

Service Plans 2014-18

Draft service plans for 2014-18 for the following 29 major work areas within the council are attached.

Children and Young People	Children's social care	Commissioning strategy and performance	Education			
Healthier Communities	Adult social care	Public health				
Overview and scrutiny	Business improvement	Corporate governance	Customer services	Human resources	Infrastructure and transactions	Resources
	Safer Merton	Shared legal services				
Sustainable Communities	Commercial Services (waste)	Development and building control	Environmental health	Future Merton	Housing needs	Leisure and culture development
	Libraries	MAE	Parking	Parks and green spaces	Property	Street cleaning
	Traffic and highways	Transport commissioning	Transport passenger fleet	Waste management		

The draft service plans, which are two page documents, aim to give a high level overview of the services financial position, what it exists to do, what it hopes to achieve, changes to future working and how it will achieve its major work programme over the next four years.

The budgetary information included in these plans is also subject to potential minor changes as the budgets for the forthcoming year are yet to be finalised. It is quite likely, therefore, that the interim plans which will be presented to Council will have further changes to them and look different to those attached.

Please note that Capital information is based on the programme being presented to Cabinet, for approval, in January 2014.

If you should have any queries about the service planning process please contact the Corporate Services Business Planning Team.

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Children and Young People

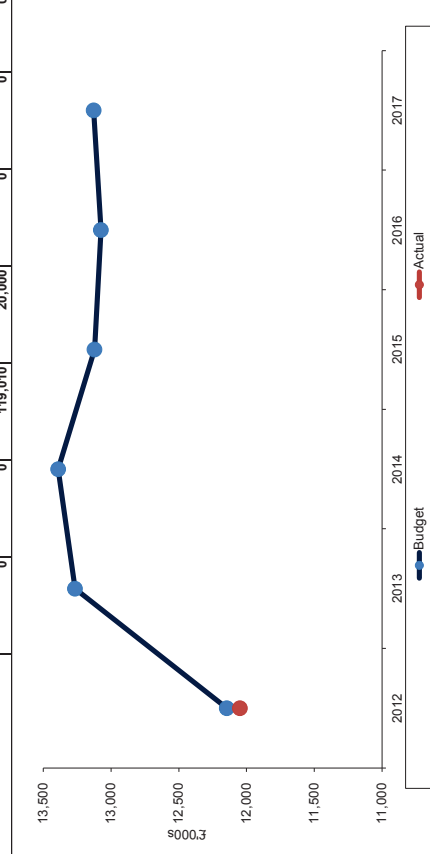
Children's Social Care		Anticipated demand		Planning Assumptions		The Corporate strategies your service contributes to	
Cllr Max Martin & Cllr Martin Whetton, Cabinet Members for Children Services & Education		Population growth - looked after children		2012/13		2017/18	
<p>Enter a brief description of your main activities and objectives below</p> <p>Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The borough across a range of outcomes, safety, well-being, health, education & life chances. Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure ongoing success of the model. Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time attendees, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high and low interventions with our families & promote family arrangements to enable them to care for their own children.</p> <p>Youth Inclusion provides a targeted service to support vulnerable, young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF.</p>		Population growth - Child Protection Plans		2013/14		2017/18	
		Increase in 0-19 population		2014/15		2017/18	
		Increased pressure on more expensive specialist targeted services due to EIP savings & statutory duty.		2015/16		2017/18	
		<p>Anticipated non financial resources</p> <p>Staff (FTE) - reflects transfer of YS to Ed. Adoption & fostering</p>		2013/14		2017/18	
		<p>Performance indicator</p> <p>% single assessments completed within agreed timescales</p> <p>26 weeks time limit</p> <p>Children in care adopted or receiving a Special Guardianship Order</p> <p>% CYP on Child Protection Plan for 2nd or subsequent time</p> <p>% NEET aged 16-19</p> <p>Number YAS first time entrants</p>		2014/15		2017/18	
				2015/16		2017/18	
				2016/17		2017/18	
				2017/18		2017/18	
				2018/19		2017/18	
				2019/20		2017/18	

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Expenditure	13,837	14,024	15,029	15,181	14,914	14,867	14,920					
Employees	8,385	8,314	9,395	9,301	9,395	9,298	9,301					
Premises	125	125	125	125	125	125	125					
Transport	205	205	191	187	189	191	193					
Supplies & Services	1,158	1,379	1,203	1,153	1,167	1,180	1,193					
3rd party payments	2,053	1,721	1,844	1,781	1,708	1,735	1,762					
Transfer payments	351	543	412	398	404	411	417					
Support services	1,956	1,798	1,915	1,915	1,915	1,915	1,915					
Depreciation	11	11	11	11	11	11	11					
Revenue £'000s	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Income	1,692	1,975	1,762	1,791	1,792	1,792	1,792					
Government grants	1,569	1,285	957	962	962	962	962					
Reimbursements	557	924	633	618	619	619	619					
Customer & client receipts	8	208	5	5	5	5	5					
Reserves	-442	-442	167	186	186	186	186					
Capital Funded												
Council Funded Net Budget	12,145	12,049	13,267	13,390	13,122	13,075	13,128					
Capital Budget £'000s												
			119,010	20,000								

2014/15 Expenditure		2014/15 Income	
<ul style="list-style-type: none"> Employees Premises Transport Supplies & Services 3rd party payments Transfer payments Support services Depreciation 		<ul style="list-style-type: none"> Government grants Reimbursements Customer & client receipts Reserves Capital Funded 	

Summary of major budget etc. changes		Changes prior to 2014/15	
2014/15	2014/15	2014/15	2014/15
CSF12: £100,000	CSF12: £100,000	2015/16	2016/17
		CSF12: £220,000	CSF13: £100,000
		2016/17	2016/17
		CSF12: £100,000	

- 1) Employees expenditure increased due to restructuring including transfer of Youth Justice service
- 2) Grant income reduced due to change in accounting practice of EIGP grant (£550k)
- 3) Support services recharge increased due to changes in accounting practice.



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD
Children's Social Care

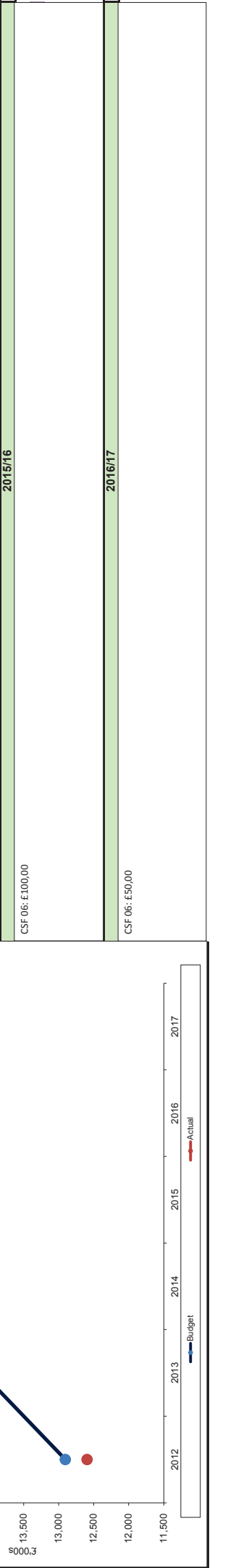
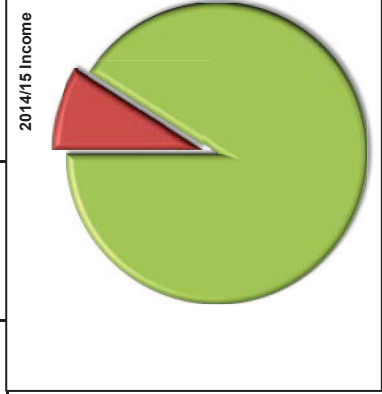
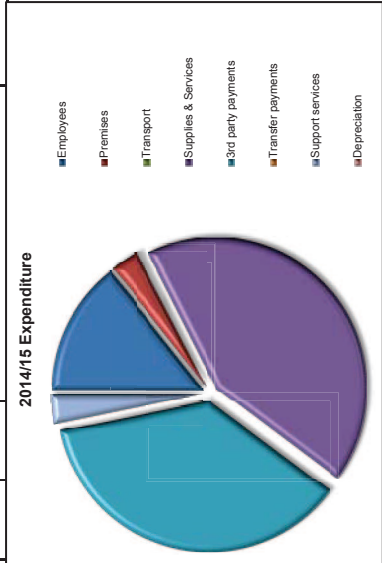
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Project 1	Project Title: Deliver transforming families year 2 & year 3 programme	To meet legislative requirements	2	3	6
Start date	2013-14				
End date	2015-16				
Project 2	Project Title: Social Care Information System procurement & 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	3	3	9
Start date	2013-14				
End date	2015-16				
Project 3	Project Title: Preparation for new inspection regime	To meet legislative requirements	4	3	12
Start date	2013-14				
End date	2014-15				
Project 4	Project Title: Youth Justice	To meet legislative requirements	3	2	6
Start date	2014-15				
End date	2015-16				
Project 5	Project Title: Joint work with Housing	Improved resident well being	4	2	8
Start date	2014-15				
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	3	2	6
Start date	2013-14				
End date	2014-15				
Project 7	Project Title: Select one major outcome	Select one major outcome			0
Start date					
End date					
Project 8	Project Title: Select one major outcome	Select one major outcome			0
Start date					
End date					
Project 10	Project Title: Select one major outcome	Select one major outcome			0
Start date					
End date					

Commissioning, Strategy and Performance		Planning Assumptions				The Corporate strategies your service contributes to			
Cllrs Max Martin & Martin Whetton, Cabinet Members for Childrens Services & Education		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Enter a brief description of your main activities and objectives below									
The Commissioning, Strategy & Performance division provides strategic services for the Children, Schools & Families Department (CSF).									
<ul style="list-style-type: none"> 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 sufficient school places for looked after children/pupils with SEN;									
viii) planning placements for looked after children/pupils with SEN;									
ix) co-ordination of pupil admissions to Merton schools;									
x) project managing school expansions & other capital schemes.									

DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Performance indicator	Performance targets (Indicate if % target)	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)
Expenditure	16,430	16,860	16,795	16,458	16,441	16,482	16,572	% reception year surplus places		1.5	2				
Employees	2,445	2,375	2,386	2,386	2,386	2,387	2,388	% secondary school Y7 surplus places Inc. Academies		12	12				
Premises	208	716	138	489	483	484	485	% major capital projects green/amber to time and cost		90	90				
Transport	33	41	37	38	38	39	39	% LAC in external agency foster care placements		40	38				
Supplies & Services	6,955	7,542	7,360	6,978	6,944	6,959	7,024	Average time to recruit in house foster carers		6 months	6 months				
3rd party payments	6,316	5,641	6,361	6,051	6,074	6,097	6,120	% completion rates for parenting programmes		72	76				
Transfer payments	0	0	0	0	0	0	0	% statutory returns to government on time		100	100				
Support services	473	545	516	516	516	516	516								
Depreciation	0	0	0	0	0	0	0								
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18								
Income	3,628	4,285	2,702	2,155	2,155	2,157	2,159								
Government grants	1,435	1,435	0	0	0	0	0								
Reimbursements	157	191	116	193	193	193	193								
Customer & client receipts	1,833	2,659	1,946	1,960	1,962	1,964	1,966								
Reserves	0	0	0	0	0	0	0								
Capital Funded	0	0	0	0	0	0	0								
Council Funded Net Budget	12,905	12,585	14,093	14,305	14,286	14,325	14,413								

Summary of major budget etc. changes	
Changes prior to 2014/15	
1) Movements in premises cost are due to changes in capital accounting and the revaluation budget adjustments.	
2) The supplies and Services actual for 2012-13 are significantly higher than the budget due to free school meal costs which is offset by the higher than budget customer and client receipts income as meal costs are recouped from schools.	
3) The lower spend on third party payments relate to the DSG underspend on ART residential placements.	
4) Grant income reduced due to change in accounting practice of EIP grant (£790k) and the sixth for SEN block grant (£640k).	

