual	Outcome	Social exclusion
Number of new businesses created as part of EDS MBSS	50	100	200	300	TBC		High	Annual	Outcome	Reduced Business Rates

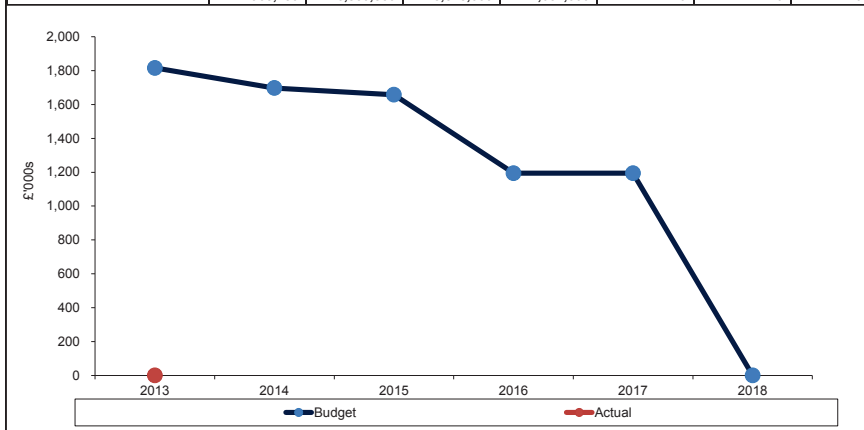
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,198	0	2,987	2,987	2,573	2,573	0
Employees	1,112		1,046	1,046	632	632	
Premises	289		270	270	270	270	
Transport	9		9	9	9	9	
Supplies & Services	601		808	808	808	808	
3rd party payments	751		445	445	445	445	
Transfer payments	0		0	0	0	0	
Support services	363		287	287	287	287	
Depreciation	73		122	122	122	122	



Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	1,382	0	1,289	1,329	1,379	1,379	0
Government grants	0		0	0	0	0	
Reimbursements	118		114	114	114	114	
Customer & client receipts	306		306	346	396	396	
Recharges	0		0	0	0	0	
Reserves	958		869	869	869	869	
Capital Funded							
Council Funded Net Budget	1,816	0	1,698	1,658	1,194	1,194	0

Summary of major budget etc changes 2015/16

EN42=£40K
 Capitalisation ongoing for Mitcham, Colliers Wood, Cycling and asset disposals.



ER23=£414,000 saving or income to be achieved.
 EN42=£50K
 EDS reserves project to wind down

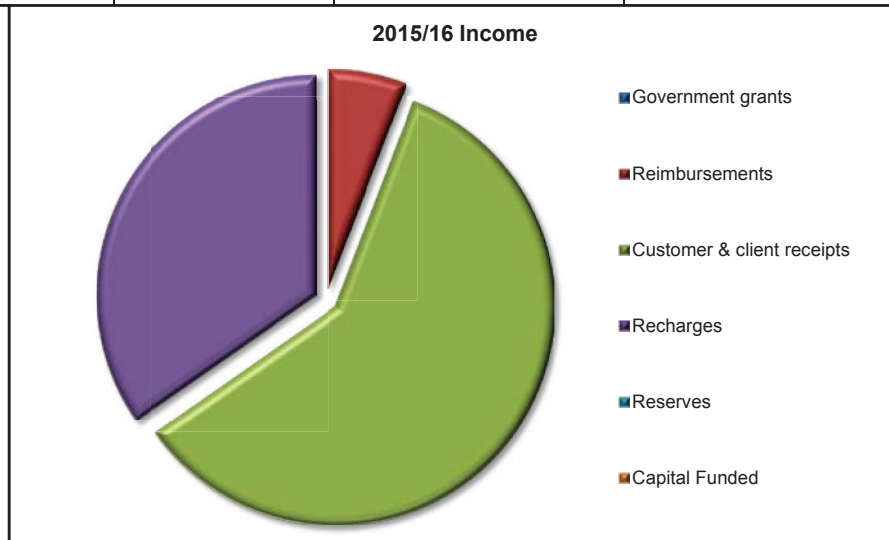
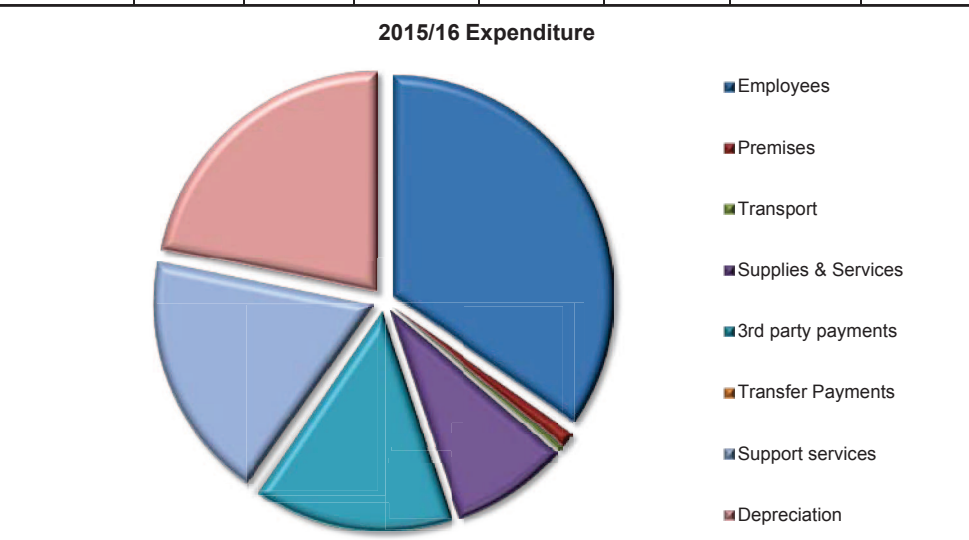
2017/18

2018/19

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

Leisure & Cultural Development Cllr Nick Draper Cabinet Member for Community & Culture Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19		
Delivery of the objectives of the TOM (Target Operating Model). Engage local people in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer in the borough - thus creating a universal culture and sport offer. Implement Merton's new Culture & Sport Framework and promote this methodology as best practice across Merton and the Culture and Sport sector more widely. Build a replacement Morden Park Pool and plan for a replacement Wimbledon Park Watersports Centre, encompassed in a masterplan for the Wimbledon Park site. Complete the development of the BMX track and transfer to St.Marks Academy. Deliver Merton's contribution to major sports, arts & cultural events. Manage Leisure Centres & Wimbledon Theatre contracts, one public hall, a water sports centre and all of the booking functions (pitch hire; cemeteries; allotments; activity programmes; pavilions; hall; etc). We will also contribute towards services across the Local Strategic Partnership Over the next four years we will transform our services by: <ul style="list-style-type: none"> • using improved technology especially in the area of online bookings, self -service, communications and sales & marketing • developing the watersports centre into a marine college & outdoor adventure centre • drive our services through commercial and community strands • vary the leisure centre contract to take account of the new Morden Leisure Centre • deliver grants, commissions and raising funds in partnership and in accordance with the Culture & Sport Framework • reducing costs, increase income and be more cost effective. 	Population	206,038	208,822	211,569	214,229	216,806	Asset Management Plan			
	No. of Children & Young People aged 8-17 in west of borough	7,550	7,700	7,900	8,050	8,200	Children & Young person's Plan			
	Population of most disadvantaged wards	125,400	126,100	126,850	127,540	128,100	Cultural Strategy			
							Community Plan			
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Open Spaces Strategy		
	Staff (FTE)	16.6	16.4	14.1	14.1	14.1	14.1	Social Inclusion Strategy		
	Accommodation	7	7	7	7	7	7	Voluntary Sector Strategy		
	Volunteers	20	20	20	20	20	20			
	Staff seasonal	30	30	30	30	30	30			
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19 (PT)				
Income £ from Merton Active Plus	40,000	50,000	55,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
Income £ from Watersports Centre	375,660	367,000	377,000	387,000	387,000	387,000	High	Monthly	Business critical	Loss of income
Income £ from Morden Assembly Hall	20,230	39,710	42,030	44,000	45,000	45,000	High	Monthly	Business critical	Loss of income
14-25 yr old Fitness Centre Participation at leisure centres	57,480	100,000	103,000	106,000	106,000	106,000	High	Monthly	Output	Reduced customer service
External Capital & Revenue funding	100,000	320,000	100,000	100,000	100,000	100,000	High	Quarterly	Output	Reduced customer service
% residents rating facilities Good to Excellent	48.5	51.5	52.0	52.5	53	53	High	Annual	Outcome	Reduced customer service