2014/15 Income	
Government grants	1,435
Reimbursements	193
Customer & client receipts	1,966
Reserves	0
Capital Funded	0
Total	3,594



CSF 11: £50,000
 CSF 05: £50,000
 CSF 06: £200,000
 CSF 07: £50,000

CSF 06: £100,000

CSF 06: £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	Likelihood	Risk Impact	Score
Project 1	Project Title: Progress existing capital schemes & provide additional FE's in primary schools	To meet legislative requirements			
Start date	2013-14	Completion of construction projects in progress. Consideration of further primary places required, planning & delivery of construction projects.	3	3	9
End date	2016-17				
Project 2	Project Title: Implementation of secondary & special school expansion strategy	To meet legislative requirements			
Start date	2013-14	Pupil places planning, development of strategy, statutory processes, planning & delivery of construction contracts. Includes consideration of provision for SEND.	5	3	15
End date	2017-18				
Project 3	Project Title: PFI - 5 year review	More efficient way of working			
Start date	2014-15	Quinquennial soft services review	4	2	8
End date	2014-15				
Project 4	Project Title: School Admissions System Procurement	More efficient way of working			
Start date	2013-14	Procurement of school admissions system, including consideration of surrounding processes. Also engagement with CC Programme.	3	3	9
End date	2015-16				
Project 5	Project Title: Participation & Engagement Review	Improved resident well being			
Start date	2014-15		3	1	3
End date	2014-15				
Project 6	Project Title: Commissioning	More efficient way of working			
Start date	2014-15	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 A&E'd & RPA places; commissioning of placements for older LAC.	3	2	6
End date	2015-16				
Project 7	Project Title: Increase uptake of Free School Meals	Improved resident well being			
Start date	2014-15		2	2	4
End date	2014-15				
Project 8	Project Title: Release of Assets	More efficient way of working			
Start date		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.	3	1	3
End date					

Education				Planning Assumptions				The Corporate strategies your service contributes to																																																																							
Select your Cabinet Member & Portfolio		Anticipated demand		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18																																																																	
Schools Standards & Quality will improve outcomes for all pupils in Merion 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 LAs, HT's & schools in context of new government policies 				Forecast increase in population 5-19				2400				Children & Young persons Plan																																																																			
Special Educational 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 				Increase in compulsory education to 18				200 - 400				Community Plan																																																																			
Early Years Services will improve outcomes for all children aged 0-5 via: <ul style="list-style-type: none"> universal, early help & targeted services free nursery places for 2 to 4 year olds information for families (0-19) & family support childcare market management 				Forecast increase in population 0 - 4				780				Corp Equality Scheme																																																																			
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 				Anticipated non financial resources Staff (FTE)				Facilitate and encourage schools to support each other				Performance Management Framework																																																																			
				School to school support								Social Inclusion Strategy																																																																			
				Voluntary Services				Review arrangements for some commissioned services				LAC strategy																																																																			
				Voluntary Services								Family poverty																																																																			
				Performance indicator				Performance targets (indicate if % target)				Health & wellbeing																																																																			
				<ul style="list-style-type: none"> % 5 GOSE A-C including English & maths % outcome of schools/Ofsted inspections good or outstanding % L4 English & maths as KS2 Provision of short breaks % of all SEN statements issued in 26 weeks % EY foundation stage profile % Good or Outstanding child-minding per Ofsted % Good or Outstanding children's centres per Ofsted Youth service participation rate 				<table border="1"> <thead> <tr> <th>2012/13(A)</th> <th>2013/14(A)</th> <th>2014/15(A)</th> <th>2015/16(E)</th> <th>2016/17(E)</th> <th>2017/18(E)</th> </tr> </thead> <tbody> <tr><td>62</td><td>64</td><td></td><td></td><td></td><td></td></tr> <tr><td>75</td><td>77</td><td></td><td></td><td></td><td></td></tr> <tr><td>78</td><td>80</td><td></td><td></td><td></td><td></td></tr> <tr><td>520</td><td>520</td><td></td><td></td><td></td><td></td></tr> <tr><td>95</td><td>95</td><td></td><td></td><td></td><td></td></tr> <tr><td>63</td><td>65</td><td></td><td></td><td></td><td></td></tr> <tr><td>67</td><td>69</td><td></td><td></td><td></td><td></td></tr> <tr><td>100</td><td>100</td><td></td><td></td><td></td><td></td></tr> <tr><td>1800</td><td>2000</td><td></td><td></td><td></td><td></td></tr> </tbody> </table>				2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	62	64					75	77					78	80					520	520					95	95					63	65					67	69					100	100					1800	2000					High				Main impact if indicator not met			
2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)																																																																										
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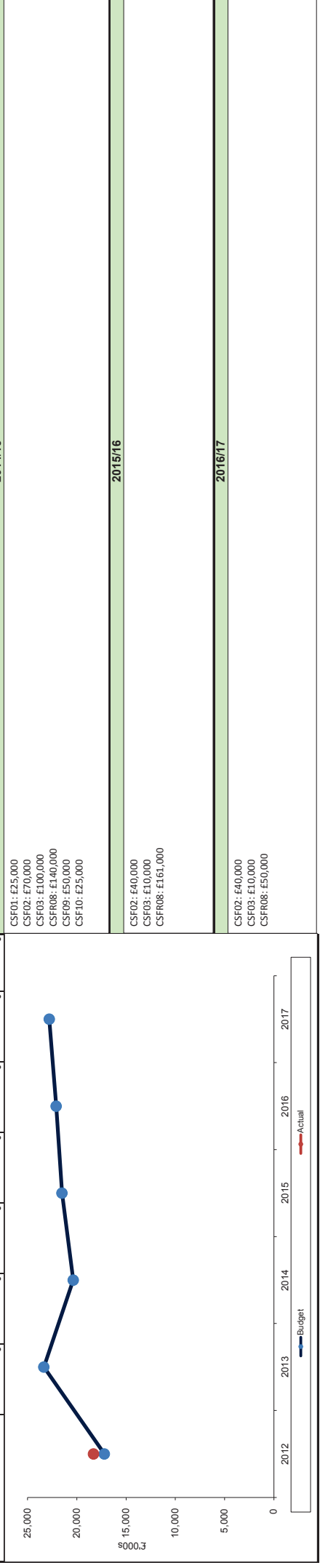
Performance targets (indicate if % target)		2012/13(A)		2013/14(A)		2014/15(A)		2015/16(E)		2016/17(E)		2017/18(E)	
62	64												
75	77												
78	80												
520	520												
95	95												
63	65												
67	69												
100	100												
1800	2000												

Under Review - to be inserted in next draft

2014/15 Expenditure		2014/15 Income	
■ Employees	■ Government grants	■ Reimbursements	■ Customer & client receipts
■ Premises	■ Interest	■ Transport	■ Reserves
■ Supplies & Services	■ Capital Funded	■ 3rd party payments	
■ 3rd party payments		■ Transfer payments	
■ Support services		■ Support services	
■ Depreciation			

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget			Budget			Budget			
			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
Expenditure	167,652	170,704	176,515	172,904	173,010	173,631	174,344					
Employees	14,800	14,384	13,322	12,947	12,907	12,868	12,832					
Premises	679	700	845	768	781	793	805					
Transport	3,268	3,402	3,212	3,115	3,001	2,998	3,045					
Supplies & Services	124,193	127,620	134,211	129,221	129,648	130,076	130,533					
3rd party payments	17,991	17,662	18,002	18,994	19,204	19,427	19,653					
Transfer payments	1	39	19	19	19	19	19					
Support services	1,912	2,133	2,226	2,226	2,226	2,226	2,226					
Depreciation	5,071	4,864	4,978	5,224	5,224	5,224	5,224					
Revenue £'000s												
Government grants	150,345	152,396	153,163	152,146	151,504	151,633	151,651					
Reimbursements	143,310	143,668	144,860	144,215	143,546	143,546	143,546					
Customer & client receipts	5,338	5,669	6,249	5,758	5,757	5,757	5,757					
Interest	2,202	2,654	2,284	2,403	2,431	2,460	2,478					
Reserves	44	24	44	44	44	44	44					
Capital Funded	-549	181	-274	-274	-274	-274	-274					
Council Funded Net Budget	17,207	18,308	23,352	20,358	21,506	22,098	22,793					
Capital Budget £'000s												
Budget 2012/13												
Actual 2012/13												
Budget 2013/14												
Actual 2013/14												
Budget 2014/15												
Actual 2014/15												
Budget 2015/16												
Actual 2015/16												
Budget 2016/17												
Actual 2016/17												
Budget 2017/18												
Actual 2017/18												

Summary of major budget etc. changes			
Changes prior to 2014/15			
CSF01: £25,000	2014/15		
CSF02: £70,000	2015/16		
CSF03: £100,000	2016/17		
CSF08: £140,000	2017/18		
CSF09: £50,000			
CSF10: £25,000			
1) Employee expenditure reduced partly due to transfer of Youth justice service to Children Social Care.			
2) The Supplies and services budget for 2013-14 increased due to an increase in DSG grant. This is not reflected on grant income as it wa offset by 1860			



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

Education

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Improving pupil outcomes at KS2 & KS4 Project Details: Ongoing work with schools. Challenge and support, monitoring, feedback, including Ofsted. Training and collaboration.	Improved resident well being		2	3	6
Start date						
End date	2016-17	School improvement - development of SLAs 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.		2	2	4
Project 2	213-14					
Start date	2016-17	Transforming Early Years Including provision of 2 year-old places to meet legislative requirement - stage 2 is for a further 300 places; ongoing development of the Locality Model to reorganise provision to maximise outcomes within available funding - service realignment & increasingly targeted provision, consider possibility of alternative / shared / mixed use for the centres.		3	2	6
End date	2015-16					
Project 3	Project Title: Implementation of requirements of Children & Families bill Project Details: Following on from White Paper set up to meet legislative requirements including 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
Start date						
End date	2015-16	Development of AlIED & linked provision Development of Melbury College and commissioning of AlIED provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.		3	2	6
Project 4	2013-14					
Start date	2015-16	Youth transformation phases 2 & 3 Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision		4	3	12
End date	2015-16					
Project 5	Project Title: Raising Participation Age 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
Start date						
End date	2015-16					
Project 6	2013-14					
Start date	2015-16					
End date	2015-16					
Project 7						
Start date						
End date						
Project 8						
Start date						
End date						