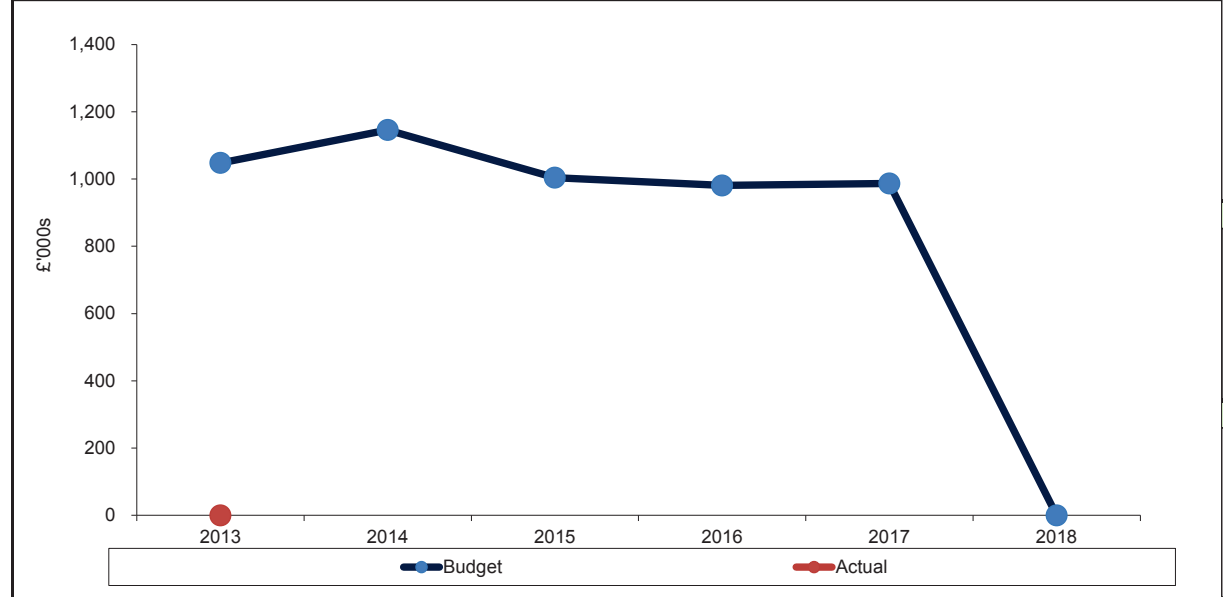
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,025	0	2,088	1,975	1,981	1,987	0
Employees	690		685	687	690	692	
Premises	27		22	22	22	22	
Transport	13		8	8	8	8	
Supplies & Services	343		288	170	174	178	
3rd party payments	244		286	289	288	288	
Transfer Payments	10		5	5	5	5	
Support services	268		361	361	361	361	
Depreciation	430		433	433	433	433	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	977	0	942	971	1,000	1,000	0
Government grants	7		0	0	0	0	
Reimbursements	43		51	56	61	61	
Customer & client receipts	500		554	578	602	602	
Recharges	427		337	337	337	337	
Reserves	0		0	0	0	0	
Capital Funded							
Council Funded Net Budget	1,048	0	1,146	1,004	981	987	0



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Morden Leisure Centre	0	0	500,000	10,000,000	500,000		
Other	418,000	525,000	300,000	300,000	300,000		
	418,000	525,000	800,000	10,300,000	800,000	0	0

Summary of major budget etc changes 2015/16

EN35 =£14K; EN36=£10K; EN37=£5K; EV09=£120K



2016/17

EN35=£14K; EN36=£10K; EN37=£5K

2017/18

2018/19

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Leisure & Cultural Development

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Increasing participation in culture, sport and physical activity	Improved resident well being		
Start date	2014	Project Details:	Develop with partners joint community programmes in the east of the borough in accordance with the Culture & Sport Framework	2	2	4
End date	2016-17					
Project 2		Project Title:	Increasing participation & engagement in the arts, cultural and well-being activities	Improved resident well being		
Start date	2014	Project Details:	Develop and deliver in partnership with others projects and programmes which celebrate and commemorate local, national and international events.	2	2	4
End date	2016-17					
Project 3		Project Title:	Leisure Centres Contract	To meet budget savings		
Start date	2015	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre	2	2	4
End date	2016-17					
Project 4		Project Title:	Morden Park Pool & Wimbledon Park Masterplan including Replacement Watersports Centre	Improved resident well being		
Start date	2014	Project Details:	Deliver a replacement Morden Park Pools and create a business case to produce a master plan for Wimbledon Park which includes the replacement of the existing Wimbledon Park Watersports Centre.	4	2	8
End date	2017-18					
Project 5		Project Title:	Implementation of Online Leisure & Cultural Bookings	More efficient way of working		
Start date	2012	Project Details:	Develop & implement online booking & payment system for pitch, halls, pavilions, courses, events and activities. Working with IT and other service beneficiaries for a whole council approach. Work with Customer Contact Programme to ensure service needs are appropriately embedded within that initiative.	2	2	4
End date	2015-16					
Project 6		Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings		
Start date	2012	Project Details:	Rebrand the Merton Active Plus programme and generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. Also move the work of the development team to cover two distinct strands of commercial and community activities.	2	2	4
End date	2016-17					
Project 7		Project Title:	St Mark's Academy School - Community Use	Improved resident well being		
Start date	2012	Project Details:	Work with St Mark's Academy School to increase their sports facilities; develop a community leisure facility increasing community use and transferring the management of the BMX track to the school.	2	1	2
End date	2016-17					
Project 8		Project Title:	Cultural Framework Implementation	More efficient way of working		
Start date	2012	Project Details:	Promote Culture & Sport Framework widely as well as implementing delivery locally within that framework.	2	1	2
End date	2015-6					
Project 9		Project Title:	Develop the boroughs involvement in major sporting, arts & cultural events	Improved reputation		
Start date	2012	Project Details:	Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and required	2	2	4
End date	2016-17					
Project 10		Project Title:	External Funding & Inward Investment Opportunities	Income generation		
Start date	2012	Project Details:	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at Wimbledon Park, etc.	2	1	2
End date	2016-17					

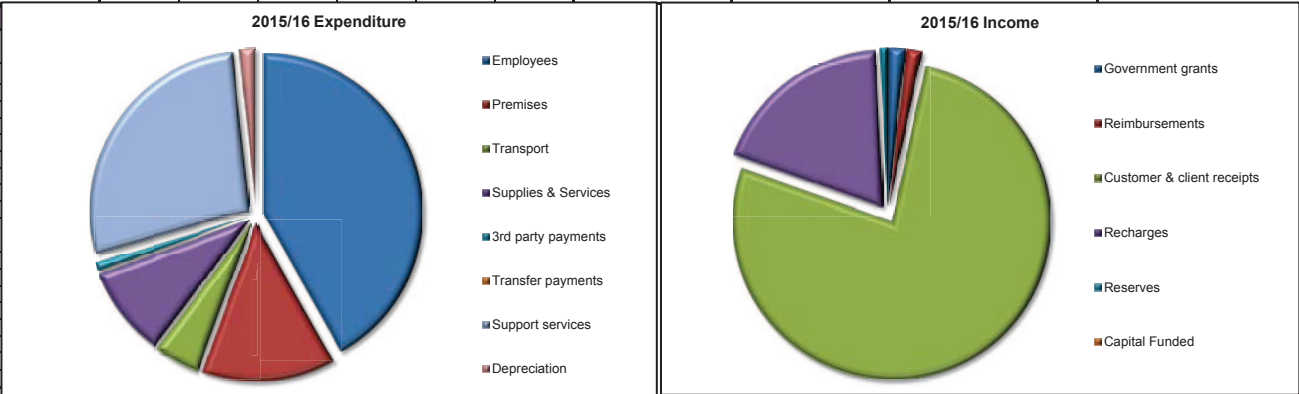
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Parking								
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk		
		Likelihood	Impact	Score				
Project 1		Project Title:	Upgrade enforcement CCTV systems					
Start date	2014-15	Project Details:	Replace the existing cameras and back office system to enable unmanned (automated) enforcement of bus lane and moving traffic contraventions with ANPR (Automatic Number Plate Recognition) capability.	More efficient way of working	2	2	4	
End date	2015-16							
Project 2		Project Title:	Cashless parking					
Start date	2013-14	Project Details:	Implement a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer satisfaction	1	1	1	
End date	2014-15							
Project 3		Project Title:						
Start date		Project Details:						
End date								
Project 4		Project Title:						
Start date		Project Details:						
End date								
Project 5		Project Title:						
Start date		Project Details:						
End date								
Project 6		Project Title:						
Start date		Project Details:						
End date								
Project 7		Project Title:						
Start date		Project Details:						
End date								
Project 8		Project Title:						
Start date		Project Details:						
End date								
Project 9		Project Title:						
Start date		Project Details:						
End date								
Project 10		Project Title:						
Start date		Project Details:						
End date								

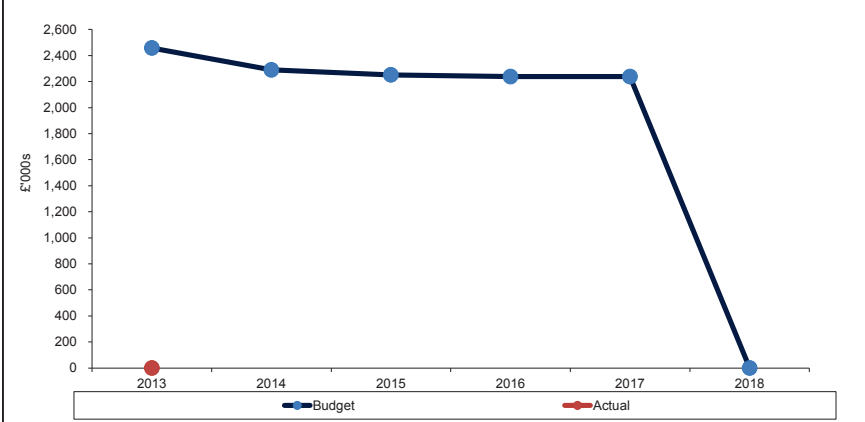
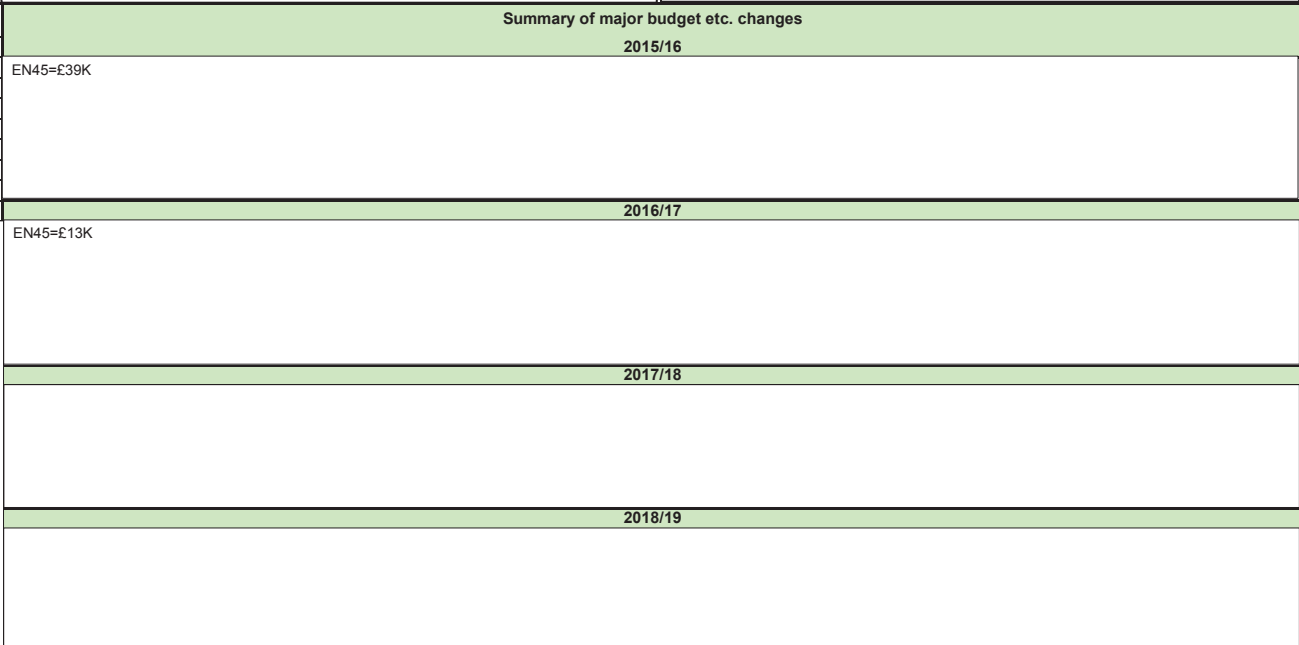
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Parks and Green Spaces Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below The service manages, maintains and develops Merton's parks & open spaces including the management of a cemetery service, and a varied programme of events from small community 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. The current TOM transformation process will emphasize and further embed these principles. Objectives: The team's primary objectives in the forthcoming years include the following principal tasks: <ul style="list-style-type: none"> 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 implementation of agreed TOM transformation process outcomes 	Planning Assumptions							The Corporate strategies your service contributes to Open Spaces Strategy Children & Young person's Plan Cultural Strategy London wide strategy Capital Programme		
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
	Increased sport pitch demand	2%	1%	1%	1%	1%	1%			
Attendance at major community outdoor events (No. of people)	50,000	50,000	55,000	55,000	60,000	60,000				
Number of funerals at LBM cemeteries	200	205	210	215	220	220				
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Staff (FTE)	64	83.8	80.3	77.8	73.8	73.8				
Accommodation units	12	11	11	11	11	11				
Transport vehicles	19	19	19	19	19	19				
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Residents % satisfaction with parks & green spaces	71	72	73	74	75	76	High	Annual	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	70	71	72	73	74	75	High	Biennial	Perception	Reputational risk
Total LBM cemeteries income £	396,000	536,000	553,000	569,000	586,000	604,000	High	Monthly	Business critical	Loss of income
Total outdoor events income £	305,000	316,000	328,000	341,000	351,000	362,000	High	Monthly	Outcome	Loss of income
Number of Green Flags	5	5	5	5	5	6	High	Annual	Quality	Reputational risk
Number of outdoor events in parks	120	130	130	130	130	130	High	Monthly	Outcome	Reputational risk
Volunteer input in parks management (No. of groups)	25	30	35	40	45	50	High	Quarterly	Business critical	Reduced service delivery

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	4,745	0	5,255	5,251	5,251	5,251	0
Employees	1,981		2,202	2,202	2,202	2,202	
Premises	539		715	715	715	715	
Transport	217		243	243	243	243	
Supplies & Services	435		494	490	490	490	
3rd party payments	1		49	49	49	49	
Transfer payments	7		7	7	7	7	
Support services	1,471		1,460	1,460	1,460	1,460	
Depreciation	94		85	85	85	85	
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Income	2,287	0	2,965	3,000	3,013	3,013	0
Government grants	53		53	53	53	53	
Reimbursements	44		48	48	48	48	
Customer & client receipts	1,728		2,319	2,354	2,367	2,367	
Recharges	487		570	570	570	570	
Reserves	-25		-25	-25	-25	-25	
Capital Funded							
Council Funded Net Budget	2,458	0	2,290	2,251	2,238	2,238	0



Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
	896,640	632,810	250,000	425,000	250,000		



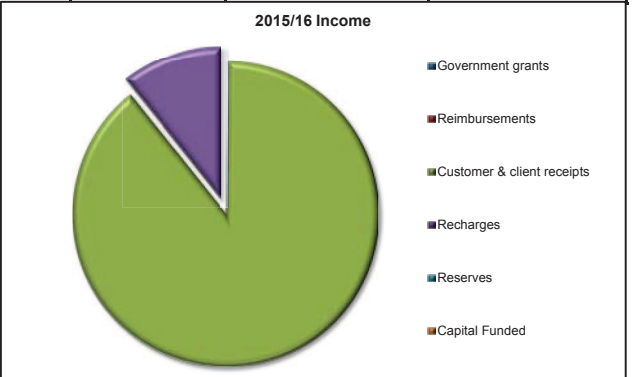
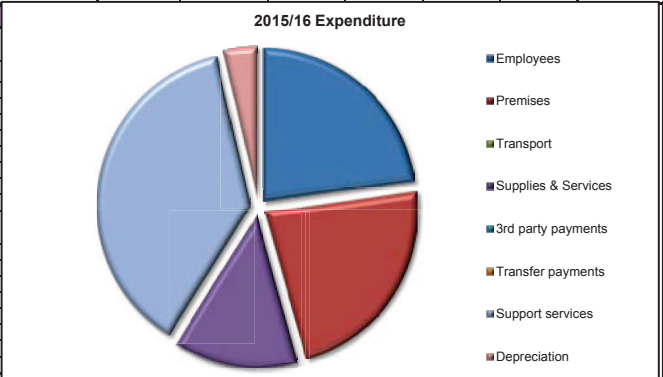
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Parks and Green Spaces

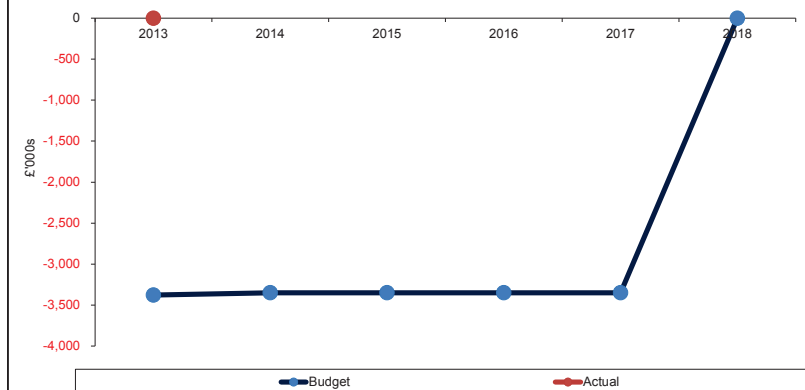
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Management of parks & open spaces			
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering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

Property	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19		
Clr Andrew Judge Cabinet Member for Sustainability & Regeneration										
Enter a brief description of your main activities and objectives below	The number of proposed disposals	2	12	4	5	1	Capital Programme			
To ensure that all property transactions provide value for money and comply with statutory control. To maintain an accurate record of the property assets of the council and to provide 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. TOM will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts.	The number of proposed lettings	10	9	8	8	8	Economic Development Strategy			
	The number of proposed rent reviews	30	25	21	21	21	Housing Strategy			
	The number of commercial properties	394	394	394	394	394	394	Medium Term Financial Strategy		
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
	Staff (FTE)	6	6	6	6	6	6			
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)					2018/19(PT)
Capital receipts	£5m	£4m	£12m	£16m	£1m		High	Quarterly	Business critical	Loss of income
% Vacancy rate of prop. owned by council	5	4.0	3.5	3.5	3.3		Low	Quarterly	Outcome	Loss of income
% Debt owed to LBM by tenants Inc. businesses	9.8	9.0	8.5	8.5	8.5		Low	Quarterly	Outcome	Loss of income
Asset Valuations	150	150	150	150	150		High	Annual	Business critical	Breach statutory duty