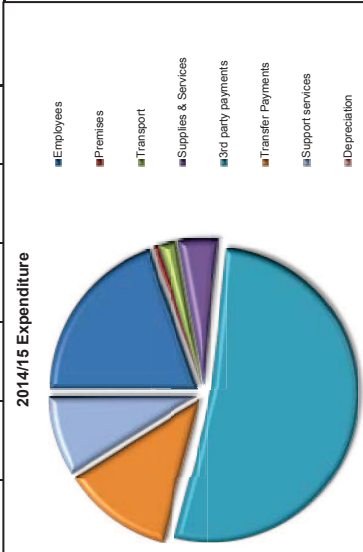
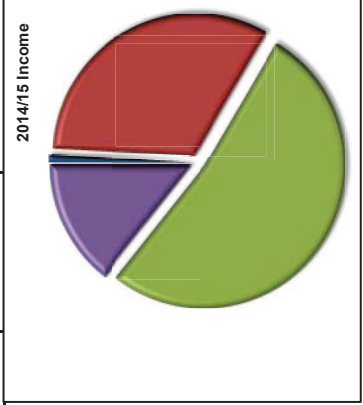
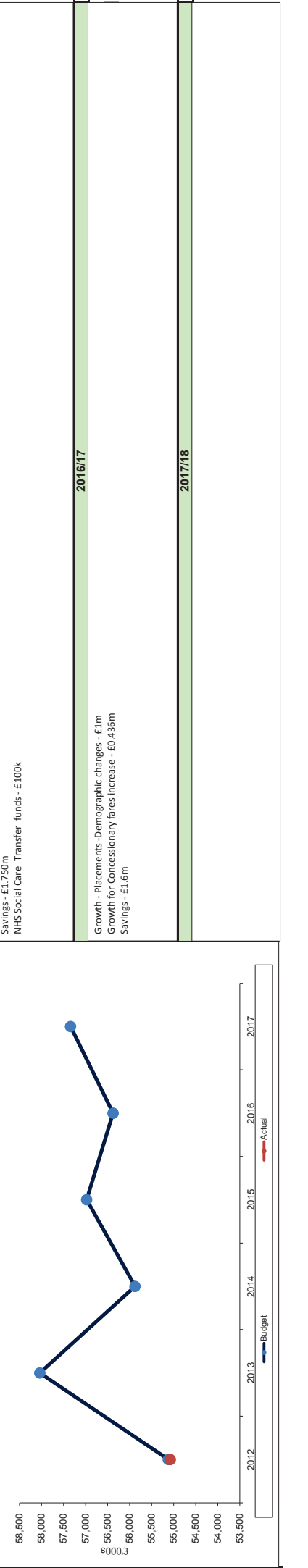
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Healthier Communities and Older People

Adult Social Care		Anticipated demand					Planning Assumptions					The Corporate strategies your service contributes to				
CILR Linda Kirby Cabinet Member for Adult Social Care & Health		Enter a brief description of your main activities and objectives below					2012/13	2013/14	2014/15	2015/16	2016/17	2017/18				
<p>Adult Social Care is a statutory service, underpinned by several pieces of legislation, whereby the council has a duty to provide or commission support based on an assessment of need for people over the age of 18 who are in need / at risk due to disability or illness. Once a need has been defined there is a duty to meet it.</p> <p>There are eligibility criteria to define need and to keep this in line with resources as far as possible.</p> <p>Our approach to redesign the service and find savings is based on a model for using resources. This means maintaining some focussed investment in prevention and recovery in order to limit spend on long term support, where long term support is needed to do this in a person centred way which encourages maximum independence, to minimise processes if they don't add value for customers or taxpayers, to work in partnership to achieve these goals, and to enable and encourage everyone to contribute to their own or others' support alongside what is funded by the taxpayer.</p> <p>Looking ahead there are two key national policy changes and challenges to incorporate in our redesign, namely the Care Bill and integration with health services.</p>		No. of people requiring services People aged 65-89 People aged 95+ No. of people aged 65+ with dementia Anticipated non financial resources Staff (FTE)					6513	6630	6729	6829	6920	7000				
		Performance indicator					2012/13(A)	2013/14(A)	2014/15(A)	2015/16(A)	2016/17(E)	2017/18(E)				
		carers receiving services					28	28.5	29	30	30	30				
		% people living at home after reablement					75	77	85	86	87	88				
		No. of people on the Occupational Therapy waiting list					85	80	75	70	65	60				
		% customers supported in the community					80	82	86	87	88	88				
		% people with personal budgets					42	45	80	85	90	95				
		weekly rate of delayed transfers of care from hospital (both Melton & NHS responsible)					7	6.5	5	4.5	4	3.5				

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18
Expenditure	82,430	82,248	81,775	75,484	76,877	76,438	77,600				
Employees	15,177	15,223	15,405	14,876	14,891	14,905	14,921				
Premises	492	501	500	474	462	490	498				
Transport	1,468	1,475	1,390	1,432	1,432	1,453	1,474				
Supplies & Services	3,825	3,835	3,882	3,311	3,356	3,401	3,446				
3rd party payments	43,041	42,302	40,964	39,511	40,378	39,400	40,022				
Transfer payments	12,159	12,059	12,550	9,151	9,588	10,038	10,489				
Support services	6,630	6,627	7,208	6,674	6,674	6,674	6,674				
Depreciation	138	76	76	76	76	76	76				
Revenue £'000s	27,306	27,170	23,736	19,606	19,901	20,061	20,259				
Government grants	7,109	6,895	131	157	154	116	116				
Reimbursements	7,891	7,437	10,012	6,399	6,697	6,895	7,093				
Customer & client receipts	8,963	9,298	10,276	10,226	10,226	10,226	10,226				
Recharges	3,317	3,314	3,317	2,824	2,824	2,824	2,824				
Reserves	226	226	0	0	0	0	0				
Capital Funded	0	0	0	0	0	0	0				
Council Funded Net Budget	55,124	55,078	58,039	56,878	56,976	56,377	57,341				
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18				
Replacement SC System						971,000					
Laptops for Managers & Staff			22,100								
Other IT Schemes			155,440								

Summary of major budget etc. changes ~ 2014/15	
Growth - Placements - Demographic changes - £1m	
Growth for Concessionary fares increase - £0.436m	
Savings - £2.187m	
NHS Social Care Transfer funds - £2.123m	
2015/16	
Growth - Placements - Demographic changes - £1m	
Growth for Concessionary fares increase - £0.436m	
Savings - £1.750m	
NHS Social Care Transfer funds - £1.00k	
2016/17	
Growth - Placements - Demographic changes - £1m	
Growth for Concessionary fares increase - £0.436m	
Savings - £1.6m	
2017/18	



Performance targets (indicate if % target)					
2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)
28	28.5	29	30	30	30
75	77	85	86	87	88
85	80	75	70	65	60
80	82	86	87	88	88
42	45	80	85	90	95
7	6.5	5	4.5	4	3.5

Indicator type	Reporting cycle	Polarity
Business critical	Monthly	High
Outcome	Annual	High
Quality	Monthly	Low
Business critical	Monthly	High
Unit cost	Monthly	High
Business critical	Monthly	Low

Main impact if indicator not met	
Breach statutory duty	
Increased costs	
Increased waiting times	
Increased costs	
Government intervention	
Increased costs	

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

Adult Social Care

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Project Details:	Project Title: Project Details:	Brokerage efficiencies Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need - includes <i>Mental Health Placements 2014-15 Ref: ASC54</i> , <i>(2014-15 to 2017-18 Ref: CH9</i> - additional savings for 2015-16, 2016-17 plus proposed savings for 2017-18 awaiting Cabinet approval).	4	2	8
Start date	2013-14	End date				
Project 2	Project Title: Project Details:	Project Title: Project Details:	Restructuring supporting people Continue the mainstreaming of the procurement process and reducing overall expenditure within these contracts (2014-15 Ref: CH11).	4	2	8
Start date	2014-15	End date				
Project 3	Project Title: Project Details:	Project Title: Project Details:	Voluntary sector grants - reduction in infrastructure Delivering efficiencies through reduction in voluntary organisations' overheads and back office costs (2014-15 Ref: ASC51).	4	2	8
Start date	2014-15	End date				
Project 4	Project Title: Project Details:	Project Title: Project Details:	Voluntary organisations Delivering efficiencies through reduction in voluntary organisations' overheads and back office costs, or reduction in demand for statutory services (2014-15 Ref: CH6).	4	2	8
Start date	2014-15	End date				
Project 5	Project Title: Project Details:	Project Title: Project Details:	Commissioning management restructure Streamlining procurement and commissioning process (2014-15 Ref: ASC52).	3	1	3
Start date	2014-15	End date				
Project 6	Project Title: Project Details:	Project Title: Project Details:	Procurement efficiencies Delivering efficiencies through contract negotiations (2014-15 Ref: ASC55; 2015-16-2017-18 Ref: CH10 - additional savings for 2015-16, 2016-17 plus proposed for 2017-18 awaiting Cabinet approval).	4	2	8
Start date	2013-14	End date				
Project 7	Project Title: Project Details:	Project Title: Project Details:	Meals on wheels contract saving Delivering efficiencies through contract negotiations (2014-15 Ref: ASC63).	4	2	8
Start date	2014-15	End date				
Project 8	Project Title: Project Details:	Project Title: Project Details:	Remodelling of reablement service The service will be remodelled to reduce / eliminate downtime and match hours more closely with customer need (2014-15 Ref: ASC44)	4	2	8
Start date	2014-15	End date				
Project 9	Project Title: Project Details:	Project Title: Project Details:	Reablement (outcome - care packages) Reduced reablement outcome care packages (2014-15 Ref: ASC45).	4	3	12
Start date	2014-15	End date				
Project 10	Project Title: Project Details:	Project Title: Project Details:	Promoting independence Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enabled to regain and maintain independence (2014-15 to 201617 Ref: CH2).	4	2	8
Start date	2014-15	End date				