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	1,189	0	1,182	1,182	1,182	1,182	0
Employees	268		270	270	270	270	0
Premises	261		270	270	270	270	0
Transport	0		1	1	1	1	0
Supplies & Services	121		155	155	155	155	0
3rd party payments	7		0	0	0	0	0
Transfer payments	0		0	0	0	0	0
Support services	518		444	444	444	444	0
Depreciation	14		42	42	42	42	0
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	4,566	0	4,530	4,530	4,530	4,530	0
Government grants	0		0	0	0	0	0
Reimbursements	18		5	5	5	5	0
Customer & client receipts	4,046		4,042	4,042	4,042	4,042	0
Recharges	502		483	483	483	483	0
Reserves	0		0	0	0	0	0
Capital Funded							
Council Funded Net Budget	-3377	0	-3348	-3348	-3348	-3348	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	1,016,670						
	1,016,670	0	0	0	0	0	0



Summary of major budget etc. changes	
2015/16	
2016/17	
2017/18	
2018/19	

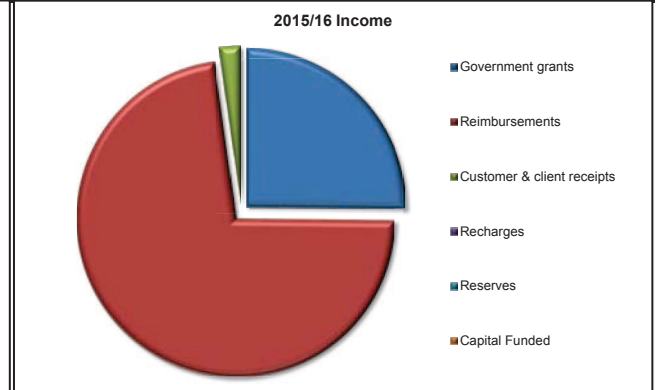
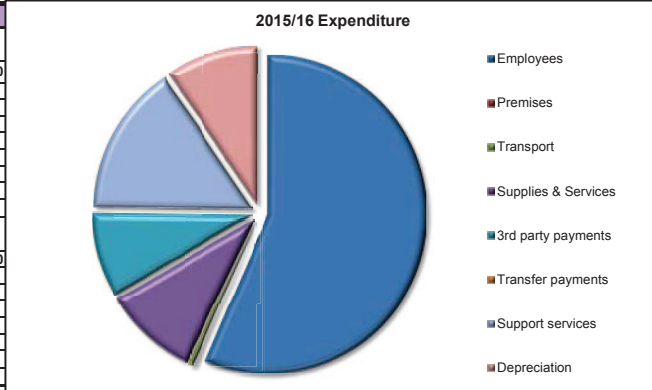


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Property						
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk
				Likelihood	Impact	Score
Project 1		Project Title:	Integrated Project Team	Income generation		4
Start date	2012-13	Project Details:	This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental			
End date	on going					
Project 2		Project Title:	Asset Management Plan	Income generation		2
Start date	2012-13	Project Details:	This is the creation of a plan which will help to maximise all the property held by the council			
End date	on going					
Project 3		Project Title:				
Start date		Project Details:				
End date						
Project 4		Project Title:				
Start date		Project Details:				
End date						
Project 5		Project Title:				
Start date		Project Details:				
End date						
Project 6		Project Title:				
Start date		Project Details:				
End date						
Project 7		Project Title:				
Start date		Project Details:				
End date						
Project 8		Project Title:				
Start date		Project Details:				
End date						
Project 9		Project Title:				
Start date		Project Details:				
End date						
Project 10		Project Title:				
Start date		Project Details:				
End date						

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Safer Merton		Planning Assumptions						The Corporate strategies your service contributes to					
Cllr Edith Joan Macauley Cabinet Member for Engagement & Equality		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to			
Enter a brief description of your main activities and objectives below		Number of new ASB cases		600	600	600	600			Adult Treatment Plan			
Safer Merton is a partnership of the statutory, voluntary and business sector partners who work together to combat crime & disorder and increase safety & the perceptions of safety, within the borough. The team consists of Voluntary Sector and Police and Health funded staff. The delivery of Crime and Disorder reduction is achieved through a range of interventions such as • Tackling anti social behaviour and domestic violence • Managing Neighbourhood Watch • Drugs and alcohol abuse commissioning • The provision of school officers, CCTV and offender work Other support and commissioned services are part of the teams remit as well as ensuring that the council is compliant with legislation. The service is managed through the council, and delivered by Police officers, joint health staff, voluntary sector and community. The Statutory duty of the council consists of: • A duty to establish a crime and disorder partnership • Complete an annual strategic assessment and agree a plan with partners in response • Respond to and deal with crime and disorder through evidence based analytical work • Delivering Anti-Social Behaviour actions and interventions • Specific duties around Domestic Violence.		Population		206,038	208,822	211,569	214,229	216,806		Anti Social Behaviour			
		No. Multi Agency Risk Assessment cases (domestic abuse)		117	129	141	153			Central Government			
		Clients presenting at the One Stop Shop		250	275	275				Children & Young person's Plan			
		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Community Plan			
		Staff (FTE)		25	22	22	22	22		Crime & Disorder (partnership plan)			
										E Merton & Mitcham N'bourhood Renewal			
		Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
				2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
		% of ASB cases closed in line with the national standards		95	95	95	95	95		Low	Monthly	Business critical	Anti social behaviour
		% CCTV cameras operational		95	95	95	95	95		High	Monthly	Outcome	Reputational risk
Proportion who successfully complete treatment and do not re-present		34	35	36	37	37		High	Quarterly	Outcome	Safeguarding issues		
% of residents worried about drunk & rowdy behaviour (ARS)		42	41	40	39	39		Low	Annual	Perception	Reputational risk		
% of residents worried about ASB (ARS)		44	43	42	41	41		Low	Annual	Perception	Reputational risk		
% of residents worried about crime (ARS)		51	50	49	48	48		Low	Annual	Perception	Reputational risk		
No. Multi Agency Risk Assessment cases (domestic abuse)		117	129	141	153	153		High	Monthly	Business critical	Breach statutory duty		
No. of One Stop Shop sessions		46	46	46	46	46		High	Quarterly	Business critical	Reduced service delivery		
No. of Local Multi Agency Problem Solving meetings		27	27	27	27	27		High	Quarterly	Business critical	Reduced service delivery		
% of residents worried about drug users (ARS)		33	32	31	30	30		Low	Annual	Perception	Reputational risk		
% of residents feeling well informed about tackling ASB (ARS)		30	31	32	33	33		High	Annual	Perception	Reputational risk		

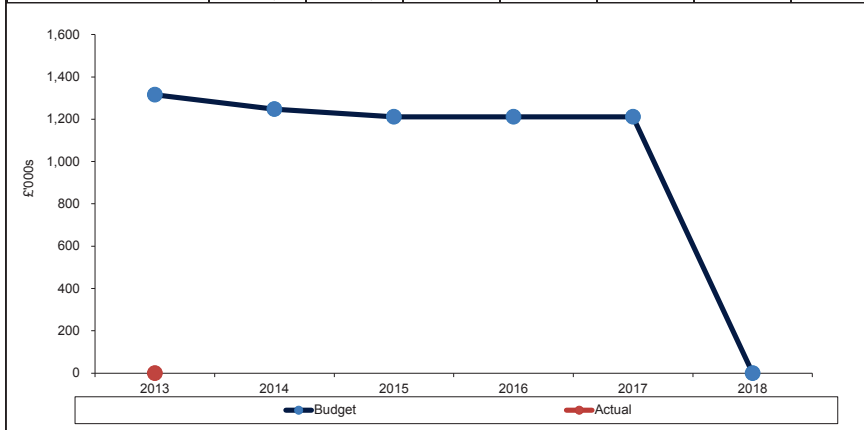
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,204	0	1,526	1,490	1,490	1,490	0
Employees	1,012		840	840	840	840	
Premises	4		2	2	2	2	
Transport	7		7	7	7	7	
Supplies & Services	179		179	143	143	143	
3rd party payments	1,568		129	129	129	129	
Transfer payments	0		0	0	0	0	
Support services	330		230	230	230	230	
Depreciation	104		139	139	139	139	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	1,888	0	278	278	278	278	0
Government grants	317		70	70	70	70	
Reimbursements	1,539		202	202	202	202	
Customer & client receipts	6		6	6	6	6	
Recharges	0		0	0	0	0	
Reserves	26		0	0	0	0	
Capital Funded							
Council Funded Net Budget	1,316	0	1,248	1,212	1,212	1,212	0



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	25,000	145,000					
	25,000	145,000	0	0	0	0	0