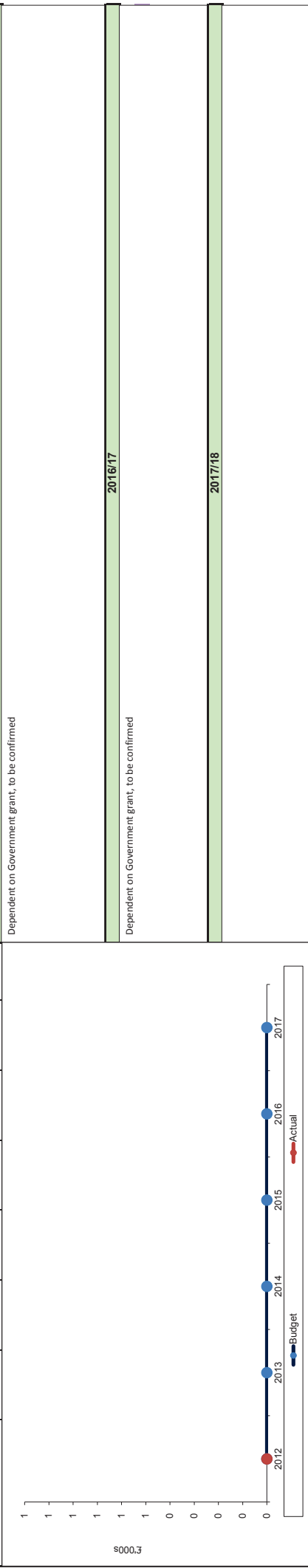
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Adult Social Care									
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Likelihood		Risk Impact		Score
Project 1	2013-14	Project Title:	Reviewed service packages			To meet budget savings	4	3	12
Start date	2013-14	Project Details:	Review of care packages with a view to an overall average reduction in line with promoting independence (2014-15 Ref: ASC46).						
End date	2014-15	Project Title:	Additional reablement funding (PCT)			To meet budget savings	3	2	6
Start date	2014-15	Project Details:	Additional one off funding from PCT to support health related social care services (2014-15 Ref: ASC47).						
End date	2014-15	Project Title:	Access and assessment staffing restructure			To meet budget savings	4	2	8
Start date	2014-15	Project Details:	Access and assessment staffing restructure (2014-15 Ref: CH4, CH13; 2015-16 Ref: CH4 - awaiting Cabinet approval, 2016-17 Ref: CH4).						
End date	2016-17	Project Title:	Transport efficiencies / transport			To meet budget savings	3	2	6
Start date	2014-15	Project Details:	Day service staff to become responsible for collecting customers and taking them home (2014-15 Ref: ASC49).						
End date	2014-15	Project Title:	Direct provisions - staffing restructure			To meet budget savings	3	2	6
Start date	2013-14	Project Details:	Direct provisions - staffing restructure (2014-15 Ref: CH7).						
End date	2014-15	Project Title:	Below inflation uplift to third party suppliers			To meet budget savings	6	3	18
Start date	2015-16	Project Details:	Continue the below inflation uplift. This will be a total of 7 years at 0% or below inflation uplift (2014-15 Ref: ASC7, 2015-16 & 2016-17 Ref: CH1).						
End date	2016-17	Project Title:	Realise benefits of new prevention programme			To meet budget savings	4	2	8
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 voluntary organisations (2016-17 Ref: CH5).						
End date	2016-17	Project Title:	Re-modelling and re-procuring the domiciliary care service			To meet budget savings	4	2	8
Start date	2015-16	Project Details:	Re-modelling and re-procuring the domiciliary care service following the end of three year contract starting in 2012 (2015-16 Ref: CH09; 2016-17 & 2017-18 Ref: CH09 awaiting Cabinet approval).						
End date	2017-18	Project Title:	Remove Day Care Costs from Residential Customers			To meet budget savings	4	2	8
Start date	2014-15	Project Details:	Cessation of day care costs from Residential customers (2014-15 Ref: CH12).						
End date	2014-15	Project Title:	All Saints Respite Extension			To meet budget savings	3	1	3
Start date	2014-15	Project Details:	Extend All Saints Respite Service offer to PD customers (2014-15 Ref: CH14).						
End date	2014-15								

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Public Health	Planning Assumptions										The Corporate strategies your service contributes to								
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18													
<p>Cllr Linda Kirby Cabinet Member for Adult Social Care & Health</p> <p>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.</p> <p>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.</p> <p>Public Health services comprise:</p> <ul style="list-style-type: none"> 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: 	Anticipated demand	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18						
	Sexual health	n/a	19,854	20,201	20,554	20,913	21,243	423 Drugs/155 Alcohol	438 Drugs/205 Alcohol	452 Drugs/253 Alcohol	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity						
	Drugs & alcohol	n/a	423	438	452	40%	40%	40%	5723	5773	5872	1830	1742						
	Support to CCG	n/a	2,445	2,445	2,445	2,941	2,941	2,941	1580	1580	1660	1660	1742						
	NHS Health Checks	n/a	1066	1119	1175	1234	1295	12 desks	12 desks	12 desks	12 desks	12 desks	12 desks						
	National Child Measure Program	n/a	8	8	8	8	8	1	1	1	1	1	1						
	NHS Smoking Cessation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a					
	Prevention services	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a					
	Accommodation	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a					
	Staff (FTE)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a					
	Staff (Trainees)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a					
	High quality data for JSNA and joint projects	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a					
	Performance indicator	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(A)	2016/17(A)	2017/18(A)	2012/13(B)	2013/14(B)	2014/15(B)	2015/16(B)	2016/17(B)	2017/18(B)	2012/13(C)	2013/14(C)	2014/15(C)	2015/16(C)	2016/17(C)	2017/18(C)
	Chlamydia diagnosis	n/a	2200	2200	2300	2300	2300	TBC	TBC	TBC	TBC	TBC	TBC	Output					
	Late diagnosis of HIV rate	n/a	46.4%	46.4%	43.2%	43.2%	43.2%	TBC	TBC	TBC	TBC	TBC	TBC	Outcome					
Successful completion of drug treatment - to be confirmed	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Output						
Signed memo of understanding (MOU) with MCGG 2014-15	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Output						
% NHS health checks uptake of those offered service	n/a	57.5	58.5	59.5	60%	60%	MOU	MOU	MOU	MOU	MOU	MOU	Output						
% excess weight in children age 4-5 years	n/a	19.67%	19.67%	19.67%	19.67%	19.67%	TBC	TBC	TBC	TBC	TBC	TBC	Outcome						
% excess weight in children age 10 - 11 years	n/a	30.77%	30.77%	30.77%	30.77%	30.77%	TBC	TBC	TBC	TBC	TBC	TBC	Outcome						
Number of successful 4-week smoking quits	n/a	753	790	830	871	915	TBC	TBC	TBC	TBC	TBC	TBC	Outcome						

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2015/16	Budget 2016/17
Expenditure	0	0	0	0	0	0	0	0	0	0	0	0
Employees	0	0	5,965	9,236	9,236	9,236	9,236	9,236	9,236	9,236	9,236	9,236
Premises	0	0	569	677	677	677	677	677	677	677	677	677
Transport	0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services	0	0	4,227	4,227	4,227	4,227	4,227	4,227	4,227	4,227	4,227	4,227
3rd party payments	0	0	4,086	4,229	4,229	4,229	4,229	4,229	4,229	4,229	4,229	4,229
Transfer payments	0	0	0	0	0	0	0	0	0	0	0	0
Support services	0	0	0	97	97	97	97	97	97	97	97	97
Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2015/16	Budget 2016/17
Income	0	0	8,985	9,236	9,236	9,236	9,236	9,236	9,236	9,236	9,236	9,236
Government grants	0	0	0	0	0	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0	0	0	0	0	0
Customer & client receipts	0	0	0	0	0	0	0	0	0	0	0	0
Recharges	0	0	0	0	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0	0	0
Council Funded Net Budget	0	0	0	0	0	0	0	0	0	0	0	0

Summary of major budget etc. changes												
2014/15												
£9,236m - an increase of £251k for 2014/15												
Dependent on Government grant, to be confirmed												
2015/16												
Dependent on Government grant, to be confirmed												
2016/17												
Dependent on Government grant, to be confirmed												
2017/18												



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

Public Health

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Integrated sexual health service	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.		3	3	9
Start date	01/01/2014					
End date	01/04/2015					
Project 2	Project Title: Embedding Chlamydia screening programme	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.		3	2	6
Start date	01/01/2014					
End date	01/04/2015					
Project 3	Project Title: Review of local HIV services	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.		3	3	9
Start date	01/01/2014					
End date	01/04/2015					
Project 4	Project Title: LiveWell	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.		2	1	2
Start date	01/04/2014					
End date	31/03/2015					
Project 5	Project Title: Prevention	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.		2	1	2
Start date	01/04/2014					
End date	31/03/2015					
Project 6	Project Title: Transition of responsibility for Health Visiting Service to Local Authority	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.				0
Start date						
End date						
Project 7	Project Title: National Child Measurement Programme	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.				0
Start date						
End date						
Project 8	Project Title: NHS Health Checks	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.				0
Start date						
End date						
Project 9	Project Title: Drugs and Alcohol Prevention and Treatment	Select one major outcome				0
Start date						
End date						
Project 10	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						

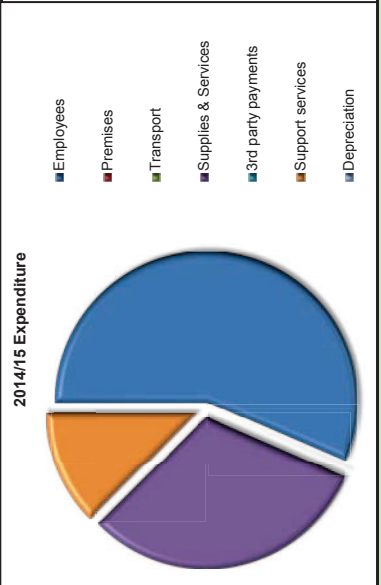
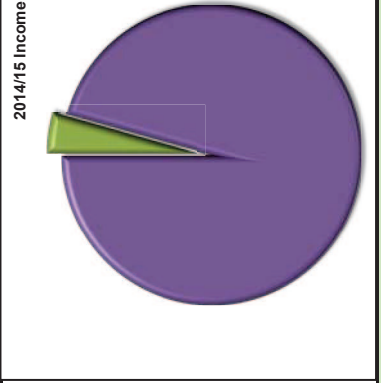
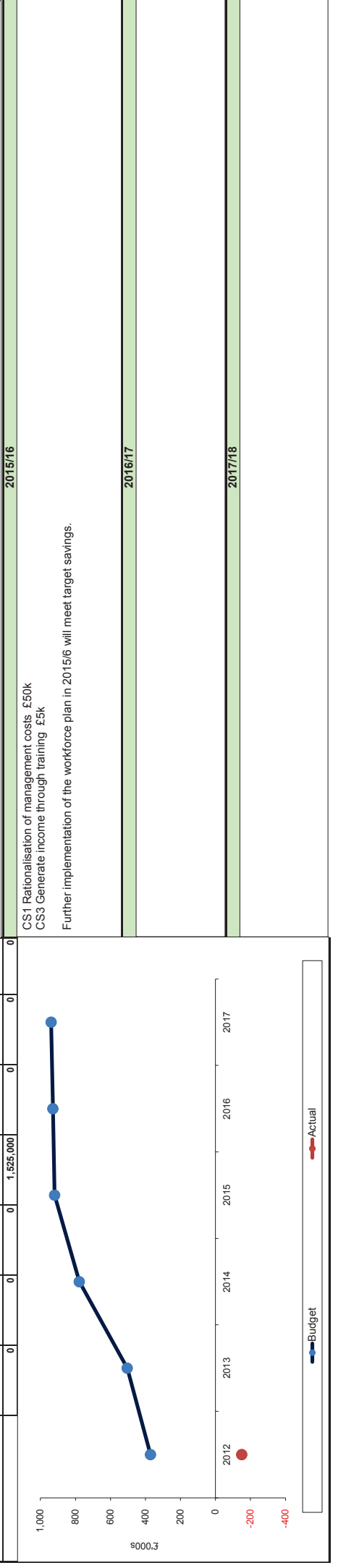
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Overview and Scrutiny

Business Improvement Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below	Anticipated demand						Planning Assumptions						The Corporate strategies your service contributes to			
	2012/13		2013/14		2014/15		2015/16		2016/17		2017/18					
	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Indicator type	Reporting cycle	Polarity	
- 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 DMs, 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 ICT to establish – under the direction of CMT – the strategy for IT, an essential enabler for the organisation to deliver its strategic objectives. - Establish 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 interoperability. - 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.	2,063	2,812	2,458	2,737	2,882	2,892	2,902	2,902	2,902	2,902	2,902	3080	Monthly	High	Business critical	
	Expenditure	1,411	1,789	1,477	1,541	1,491	1,491	1,491	1,491	1,491	1,491	1,491	1450	Quarterly	High	Output
	Employees	3	1	3	3	3	3	3	3	3	3	3	600	Quarterly	High	Perception
	Premises	338	280	639	854	1,049	1,059	1,069	1,069	1,069	1,069	1,069	100			
	Supplies & Services	301	461	339	339	339	339	339	339	339	339	15 FTE				
	3rd party payments	1,682	2,662	1,954	1,959	1,963	1,963	1,963	1,963	1,963	1,963	15 FTE				
	Support services	1,682	2,365	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	12 FTE				
	Recharges	289	289	289	289	289	289	289	289	289	289	12 FTE				
	Reserves	371	-150	504	778	919	929	939	939	939	939	12 FTE				
	Capital Funded															
Council Funded Net Budget																
Capital Budget £'000s																
Document management system																
Customer contact programme																

DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)
Government grants	1,682	2,662	1,954	1,959	1,963	1,963	1,963	N/A	80%	90%	90%	90%	90%
Reimbursements	0	8	79	84	88	88	88	N/A	85%	85%	85%	85%	85%
Customer & client receipts	1,682	2,365	1,875	1,875	1,875	1,875	1,875	75%	85%	90%	90%	90%	90%
Recharges	289	289	289	289	289	289	289						
Reserves	371	-150	504	778	919	929	939						
Capital Funded													
Council Funded Net Budget													
Capital Budget £'000s													
Document management system													
Customer contact programme													

Summary of major budget etc changes 2014/15												
Agreed savings:												
CS1 Rationalisation of management costs £50k												
CS3 Generate income through training £5k												
CS4 Expiry of Salary Protection for Head of Programme Office £10k												
The service's workforce plan will be implemented in 2014/15 and deliver all agreed savings.												
2015/16												
CS1 Rationalisation of management costs £50k												
CS3 Generate income through training £5k												
Further implementation of the workforce plan in 2015/16 will meet target savings.												
2016/17												
2017/18												



Performance targets (indicate if % target)													
Systems availability	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)							
% projects completed on time	N/A	80%	90%	90%	90%	90%							
Satisfaction with projects / interventions (where measured)	N/A	85%	85%	85%	85%	85%							
	75%	85%	90%	90%	90%	90%							

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

Business Improvement

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	IT Strategy and Implementation Plan 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.	Project Title:	More efficient way of working 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
Start date		01/04/2014				
End date	31/03/2017	Project Details:				
Project 2	Customer Contact programme Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	Project Title:	More efficient way of working The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	3	2	6
Start date		01/04/2013				
End date	31/03/2016	Project Details:				
Project 3	Electronic document and records management system Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	Project Title:	More efficient way of working EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
Start date		01/04/2013				
End date	31/03/2016	Project Details:				
Project 4	Transformation portfolio design and implementation 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.	Project Title:	More efficient way of working 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
Start date		01/04/2014				
End date	31/03/2015	Project Details:				
Project 5	Programme Office Implementation Design and implement a functioning Programme Office	Project Title:	More efficient way of working 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
Start date		01/04/2014				
End date	31/03/2015	Project Details:				
Project 6	Social Care Information System Procure and implement a Social Care information system to support adults social and children and families integrated care.	Project Title:	To meet legislative requirements	2	3	6
Start date		01/09/2013				
End date	30/08/2016	Project Details:				
Project 7	Continuous Improvement Programme Design and implement a programme of service/business/process reviews to lead, embed and support continuous improvement.	Project Title:	More efficient way of working 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
Start date		01/04/2014				
End date	31/03/2017	Project Details:				
Project 8		Project Title:	More efficient way of working	0	0	0
Start date						
End date		Project Details:				
Project 9		Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 10		Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				

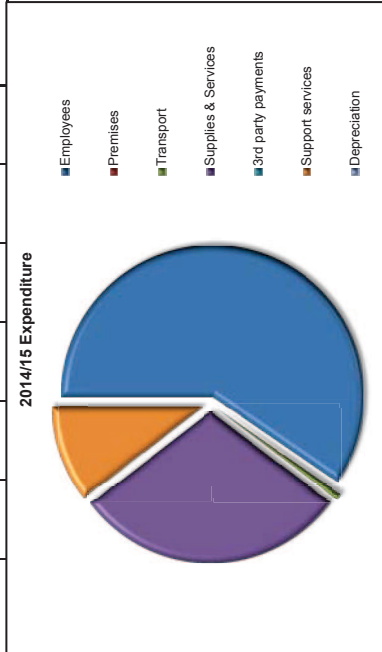
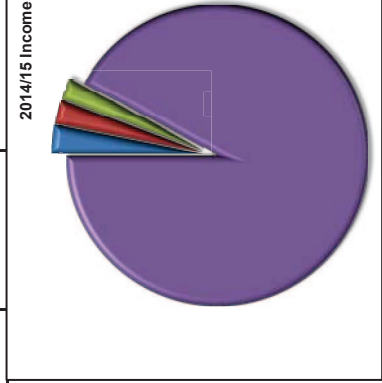
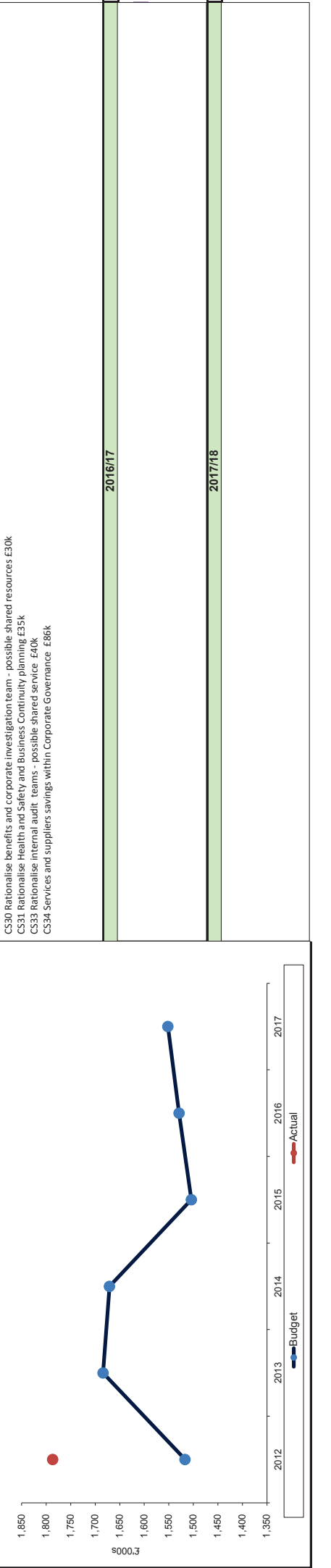
Corporate Governance		Planning Assumptions					The Corporate strategies your service contributes to						
Clr Mark Allison Cabinet Member for Finance		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Enter a brief description of your main activities and objectives below													
Corporate Governance is made up of 7 core services: Information, Complaints, NIP & 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.													
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.													
Safety Services - provides H&S - emergency planning & business continuity service.													
Democracy Services - maintains independent scrutiny function, support to Councillors & ensure council has robust decision making arrangements.													
Electoral Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews.													
There is also the shared Legal service with the London Borough of Richmond, which has its own Service Plan.													
Anticipated demand		203,247	206,038	208,822	211,569	214,229	216,806	203,247	206,038	208,822	211,569	214,229	216,806
Residents		4,081	4,081	4,081	4,081	4,081	4,081	4,081	4,081	4,081	4,081	4,081	4,081
Officers		60	60	60	60	60	60	60	60	60	60	60	60
Councillors		47.2	47.2	47.2	47.2	47.2	47.2	47.2	47.2	47.2	47.2	47.2	47.2
Anticipated non financial resources													
Staff (FTE)		8	8	8	8	8	8	8	8	8	8	8	8
Staff - LALO		800	800	800	800	800	800	800	800	800	800	800	800
Staff - Election		150	150	150	150	150	150	150	150	150	150	150	150
Staff - Canvas		30	28	26	24	24	24	24	24	24	24	24	24
Performance indicator													
FOI - dealt with in time		90%	90%	95%	95%	95%	95%	90%	90%	95%	95%	95%	95%
Complaints - dealt with in time		95%	90%	95%	95%	95%	95%	90%	90%	95%	95%	95%	95%
Audits completed against plan		90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Audit actions implemented by agreed date		60	60	60	60	60	60	60	60	60	60	60	60
Completed planned H&S inspections		75%	75%	85%	85%	85%	85%	75%	75%	85%	85%	85%	85%
Priority A H&S actions completed on time		30	28	26	24	24	24	24	24	24	24	24	24
No. supplementary agencies issued													

Performance targets (indicate if % target)		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)
90%	90%	90%	95%	95%	95%	95%	95%
95%	90%	95%	95%	95%	95%	95%	95%
90%	90%	90%	90%	90%	90%	90%	90%
60	60	60	60	60	60	60	60
75%	75%	85%	85%	85%	85%	85%	85%
30	28	26	24	24	24	24	24

Performance indicator		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)
90%	90%	90%	95%	95%	95%	95%	95%
95%	90%	95%	95%	95%	95%	95%	95%
90%	90%	90%	90%	90%	90%	90%	90%
60	60	60	60	60	60	60	60
75%	75%	85%	85%	85%	85%	85%	85%
30	28	26	24	24	24	24	24

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18
Expenditure	4,068	4,167	4,018	4,018	3,836	3,861	3,836	3,836	3,861	3,861	3,866
Employees	2,347	2,462	2,407	2,383	2,277	2,277	2,277	2,277	2,277	2,277	2,277
Premises	5	3	4	4	4	4	4	4	4	4	4
Transport	25	31	25	26	26	26	26	26	26	26	27
Supplies & Services	1,350	1,048	1,166	1,174	1,113	1,138	1,113	1,113	1,138	1,162	1,162
3rd party payments											
Support services	341	622	416	416	416	416	416	416	416	416	416
Depreciation		0									
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18
Income	2,951	2,980	2,934	2,932	2,932	2,932	2,932	2,932	2,932	2,932	2,934
Government grants	70	62	70	70	70	70	70	70	70	70	70
Reimbursements	274	108	54	59	59	59	59	59	59	59	59
Customer & client receipts	68	311	61	54	54	54	54	54	54	54	56
Recharges	2,209	2,124	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149	2,149
Reserves		-225									
Capital Funded											
Council Funded Net Budget	1,517	1,787	1,684	1,671	1,604	1,529	1,504	1,504	1,529	1,552	1,552
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18
Cite Decision Making			2,000								

Summary of major budget etc changes		2014/15
CS32 Integrate the FOI and Complaints functions - £40k		
CS56 Reduction in overtime payments to staff in Mayor's Office - £1k		
CS34 Delete Deputy Head of Service post - £18k		
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		