Summary of major budget etc. changes 2015/16

EV01=£36K



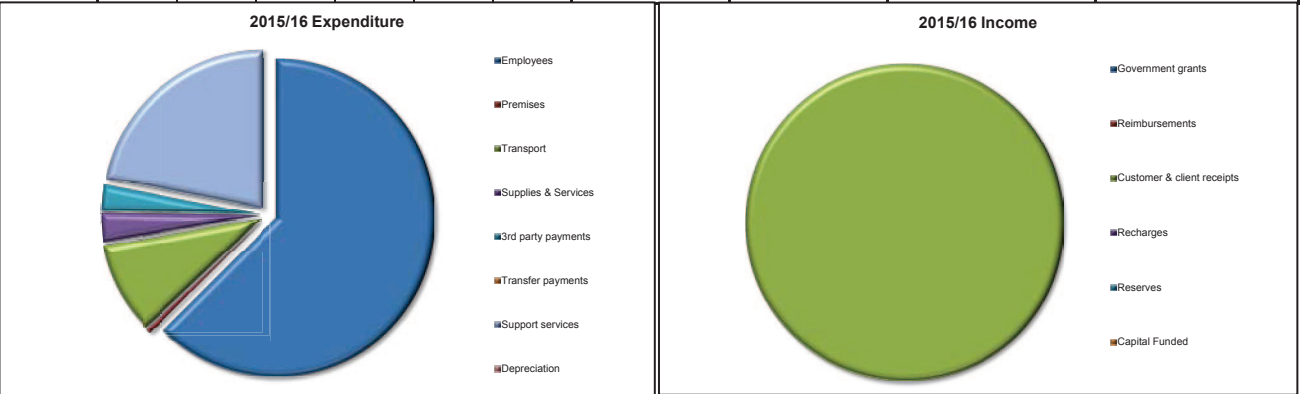
2016/17
2017/18
2018/19

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Safer Merton						
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk
						Score
Likelihood	Impact					
Project 1		Project Title:	Risk limitation of future grant loss			
Start date	2013-14	Project Details:	Finding ways to limit the impact of the loss of grants from central government and Mayors office.	To meet legislative requirements	4	2
End date	on going					
Project 2		Project Title:	ASB changes			
Start date	2012-13	Project Details:	This is the changes in definition regarding Anti-Social Behaviour (although this is still awaiting defining from Central Government)	To meet legislative requirements	4	3
End date	on going					
Project 3		Project Title:				
Start date		Project Details:				
End date						
Project 4		Project Title:				
Start date		Project Details:				
End date						
Project 5		Project Title:				
Start date		Project Details:				
End date						
Project 6		Project Title:				
Start date		Project Details:				
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Project 7		Project Title:				
Start date		Project Details:				
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Project 8		Project Title:				
Start date		Project Details:				
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Project 9		Project Title:				
Start date		Project Details:				
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Project 10		Project Title:				
Start date		Project Details:				
End date						

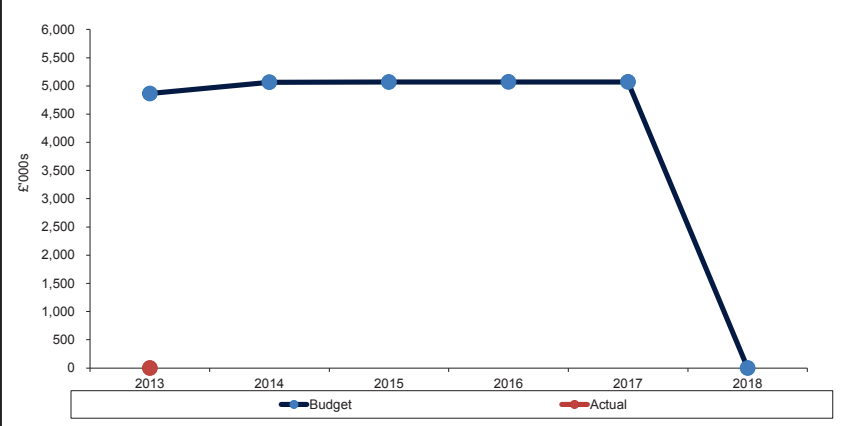
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Street Cleaning		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Judy Saunders Cabinet Member for Performance & Implementation		Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
Enter a brief description of your main activities and objectives below Street Cleaning: to improve the street scene by maintaining the public highway, collecting fly tips, removing litter, detritus, graffiti, fly posting and keeping gullies clean. Enforcement: 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. Winter Gritting: delivering an efficient service in accordance with Highways section priorities. Objectives ● fulfil the council's statutory responsibilities in respect of street cleansing ● maximise efficiencies through co-ordinated and partnership working ● provide value for money services that meet the needs of residents and businesses ● champion the needs of the service users ● improve our customer information and improve feedback ● protect and care for the welfare and development of our employees, the environment, our customers and the local community in which we operate ● provide a safe and supportive environment for all our employees and strive for outstanding health and safety performance ● provide a customer focussed approach to service design and improvement ● improve levels of satisfaction with services provided.		Population	206,038	208,822	211,569	214,229	216,806			Anti Social Behaviour	
		Increased housing density	80,890	81,000	81,400	81,800	82,100			Performance Management Framework	
											Waste Management Plan
		Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
		Staff (FTE)	103	103	103	103	103	103			
		Transport	26	26	26	26	26	26			
Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
% Residents satisfied with street cleanliness		58	60	62	62	63		High	Annual	Perception	
% Sites surveyed below standard for litter		8.5	7.5	7	7	6		Low	Quarterly	Perception	
% Sites surveyed below standard for Detritus		12.5	12	11.5	11	10.5		Low	Quarterly	Perception	
% Sites surveyed below standard for graffiti		5.5	5.0	4.5	4.0	4		Low	Quarterly	Perception	
% Sites surveyed below standard for weeds		14.50	14.00	13.50	13.00	12		Low	Quarterly	Perception	
Number of fly tips reported		3300	3200	3100	3000	3000		Low	Monthly	Outcome	
Days lost through sickness per FTE		12	10	9	8	8		Low	Quarterly	Outcome	
% Sites surveyed below standard for flyposting		1	1	1	1	1		Low	Quarterly	Perception	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s		Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure		5,094	0	5,296	5,299	5,301	5,303	0
Employees		3,399		3,313	3,313	3,313	3,313	
Premises		24		24	24	24	24	
Transport		289		492	492	492	492	
Supplies & Services		167		160	160	160	160	
3rd party payments		152		139	142	144	146	
Transfer payments		0		0	0	0	0	
Support services		1,057		1,168	1,168	1,168	1,168	
Depreciation		6		0	0	0	0	
Revenue £'000s		Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income		231	0	231	231	231	231	0
Government grants		0		0	0	0	0	
Reimbursements		0		0	0	0	0	
Customer & client receipts		231		231	231	231	231	
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget		4,863	0	5,065	5,068	5,070	5,072	0



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



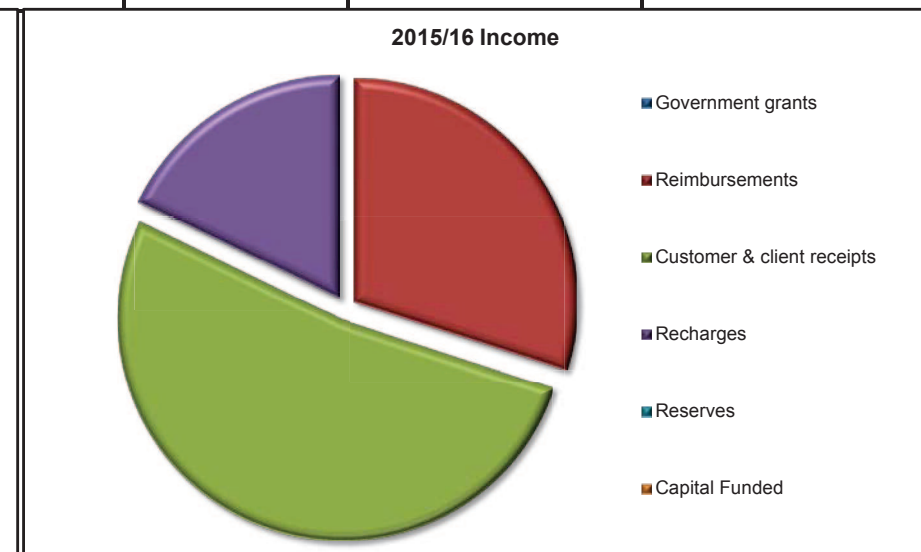
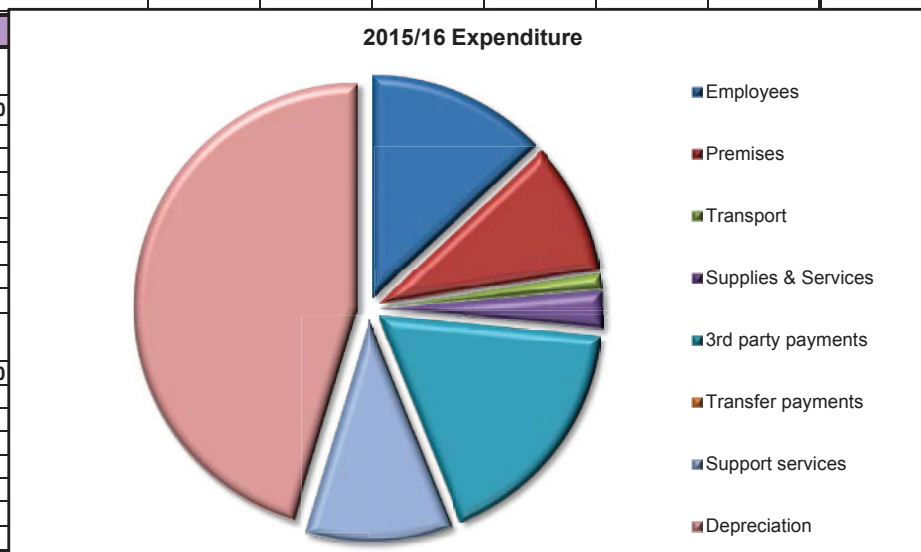
Summary of major budget etc. changes	
2015/16	
2016/17	
2017/18	
2018/19	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