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

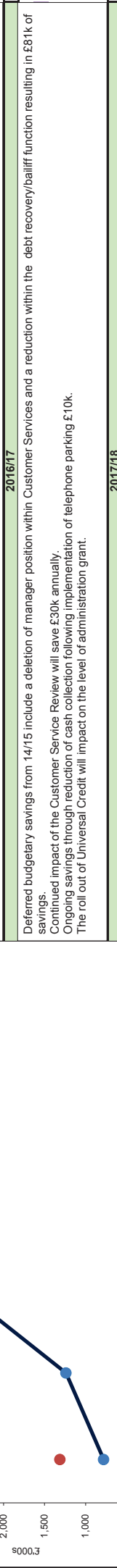
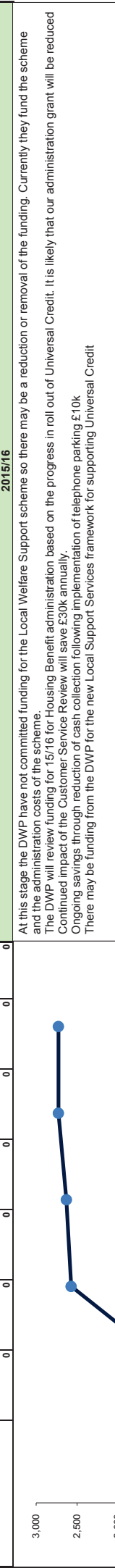
Corporate Governance

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

Customer Services Select your Cabinet Member & Portfolio Enter a brief description of your main activities and objectives below	Planning Assumptions					The Corporate strategies your service contributes to					
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2013/14	2014/15	2015/16	2016/17	2017/18
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 Transition Services; Registration - responsible for registration of births & deaths, marriages & civil partnerships; 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 sometime during 15/16.	Benefit claimants	16,000	16,000	14,000	14,000	14,000	Customer Services Strategy				
	Telephone callers	400,000	500,000	600,000	600,000	600,000	Homelessness Strategy				
Face to face customers	130,000	115,000	100,000	90,000	90,000	Medium Term Financial Strategy					
Council tax properties	81,000	82,000	82,500	83,000	83,000	Social Inclusion Strategy					
Anticipated non financial resources Staff (FTE)	148.06										
Performance indicator Business Rates collected (excluding parking and miscellaneous debt)	9%	9%	9%	9%	9%	High	Business critical				
% of Merton Bailiff Service files paid in full (excluding parking and miscellaneous debt)	58%	58%	58%	58%	58%	High	Outcome				
HB - COC & new claims processing days	16	16	10	10	10	Low	Business critical				
HB overpayments with no recovery action	16%	15.5%	22%	20%	19.00%	Low	Outcome				
First contact resolution		60%	65%	70%	75%	High	Perception				
Successful website visits	83%	84%	84%	84%	84%	High	Business critical				

Performance targets (indicate if % target)	2014/15		2015/16		2016/17		2017/18	
	2014/15(A)	2014/15(B)	2015/16(E)	2015/16(F)	2016/17(E)	2016/17(F)	2017/18(E)	2017/18(F)
Employees	97.25%	97.50%	97.50%	97.50%	97.50%	97.50%	97.50%	97.50%
Premises	58%	58%	58%	58%	58%	58%	58%	58%
Transport	16	16	10	10	10	10	10	10
Supplies & Services	15.5%	22%	20%	19.00%	18.00%	18.00%	18.00%	18.00%
3rd party payments		60%	65%	70%	75%	75%	75%	75%
Support services		TBA	TBA	TBA	TBA	TBA	TBA	TBA
Depreciation	83%	84%	84%	84%	84%	84%	84%	84%

DEPARTMENTAL BUDGET AND RESOURCES		Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Revenue £'000s	Actual	11,936	11,694	12,456	9,739	9,646	9,673
Expenditure	Budget	5,229	5,690	5,749	4,972	4,861	4,861
Government grants	Actual	63	64	39	21	21	21
Reimbursements	Budget	71	76	91	64	65	65
Customer & client receipts	Actual	3,416	2,928	3,346	1,459	1,470	1,491
Recharges	Budget	111	280	475	467	473	479
Reserves	Actual	2,642	2,653	2,753	2,753	2,753	2,753
Capital funded	Budget	3	3	3	3	3	3
Council Funded Net Budget	Actual	780	1,313	1,240	2,630	2,728	2,728
Capital Budget £'000s	Budget						
Actual	Budget						
Budget 2012/13	Budget						
Budget 2013/14	Budget						
Budget 2014/15	Budget						
Budget 2015/16	Budget						
Budget 2016/17	Budget						
Budget 2017/18	Budget						



Summary of major budget etc changes 2014/15

The DWP have confirmed funding for 2014/15 for Housing Benefit administration. Closure of the Cash Office will yield a £30k saving. Retendering of the cash collection contract will save £20k with ongoing savings in future years through the adoption of telephone parking. Review of Welfare Benefits and New Welfare Support program will save £30k. Continued impact of the Customer Service Review will save £30k annually. £20k saving through the rationalisation of Divisional budgets £20k increase in registrars income

At this stage the DWP have not committed funding for the Local Welfare Support scheme so there may be a reduction or removal of the funding. Currently they fund the scheme and the administration costs of the scheme. The DWP will review funding for 15/16 for Housing Benefit administration based on the progress in roll out of Universal Credit. It is likely that our administration grant will be reduced. Continued impact of the Customer Service Review will save £30k annually. 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

2015/16

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.

2016/17

2017/18



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

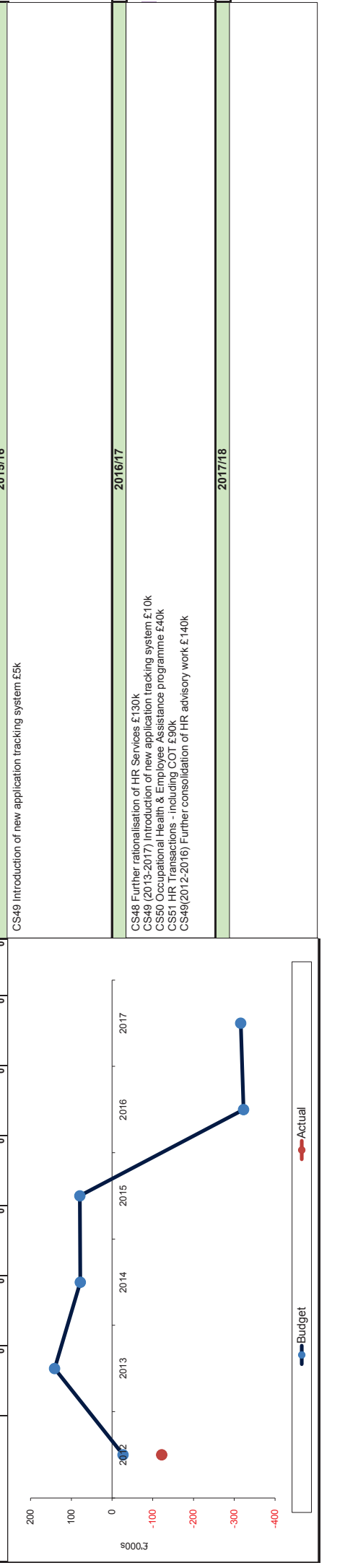
Customer Services

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Customer Service review	Project Details: As part of the implementation of the customer contact electronic solution processes and resourcing will be reviewed	More efficient way of working	3	2	6
Start date 01/04/2013						
End date 31/03/2015						
Project 2	Project Title: Improve access to on-line services	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.	More efficient way of working	2	2	4
Start date 01/04/2013						
End date 31/03/2016						
Project 3	Project Title: Council Tax support scheme	Project Details: During 14/15 options for a revised scheme will be reviewed for Council decision and possible implementation for 15/16	To meet legislative requirements	2	3	6
Start date 01/04/2013						
End date 31/03/2016						
Project 4	Project Title: Implement and review Welfare Assistance Scheme	Project Details: A review of the scheme will be undertaken during 2014/15, however, there is currently uncertainty regarding future funding from 15/16	Improved resident well being	3	2	6
Start date 01/04/2013						
End date 31/03/2015						
Project 5	Project Title: Appoint a medical examiner	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.	To meet legislative requirements	2	2	4
Start date 01/04/2014						
End date 31/12/2014						
Project 6	Project Title: Local Support Services	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	To meet legislative requirements	2	2	4
Start date 01/04/2014						
End date 31/03/2016						
Project 7	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 8	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 9	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						
Project 10	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						

Human Resources	Planning Assumptions						The Corporate strategies your service contributes to	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2016/17	2017/18
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand						Workforce Development Plan	
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						Economic Development Strategy	
	New recruits to be appointed							
	Anticipated non financial resources							
	Select anticipated resources							
	Select anticipated resources							
	Select anticipated resources							
	Performance indicator						Main impact if indicator not met	
	Time to hire						Increased costs	
	Sickness absence (Average days per fte)						Increased costs	
	% Appraisals completed						Poor decision making	
% Members L&D satisfaction						Poor decision making		

DEPARTMENTAL BUDGET AND RESOURCES												
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18	Actual 2017/18
Revenue £'000s	2,882	2,907	3,242	3,215	3,222	2,825	2,825	2,838				
Expenditure	2,030	2,010	2,220	2,185	2,185	1,825	1,825	1,825				
Employees	17	5	17	15	15	5	5	5				
Premises	7	2	7	5	5	5	5	5				
Transport	238	383	210	218	222	221	230	230				
Supplies & Services	108	174	255	259	262	226	230	230				
3rd party payments	482	334	533	533	533	533	533	533				
Support services												
Depreciation												
Revenue £'000s	2,909	3,029	3,101	3,137	3,143	3,148	3,154	3,154				
Government grants	602	523	533	569	575	580	586	586				
Reimbursements	2,307	2,506	2,568	2,568	2,568	2,568	2,568	2,568				
Customer & client receipts												
Recharges												
Reserves												
Capital Funded												
Council Funded Net Budget	-27	-122	141	78	79	-323	-316	-316				

Summary of major budget etc changes 2014/15	
CS46 Co-locate all recruitment jobs £60k	
CS47 CRB income generation via sales to PVI £30k	
CS49 Introduction of new application tracking system £5k	
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	



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

Human Resources

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Occupational Health Service		More efficient way of working		3	3	9
Employee Assistance programme		More efficient way of working		3	4	12
Flexible working - policy development and learning and development to support culture and technical change.		More efficient way of working		3	3	9
Leadership and management development		More efficient way of working		3	3	9
Centralisation of L&D and appraisal systems within iTrent system.		More efficient way of working		3	3	9
Recruitment - agency and executive search via the LBRP		More efficient way of working		3	3	9
Select one major outcome		Select one major outcome				0
Select one major outcome		Select one major outcome				0
Select one major outcome		Select one major outcome				0
Select one major outcome		Select one major outcome				0
Select one major outcome		Select one major outcome				0
Select one major outcome		Select one major outcome				0
Select one major outcome		Select one major outcome				0