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

Traffic & Highways Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19		
The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 street lights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year. The main aims of the service are to: • Ensure the safe and expeditious movement of all traffic on the Highway Network. • Improve the condition of the highway network • Improve the Public Realm. • Improve the Street Scene. • Improve the quality of life of local residents Objectives The overall objectives of the Service is to effectively maintain and manage the highway network and to ensure that this network is safe and serviceable for all road users. Specific Objectives: Introduce Mobile working Channel shift and move to on-line self service system	Street lights	12,673	12,673	12,673	12,673	12,674	Road Safety Plan			
	Number of trees to be maintained	16,570	16,640	16,710	16,710	16,711	Local Transport Plan			
	Network Maintenance and Improvement	363.5km	363.5km	363.5km	363.5km	363.5km	Local Implementation Plan			
	Number of Streetwork Permits issued	11,650	18,000	18,000	18,000		Capital Programme			
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Local Development Framework		
	Staff (FTE)	38	38	35	35	35				
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Avg days taken to repair out of light Lamp Columns	New	3	3	3	3		Low	Quarterly	Quality	Reduced customer service
% response to Emergency Callouts (within 2 hrs)	100	100	100	100	100		High	Monthly	Quality	Increased costs
% Streetworks permitting determined	98	98	98	98	98		High	Monthly	Quality	Loss of income
% Streetworks inspections completed	32	35	37	38	38		High	Quarterly	Unit cost	Loss of income
% jobs completed where no Fixed Penalty Notice issued	96	98	99	99	99		High	Monthly	Outcome	Reduced customer service
% of Condition Surveys completed on time	90%	92%	95%	95%	95%		High	Annual	Quality	Increased costs
Carriageway Condition - Unclassified Roads Defectiveness Condition Indicator	New	21%	20%	19%	19%		Low	Annual	Quality	Increased costs
Footway condition - Defectiveness Condition Indicator	New	21%	20%	19%	19%		Low	Annual	Quality	Increased costs

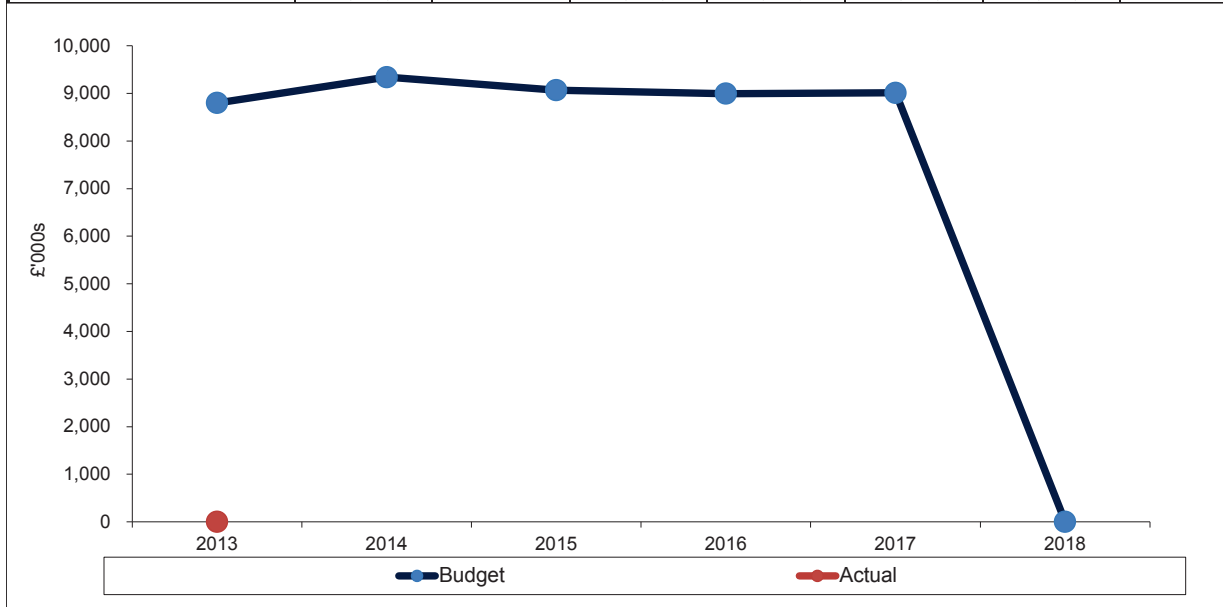
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	11,420	0	12,127	11,856	11,792	11,808	0
Employees	1,622		1,831	1,543	1,544	1,544	
Premises	1,274		1,138	1,138	1,108	1,108	
Transport	128		131	131	131	131	
Supplies & Services	252		326	327	307	307	
3rd party payments	1,914		2,058	2,074	2,059	2,075	
Transfer payments	0		0	0	0	0	
Support services	1,294		1,259	1,259	1,259	1,259	
Depreciation	4,936		5,384	5,384	5,384	5,384	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,619	0	2,787	2,787	2,797	2,797	0
Government grants	0		0	0	0	0	
Reimbursements	624		837	837	847	847	
Customer & client receipts	1,436		1,453	1,453	1,453	1,453	
Recharges	559		497	497	497	497	
Reserves							
Capital Funded							
Council Funded Net Budget	8,801	0	9,340	9,069	8,995	9,011	0



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Traffic & Parking Management	282,000		135,000	135,000	150,000	156,000	
Highways Gen Planned Works	471,470		612,670	412,000	419,000	419,000	
Footways Planned Works	1,065,390		1,000,000	1,000,000	1,000,000	1,000,000	
Street Lighting	644,580		410,000	200,000	462,000	290,000	
Street Scene	339,450		315,000	315,000	60,000	60,000	
Highways Planned Road Works	1,590,000		1,500,000	1,500,000	1,500,000	1,500,000	
Transport For London	2,460,990		1,927,000	1,310,000	1,271,000		
	6,853,880	0	5,899,670	4,872,000	4,862,000	3,425,000	0

Summary of major budget etc. changes 2015/16

EN29=£252K



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

2016/17

2017/18

2018/19

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Traffic & Highways						
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk
		Likelihood	Impact	Score		
Project 1		Project Title:	Flood and Water Management Schemes			
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy	To meet legislative requirements		1
End date	2014-15					1
Project 2		Project Title:	Delivery of Mitcham Town Centre scheme			
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre	Improved customer satisfaction		4
End date	2015-16					3
Project 3		Project Title:	Ride London			
Start date	2014-15	Project Details:	Delivery of London - Surrey Cycle Road Race	Improved customer satisfaction		1
End date	2014-15					1
Project 4		Project Title:	Mobile Working			
Start date	31/01/2015	Project Details:	Implement Mobile working solution across Traffic and Highway	More efficient way of working		2
End date	31/03/2015					2
Project 5		Project Title:	On-line self Service System			
Start date		Project Details:	Move to on-line self service system	Improved customer satisfaction		2
End date						2
Project 6		Project Title:	Home Zones			
Start date		Project Details:	Roll out of Home Zones across the borough			2
End date						1
Project 7		Project Title:	Mini Holland			
Start date		Project Details:	Delivery of Mini Holland Cycling proposals	Improved resident well being		2
End date						2
Project 8		Project Title:	20mph Limits / Zones			
Start date		Project Details:	Development of Policy to inform a decision on future speed management in Merton	Improved resident well being		2
End date						2
Project 9		Project Title:				
Start date		Project Details:				
End date						
Project 10		Project Title:				
Start date		Project Details:				
End date						

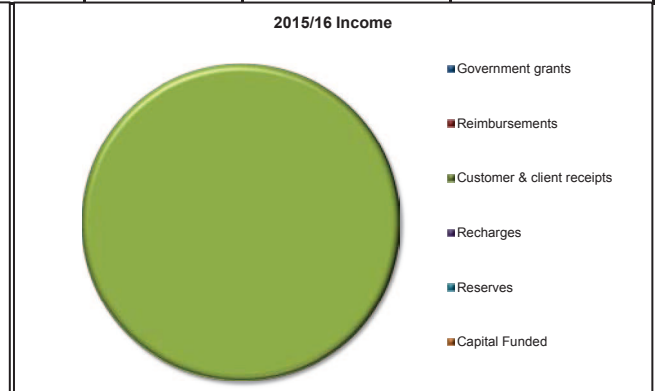
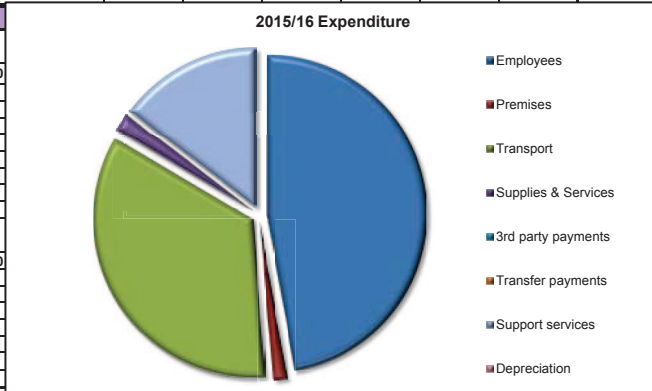
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Transport - Commissioning