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

Infrastructure and Transactions

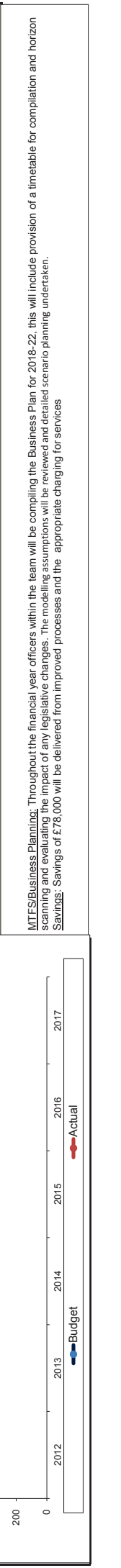
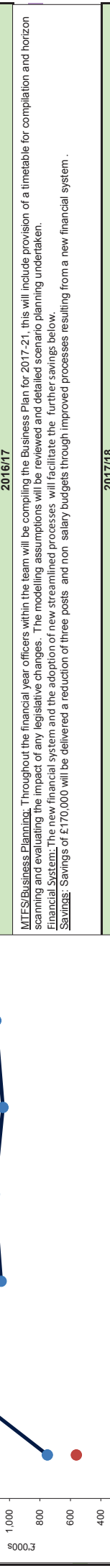
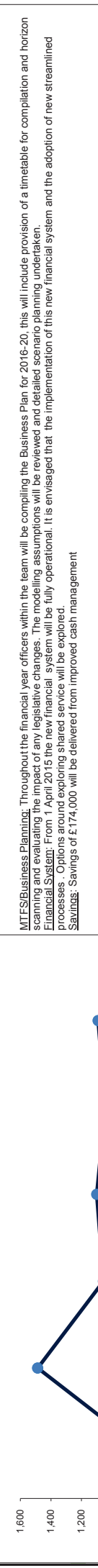
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Replacement of IT Infrastructure and desktop equipment Replacement of desktop equipment and standardisation of operating systems including Microsoft Office to enable hot desking, mobile and flexible working through the use of the Virtualised Desktop Infrastructure and unified telephone communications.	Project Title: Project Details:	Improve the efficiency of IT systems across the whole organisation	1	2	2
Start date 01/04/2013 End date 31/03/2015						
Project 2	Backscanning of existing paper records 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).	Project Title: Project Details:	More efficient way of working	1	2	3
Start date 01/06/2014 End date 31/03/2018						
Project 3	Upgrading of IT Disaster Recovery Arrangements 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.	Project Title: Project Details:	Improve Disaster Recovery and Business Continuity arrangements	2	3	6
Start date 01/12/2013 End date 31/12/2014						
Project 4	Flexible Working Programme 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.	Project Title: Project Details:	More efficient way of working	2	2	4
Start date 01/04/2012 End date 31/12/2015						
Project 5	Refurbishment of 4 main passenger lifts at Civic Centre 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.	Project Title: Project Details:	Improved customer satisfaction	1	2	2
Start date 01/10/2013 End date 31/03/2015						
Project 6	Energy "Invest to Save" Initiatives 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.	Project Title: Project Details:	More efficient way of working	1	1	1
Start date 01/04/2007 End date 01/04/2018						
Project 7	Review Civic Centre Building Services & Security arrangements 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.	Project Title: Project Details:	To meet budget savings	2	2	4
Start date 01/07/2013 End date 01/04/2015						
Project 8	Civic Centre Accommodation Strategy and Refurbishment Programme 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.	Project Title: Project Details:	More efficient way of working	1	2	2
Start date End date						
Project 9	Continuation of work on the Locations Layer of the Corporate TOM 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.	Project Title: Project Details:	More efficient way of working	2	2	4
Start date 01/10/2013 End date 31/03/2015						
Project 10	Select one major outcome	Project Title: Project Details:				0
Start date End date						

Resources	Planning Assumptions						The Corporate strategies your service contributes to	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
<p>Cllr Mark Allison Cabinet Member for Finance</p> <p>Enter a brief description of your main activities and objectives below</p> <p>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, councils 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. New information is shared in financial systems. Business & 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 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 membership of the contracts register. 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.</p>	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	Asset Management Plan	
	Revenue Budget Managers	150	147	147	147	147	147	Capital Programme
	Capital Budget Managers	21	23	23	23	23	23	Central Government
	Budget, Service, Performance & Risk Setting	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Corp Equality Scheme
	Budget, Service, Performance & Risk Monitoring	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Corp Procurement Strategy
	Budget, Service, Performance & Risk Closing	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	Medium Term Financial Strategy
	Anticipated non financial resources	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Risk Management Strategy
	Staff (FTE)			67.2	67.2			Treasury Management Strategy
	Staff (Trainees)							Voluntary Sector Strategy
								Select Strategy delivery
	Performance indicator	Performance targets (Indicate if % target)						Main impact if indicator not met
	Accuracy of P8 Revenue Forecast - New	2012/13(A) 2013/14(A) 2014/15(A) 2015/16(A) 2016/17(A) 2017/18(A)						High Outcome
Accuracy of P8 (P9 to 2013/14) Capital Forecast							High Outcome	
Number of Adjustments to Draft Accounts	0 0 0 0 0 0						Low Business critical	
Unallocated identified balances over 3 days old	0 0 0 0 0 0						Low Business critical	
Spends Overseen by Procurement Board	25% 30% 30% 35% 40% 45%						High Quality	
Risk Action Plans In Place	90% 90% 90% 90% 90% 90%						High Outcome	

DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	2012/13		2013/14		2014/15		2015/16		2016/17		2017/18		2014/15 Income
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
Revenue £'000s	8,728	9,223	9,181	8,764	8,822	8,791	8,843						
Expenditure	3,944	4,159	4,030	3,815	3,712	3,712	3,712						
Employees	91	103	103	105	108	108	109						
Premises	4	4	4	4	4	4	4						
Transport	3,707	4,559	4,198	3,834	3,955	3,955	4,016						
Supplies & Services	239	11	23	178	179	179	179						
3rd party payments	743	494	823	823	823	823	823						
Support services	0	0	0	0	0	0	0						
Depreciation	0	0	0	0	0	0	0						
Revenue £'000s	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
Income	7,977	8,662	7,694	7,709	7,723	7,738	7,753						
Government grants	0	9	0	0	0	0	0						
Reimbursements	0	109	0	0	0	0	0						
Customer & client receipts	856	789	804	818	833	848	848						
Recharges	7,121	6,716	6,905	6,905	6,905	6,905	6,905						
Reserves	0	867	0	0	0	0	0						
Capital Funding	0	0	0	0	0	0	0						
Capital Funded Net Budget	751	1,487	1,055	1,099	1,043	1,043	1,090						
Capital Budget £'000s	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
Financial System re-engineering	0	0	0	561,700	0	0	0						

Summary of major budget etc changes 2014/15

MTFE/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2015-19, this will include provision of a timetable for completion and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken. Financial System: At the start of the financial year it is envisaged that officers will be evaluating the tenders submitted as part of the new financial system contract. This contract will parallel run from October/December 2014 through to March 2015. The major project for the year will be its implementation, possibly as a shared service. Performance/Risk System: By the start of the financial year that the risk management element of the system will have been activated. A dashboard for senior management will be implemented to generate chosen performance and risk information. Finally, Integrated Financial and Business Monitoring will start to be achieved by quarterly updating of service planning information from September/October 2014.



MTFE/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 completion and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken. Financial System: 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: Savings of £174,000 will be delivered from improved cash management

MTFE/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for completion and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken. Financial System: The new financial system and the adoption of new streamlined processes will facilitate the further savings below. Savings: Savings of £170,000 will be delivered a reduction of three posts and non salary budgets through improved processes resulting from a new financial system.

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

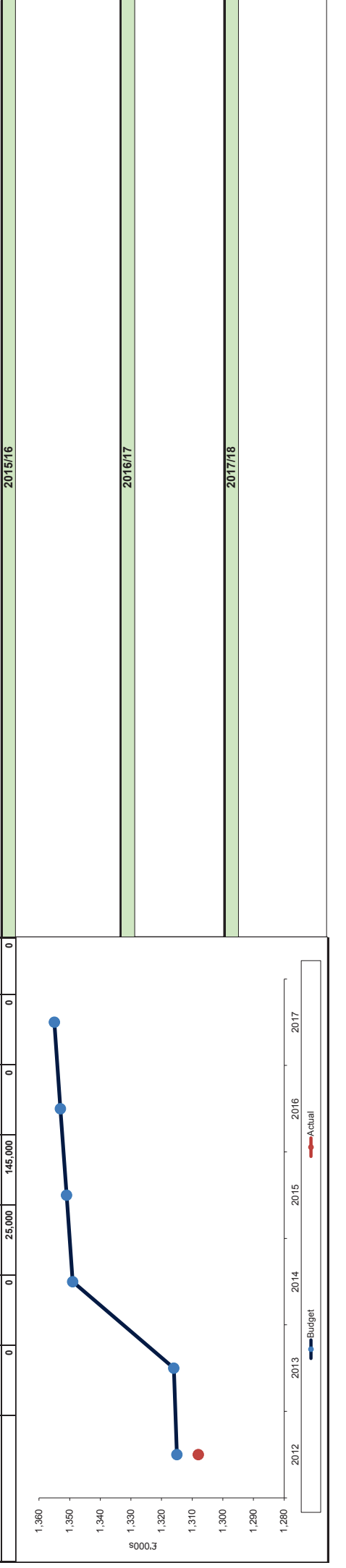
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Project		Project Description	Resources	MAJOR EXPECTED OUTCOME		Risk	
				Likelihood	Impact	Score	
Project 1		<p>Evaluation of future funding levels</p> <p>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.</p>		To meet legislative requirements	2	2	4
Start date	01/04/2013						
End date	31/03/2018						
Project 2		<p>Financial systems re-engineering programme</p> <p>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</p>		More efficient way of working	3	3	9
Start date	01/08/2013						
End date	30/09/2015						
Project 3		<p>Develop and implement whole life costing for capital projects</p> <p>This project will be undertaken in four stages</p> <ol style="list-style-type: none"> 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the template to selected schemes 		More efficient way of working	3	2	6
Start date	01/09/2014						
End date	31/03/2016						
Project 4		<p>Improve joint finance and business planning</p> <p>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</p>		More efficient way of working	2	2	4
Start date	01/18/14						
End date	31/10/2014						
Project 5		<p>Evaluation of different models of funding the capital programme</p> <p>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.</p>		Required to deliver options for the MTFS	2	2	4
Start date	01/07/2014						
End date	31/03/2016						
Project 6		<p>Fully implement the new performance/risk management IT system</p> <p>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:</p> <ol style="list-style-type: none"> 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. 		More efficient way of working	2	2	4
Start date	01/04/2014						
End date	31/03/2015						
Project 7		<p>Capital Review</p> <p>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.</p>		More efficient way of working	2	2	4
Start date	01/04/2014						
End date	31/03/2015						
Project 8		<p>Recharge Review</p> <p>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.</p>		More efficient way of working	3	2	6
Start date	01/04/2014						
End date	31/03/2015						
Project 9				Select one major outcome			0
Start date							
End date							
Project 10				Select one major outcome			0
Start date							
End date							