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Closer Working with Merton Community Transport			
Start date	2012-13	Project Details:	Working closer with Merton Community Transport, to find ways of improving services, and providing training. Merton have made available to MCT the fuel bunker to reduce MCT costs, and further work in being carried regarding vehicle utilisation, and vehicle procurement	More efficient way of working	2	2
End date	2014-15					
Project 2		Project Title:	Passenger Transport Provision Framework			
Start date	2014-15	Project Details:	Passenger Transport Framework 4 year contract due to expire August 2015. Liaising with neighbouring boroughs (Sutton & Kingston) for the possibility to work together in providing this service	To meet budget savings	2	2
End date	2015-16					
Project 3		Project Title:				
Start date		Project Details:				0
End date						
Project 4		Project Title:				
Start date		Project Details:				0
End date						
Project 5		Project Title:				
Start date		Project Details:				0
End date						
Project 6		Project Title:				
Start date		Project Details:				0
End date						
Project 7		Project Title:				
Start date		Project Details:				0
End date						
Project 8		Project Title:				
Start date		Project Details:				0
End date						
Project 9		Project Title:				
Start date		Project Details:				0
End date						
Project 10		Project Title:				
Start date		Project Details:				0
End date						

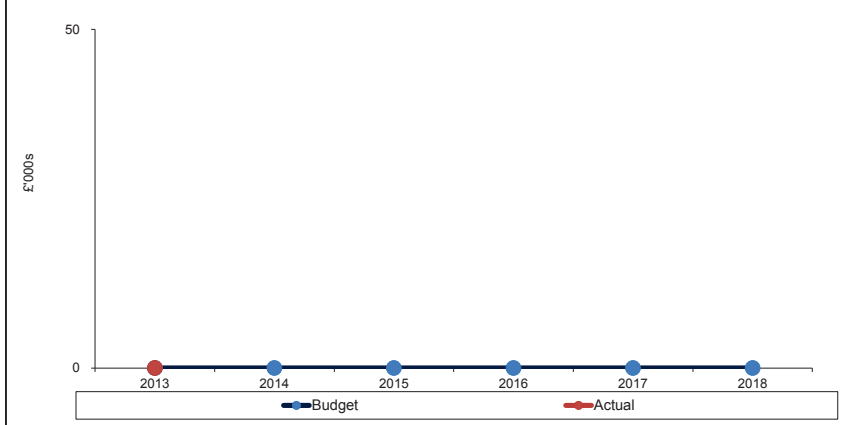
Transport - Passenger Fleet Service	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
	Merton Transport Services provides transport and fleet support. We provide transport for adults and children who have special needs. Working in conjunction with our partners at Special Educational Needs (SEN) and Adult Social Care offering transport support. We operate a fleet of welfare vehicles that are fully accessible by all. Transport can be provided to day centres and schools as well as other journeys as required. Full fleet management is provided to support the councils fleet of vehicles. This includes all servicing, repairs, maintenance and Operators Licence requirements. In addition, we assist client departments such as Waste Services, in developing vehicle specifications and advise on vehicle types to enable solutions for operational problems to be resolved. Objectives .Merton Transport Services will provide a comprehensive and efficient transport service. .We will support user departments including Community & Housing, Childrens Schools and Families, Waste Operations and all other departments that require transport support. .We will ensure legal compliance with regard to all statutory requirements for road transport services including Operators Licence requirements.	C&H Passenger journeys	85,000	85,000	80,000	80,000	80,000		Children & Young person's Plan	
	CS&F passenger Journeys - in house	70,000	70,000	70,000	70,000	70,000		Community Plan		
	council fleet in need of maintenance/repair	192	192	192	192	192		Social Inclusion Strategy		
								Local Transport Plan		
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
	Staff (FTE)	60	54	54	54	54				
	transport (vehcles used)	46	46	46	46	46				
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
% MOT Vehicle pass rate	95	95	95	95	95	95	High	Quarterly	Outcome	Reduced customer service
Average % Passenger vehicles in use	65	65	70	70	70	70	High	Quarterly	Unit cost	Increased costs
% In house journey that meet timescales	85	85	85	85	85	85	High	Quarterly	Outcome	Increased costs
% Client user satisfaction	97	97	97	97	97	97	High	Annual	Outcome	Reduced uptake of service
Sickness - average days per fle	16	12	10	10	8	8	High	Quarterly	Unit cost	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,795	0	3,055	3,055	3,055	3,055	0
Employees	1,664		1,446	1,446	1,446	1,446	
Premises	34		42	42	42	42	
Transport	915		1,061	1,061	1,061	1,061	
Supplies & Services	63		57	57	57	57	
3rd party payments	0		0	0	0	0	
Transfer payments	0		0	0	0	0	
Support services	1,119		449	449	449	449	
Depreciation	0		0	0	0	0	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	3,795	0	3,055	3,055	3,055	3,055	0
Government grants	0		0	0	0	0	
Reimbursements	0		0	0	0	0	
Customer & client receipts	2,713		3,055	3,055	3,055	3,055	
Recharges	1,082		0	0	0	0	
Reserves							
Capital funded							
Council Funded Net Budget	0	0	0	0	0	0	0



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Transport and Plant	162,470	599,400	500,000	500,000	500,000		
Garth Road Workshop	128,720						
Total	291,190	599,400	500,000	500,000	500,000	0	0

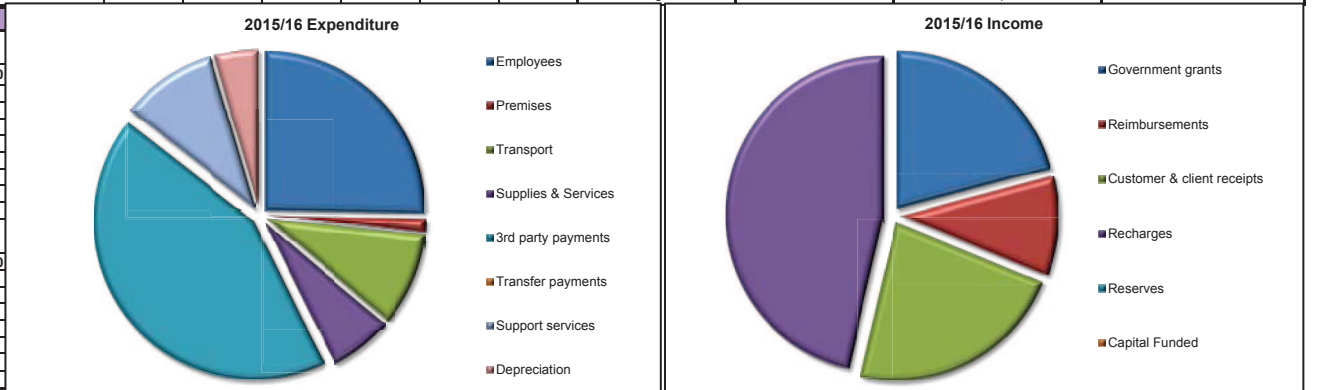
Summary of major budget etc. changes	2015/16	2016/17	2017/18	2018/19



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Transport - Passenger Fleet Service									
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk			
		Likelihood	Impact	Score					
Project 1		Project Title:	Closer working with Merton Community Transport						
Start date	2012-13	Project Details:	Closer working with the voluntary sector has been identified as an objective to improve services. We are looking at ways to better cooperate with Merton Community Transport. So far we have an arrangement to supply fuel to them and we are now looking at vehicle maintenance and vehicle utilisation.		More efficient way of working		2	2	4
End date	on going								
Project 2		Project Title:	Tachograph Facility						
Start date	2012-13	Project Details:	At the present time there is no tachograph repair facility within the borough. We have to visit a Tachograph Centre 40+ times a year. We have undertaken a viability exercise and completed a business case to install operate and market Tachograph Services in house. It is anticipated that this facility will be operational during 2014.		Income generation		2	2	4
End date	2014-15								
Project 3		Project Title:	Office new build						
Start date		Project Details:	Initial investigation is under way to construct a new office complex at Garth Road Depot. This would house staff from Waste Services, Waste Operations as well as Transport.		Select one major outcome				0
End date									
Project 4		Project Title:							
Start date		Project Details:							
End date									
Project 5		Project Title:							
Start date		Project Details:							
End date									
Project 6		Project Title:							
Start date		Project Details:							
End date									
Project 7		Project Title:							
Start date		Project Details:							
End date									
Project 8		Project Title:							
Start date		Project Details:							
End date									
Project 9		Project Title:							
Start date		Project Details:							
End date									
Project 10		Project Title:							
Start date		Project Details:							
End date									

Waste Management	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Judy Saunders Cabinet Member for Performance & Implementation Enter a brief description of your main activities and objectives below As a unitary authority, Merton is responsible for both household waste collection and disposal. Household Reuse and Recycling Centres - Merton is required to provide facilities for the disposal of excess household and garden waste free of charge. Objectives • provide efficient and accessible services to all of our customers, including those with specific needs. • to advise our customers on the services provided and to keep improving our services in line with customer needs. • promote public awareness of waste minimisation and encourage re-use and recycling through information, education and empowerment.	Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
	Population		206,038	208,822	211,569	214,229	216,806				
	Increased housing properties		80,890	81,000	81,400	81,800	82,100				
Total household waste tonnage		71,000	71,000	71,000	71,000	71,000					
Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Staff (FTE)		107	110.5	107.5	107.5	107.5					
Transport		31	31	29	29	29					
Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
% Household waste recycled		42	42	43	45	46		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		512	504	496	483	483		Low	Monthly	Outcome	Increased costs
% Municipal solid waste landfilled		48	47	46	46	46		Low	Monthly	Outcome	Increased costs
Number of missed bins per 100,000		60	55	50	45	45		Low	Monthly	Outcome	Reduced customer service
Total waste arising per household Kg		874	873	872	868	868		Low	Monthly	Outcome	Reputational risk
Days lost from sickness per FTE		12	10	10	8	8		Low	Quarterly	Outcome	Increased costs
% Residents satisfied with recycling facilities		73	75	77	79	79		High	Annual	Perception	Reputational risk
								High	Annual	Output	Reduced customer service

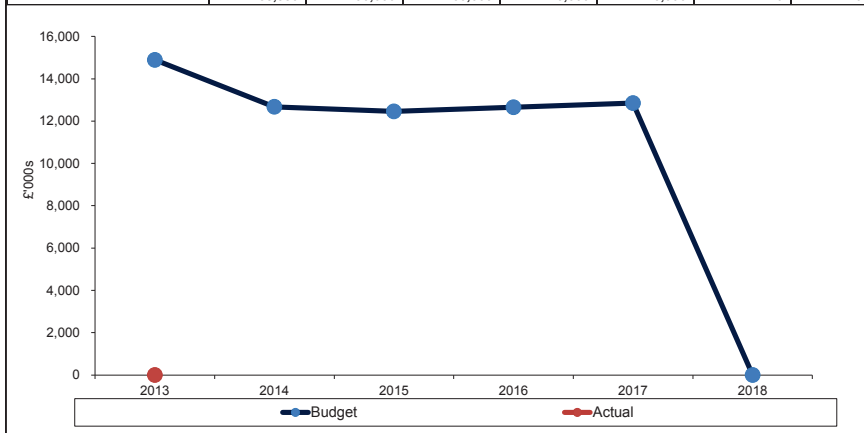
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	15,763	0	14,053	13,833	14,029	14,224	0
Employees	3,465		3,532	3,504	3,577	3,648	
Premises	128		182	180	178	176	
Transport	1,518		1,387	1,321	1,321	1,321	
Supplies & Services	573		890	890	890	890	
3rd party payments	8,395		6,073	5,949	6,074	6,200	
Transfer payments	2		2	2	2	2	
Support services	1,321		1,360	1,360	1,360	1,360	
Depreciation	361		627	627	627	627	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	872	0	1,374	1,374	1,374	1,374	0
Government grants	0		288	288	288	288	
Reimbursements	0		140	140	140	140	
Customer & client receipts	274		308	308	308	308	
Recharges	598		638	638	638	638	
Reserves	0		0	0	0	0	
Capital Funded							
Council Funded Net Budget	14,891	0	12,679	12,459	12,655	12,850	0



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	158,330	190,000	60,000	20,000	20,000		
	158,330	190,000	60,000	20,000	20,000	0	0

Summary of major budget etc changes 2015/16

EN14=£100K; EN16=£66K; EV08=£250K



2016/17
2017/18
2018/19

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

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Equality Analysis

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

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

Stage 1: Overview	
Name and job title of lead officer	Paul Ballatt – Assistant Director Commissioning Strategy and Performance
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>2015/16 - £63,000 savings from across Early Intervention and Prevention (EIP) Commissioning by:</p> <ul style="list-style-type: none"> £17,500 de-commissioning of one project for children with disabilities that has had limited take up and has not met outcomes specified £32,500 from a reduction in commissioning of training for facilitators of parenting programmes £13,000 from miscellaneous budget codes <p>2016/17 - £40,000 savings from Early Intervention and Prevention (EIP) commissioning budgets</p>
2. How does this contribute to the council's corporate priorities?	Supports the council's medium term financial strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>2015-16 – A small number of children with disabilities and their families will be affected by the proposed de-commissioning of one service. There is a possibility that the number of parenting programmes offered in the future could be reduced due to a shortage of trained facilitators.</p> <p>2016-17 - All of our EIP commissioning is undertaken on a 3-year commissioning cycle, with the current cycle ending in March 2016. The savings proposal for 2016/17 would therefore be to reduce the commissioning budget by £40,000 from an available £704,000. This would have a relatively modest impact on the range and number of services that could be commissioned from April 2016. CVS partners understand our commissioning cycle and that there are no guarantees to continue with a) a service or b) a provider at contract end. The actual allocation of funding/range of services required from April 2016 will be agreed based on identified needs and evaluation of the effectiveness/impact of current EIP delivery (both within Merton and in other areas).</p>

4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not a shared responsibility. The service that may be de-commissioned is run by a CVS organisation that also runs other services in Merton. It is considered that de-commissioning this one service would not affect the overall sustainability of the organisation.

Stage 2: Collecting evidence/ data

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

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

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

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

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 164 a. Which of the following statements best describe the outcome of the EA (Tick one box only)

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

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

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

- Savings from the EIP Commissioning budget could potentially have a negative impact on disadvantaged groups within the community
 - In particular the proposals for 2015/16 could affect a small number of disabled children and their families
 - Proposals for savings in 2016/17 could affect a wider number of children and families as this would mean a further reduction in the amount of money available to commission services
- What course of action are you advising as a result of this assessment?
- Acceptance of these savings proposals based on the ability to mitigate negative impact on specific equality groups.

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Stage 7: Sign off by Director/ Head of Service

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

Healthier Communities and Older People Work Programme 2014/15



This table sets out the Healthier Communities and Older People Panel Work Programme for 2014/15 that was agreed by the Panel at its meeting on 3rd September 2014. This Work Programme will be considered at every meeting of the Panel to enable it to respond to issues of concern and incorporate reviews or to comment upon pre-decision items ahead of their consideration by Cabinet/Council.

The work programme table shows items on a meeting by meeting basis, identifying the issue under review, the nature of the scrutiny (pre decision, policy development, issue specific, performance monitoring, partnership related) and the intended outcomes. The last page provides information on items on the Council's Forward Plan that relate to the portfolio of the Healthier Communities and Older People Panel so that these can be added to the work programme should the Commission wish to.

The Panel is asked to identify any work programme items that would be suitable for the use of an informal preparatory session (or other format) to develop lines of questioning (as recommended by the 2009 review of the scrutiny function).

The Healthier Communities and Older People Panel has specific responsibilities regarding Budget and Business Plan Scrutiny and Performance Monitoring for which Lead Members are appointed:

Councillor Suzanne Grocott is lead for Performance Management
All papers members will take responsibility for Budget Scrutiny.

Scrutiny Support

For further information on the work programme of the Healthier Communities and Older People please contact: -
Stella Akintan (Scrutiny Officer)
Tel: 020 8545 3390; Email: stella.akintan@merton.gov.uk

For more information about overview and scrutiny at LB Merton, please visit www.merton.gov.uk/scrutiny

Meeting Date 03 September 2014

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Policy Development	Overview of the key issues in adult social care	Report to the Panel	Rahat Ahmed- Man, Head of Commissioning	Panel to decide if they want to look at any area in more detail.
Policy Development	Merton Clinical Commissioning Group – Overview of key issues and priorities	Report to the Panel	Adam Doyle	Panel to decide if they want to look at any area in more detail.
	Overview of the key issues in public health	Report to the Panel	Kay Eilbert	Panel to decide if they want to look at any area in more detail.
	Work programme 2014-15	Report to Panel	Cllr McCabe	Panel to agree work programme for the year ahead

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Meeting date – 22 October 2014

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
	Challenges in getting a GP Appointment in Merton	Report to the Panel	NHS England	
	Changes to Local GP services in Merton	Report to the Panel	NHS England	
	Healthwatch Merton report on GP services	Report to Panel	Dave Curtis Healthwatch Merton Manager	

Meeting date – 12 November 2014

Scrutiny category	Item/Issue	How	Lead Officer	Member/Lead	Intended Outcomes
	Budget update	Report to the Panel	Caroline Holland, Director of Corporate Services		
	End of life Care	Report to the Panel			

Meeting Date – 14 January Budget Meeting

Scrutiny category	Item/Issue	How	Lead Officer	Member/Lead	Intended Outcomes

Meeting date – 11 February 2015

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
	Mental Health review	Report to Panel	Dr Anjah Ghosh	Panel to consider outcomes of review of mental health services
	Update on Healthwatch and Health and Wellbeing Board	Report to Panel	Simon Williams, Dave Curtis	Look at the progress with the work of the Board and Healthwatch
	Health issues in the Polish Community	Report to panel	Polish Family Association/ MCCG	To consider how to improve services for polish community to increase GP registration

				and less reliance on A&E

Meeting date – 17 March 2015

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
	Health and Wellbeing Strategy	Report to the Panel	Dr Kay Eilbert	Review the revised strategy.
	Cancer Screening	Report to the Panel	NHS England	Panel to scrutinise cancer screening rates for Merton