Safer Merton Cllr Edith-Joan Macauley Cabinet Member for Engagement & Equality	Planning Assumptions										The Corporate strategies your service contributes to			
	Anticipated demand		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
	Number of new ASB cases	Population	203,247	206,038	208,822	211,569	214,229	216,806	600	600	600	600	Adult Treatment Plan	Anti Social Behaviour
Enter a brief description of your main activities and objectives below 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 • 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.	No. Multi Agency Risk Assessment cases (domestic abuse)	105	117	129	141	153	165	177	189	201	213	Central Government	Children & Young persons Plan	
	Clients presenting at the One Stop Shop	205	250	275	275	275	275	275	275	275	275	Community Plan	Crime & Disorder (partnership plan)	
Anticipated non financial resources	Staff (FTE)	24	24	24	24	24	24	24	24	24	24	E. Merton & Mitcham Neighbourhood Renewal		
Performance Indicator % of ASB cases in line with the national standard time % CCTV cameras operational Proportion who successfully complete treatment and do not re present % of residents worried about drunk & rowdy behaviour (ARS) % of residents worried about ASB (ARS) % of residents worried about crime (ARS) No. Multi Agency Risk Assessment cases (domestic abuse) No. of One Stop Shop sessions No. of Local Multi Agency Problem Solving meetings % of residents worried about drug users (ARS) % of residents feeling well informed about tracking ASB (ARS)	2012/13(A)	95	95	95	95	95	95	95	95	95	95	2017/18(E)	95	
	2013/14(A)	95	95	95	95	95	95	95	95	95	95	2017/18(E)	95	
	2014/15(A)	95	95	95	95	95	95	95	95	95	95	2017/18(E)	95	
	2015/16(A)	95	95	95	95	95	95	95	95	95	95	2017/18(E)	95	
	2016/17(A)	95	95	95	95	95	95	95	95	95	95	2017/18(E)	95	
	2017/18(A)	95	95	95	95	95	95	95	95	95	95	2017/18(E)	95	
	2012/13(B)	33	34	35	36	37	37	37	37	37	37	37	2017/18(E)	37
	2013/14(B)	43	42	41	40	39	39	39	39	39	39	39	2017/18(E)	39
	2014/15(B)	45	44	43	42	41	41	41	41	41	41	41	2017/18(E)	41
	2015/16(B)	52	51	50	49	48	48	48	48	48	48	48	2017/18(E)	48
	2016/17(B)	105	117	129	141	153	153	153	153	153	153	153	2017/18(E)	153
	2017/18(B)	46	46	46	46	46	46	46	46	46	46	46	2017/18(E)	46
	2012/13(C)	27	27	27	27	27	27	27	27	27	27	27	2017/18(E)	27
	2013/14(C)	34	33	32	31	30	30	30	30	30	30	30	2017/18(E)	30
2014/15(C)	29	30	31	32	33	33	33	33	33	33	33	2017/18(E)	33	

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Expenditure	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15
3,203	3,203	3,204	3,052	3,054	3,056	3,058	3,058	3,058	895	1,012	840	840
1,101	1,101	1,012	840	840	840	840	840	840	5	4	4	4
5	5	4	4	4	4	4	4	4	2	7	7	7
161	201	179	179	179	179	179	179	179	1,455	1,553	1,553	1,553
0	0	0	0	0	0	0	0	0	358	420	330	330
0	0	0	0	0	0	0	0	0	104	104	139	139
0	0	0	0	0	0	0	0	0	1,772	1,888	1,703	1,703
0	0	0	0	0	0	0	0	0	322	317	230	230
0	0	0	0	0	0	0	0	0	1,610	1,539	1,467	1,467
0	0	0	0	0	0	0	0	0	5	6	6	6
0	0	0	0	0	0	0	0	0	0	0	0	0
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0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0
1,315	1,308	1,316	1,349	1,351	1,352	1,352	1,352	1,352	1,308	1,316	1,349	1,351
0	0	25,000	145,000	145,000	145,000	145,000	145,000	145,000	0	0	0	0

Summary of major budget etc. changes 2014/15	
2014/15	2015/16
2015/16	2016/17
2016/17	2017/18



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

Safer Merton

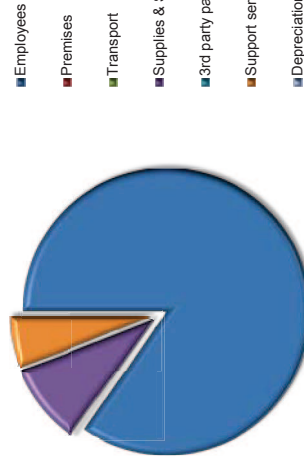
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Project Details: Finding ways to limit the impact of the loss of grants from Central government and Mayors office	2013	To meet legislative requirements	4	2	8
Start date		on going				
End date						
Project 2	Project Title: Project Details: ASB changes This is the changes in definition regarding Anti-Social Behaviour (although this is still awaiting defining from Central Government)	2012	To meet legislative requirements	4	3	12
Start date		on going				
End date						
Project 3	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 4	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 5	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 6	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 7	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 8	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 9	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 10	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						

Cllr Mark Allison Cabinet Member for Finance	Enter a brief description of your main activities and objectives below This is a shared legal service with the London Boroughs of Richmond and Sutton and the Royal Borough of Kingston upon Thames. The service delivers legal advice, support and representation to all services across all four councils. The service also provides advice in relation to the constitution and decision making in all councils and advice to members in relation to their roles. There will continue to be a shared service over the coming 3 years.	Legal Services	Planning Assumptions									The Corporate strategies your service contributes to				
			Anticipated demand		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
			Chargeable hours for Merton	Chargeable hours for Richmond	Chargeable hours for Sutton	Chargeable hours for Kingston	Staff (FTE)	Staff (Trainees)	Select anticipated resources	Select anticipated resources						
			18602	18602	18602	18602	19337	18602	19337	19337	19337	18202	19337	19337	18202	
			18602	18602	18602	18602	19337	18602	19337	19337	19337	18202	19337	19337	18202	
			26819	26819	26819	26819	26819	26819	26819	26819	26819	26819	26819	26819	26819	
			16931	16931	16931	16931	16931	16931	16931	16931	16931	16931	16931	16931	16931	
			87.5	87.5	87.5	87.5	87.5	87.5	87.5	87.5	87.5	88.5	87.5	88.5		
			4	4	4	4	4	4	4	4	4	4	4	4		

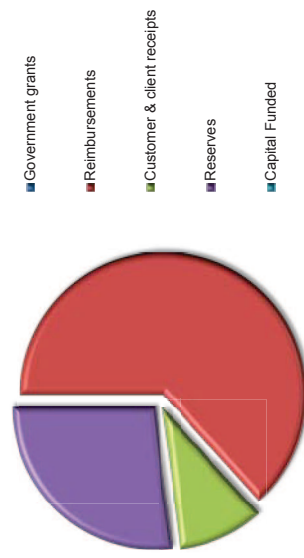
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	2,806	3,050	2,813	4,899	4,903	4,907	4,911
Employees	2,039	1,831	2,035	4,150	4,150	4,151	4,151
Premises	4	2	4	5	5	5	5
Transport	3	4	3	8	8	8	8
Supplies & Services	209	827	482	446	450	453	457
3rd party payments	250	285	289	289	289	289	289
Depreciation	12	-35	20	29	29	29	30
Revenue £'000s	2,493	3,085	2,793	4,870	4,874	4,878	4,881
Government grants	1,098	1,252	1,347	3,083	3,085	3,086	3,087
Reimbursements	135	576	135	476	478	481	483
Customer & client receipts	1,260	1,257	1,311	1,311	1,311	1,311	1,311
Reserves							
Capital Funded							
Council Funded Net Budget	12	-35	20	29	29	29	30

2014/15 Expenditure

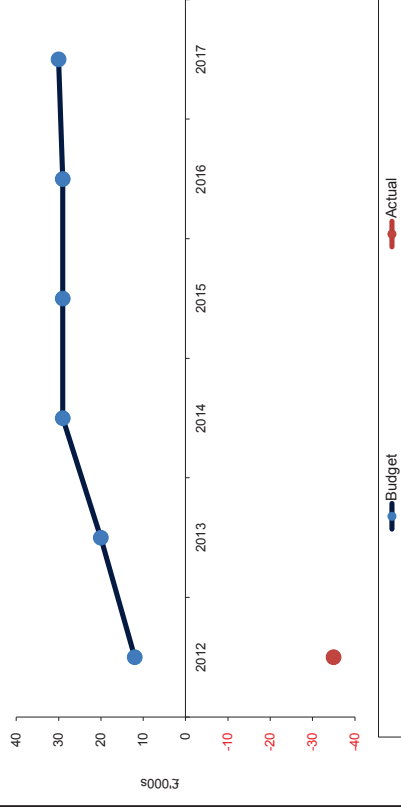


2014/15 Income



Summary of major budget etc changes 2014/15

Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Legal Case Management			226,100				
	0	0	226,100	0	0	0	0



£60,000 savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.

£20,000 savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.

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

Legal Services

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1		Shared service				
Start date	01/04/2014	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	4
End date	31/03/2016					
Project 2		Smarter Working				
Start date	01/04/2014	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service		2	1	2
End date	31/03/2016					
Project 3		Delivering Savings				
Start date	01/04/2015	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond				0
End date	31/03/2018					
Project 4						
Start date						0
End date						
Project 5						
Start date						0
End date						
Project 6						
Start date						0
End date						
Project 7						
Start date						0
End date						
Project 8						
Start date						0
End date						
Project 9						
Start date						0
End date						
Project 10						
Start date						0
End date						

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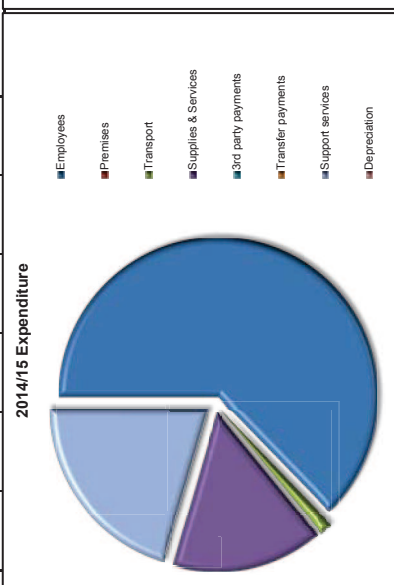
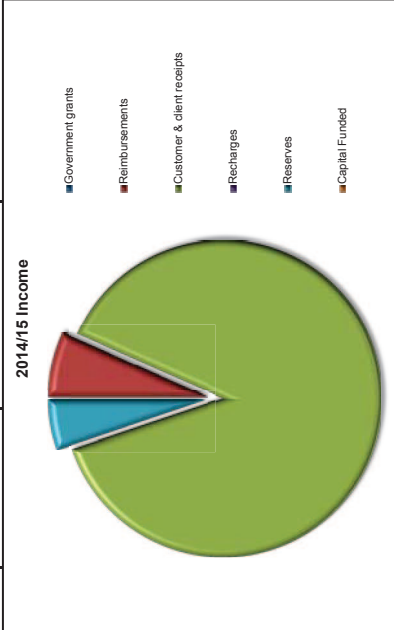
Sustainable Communities

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

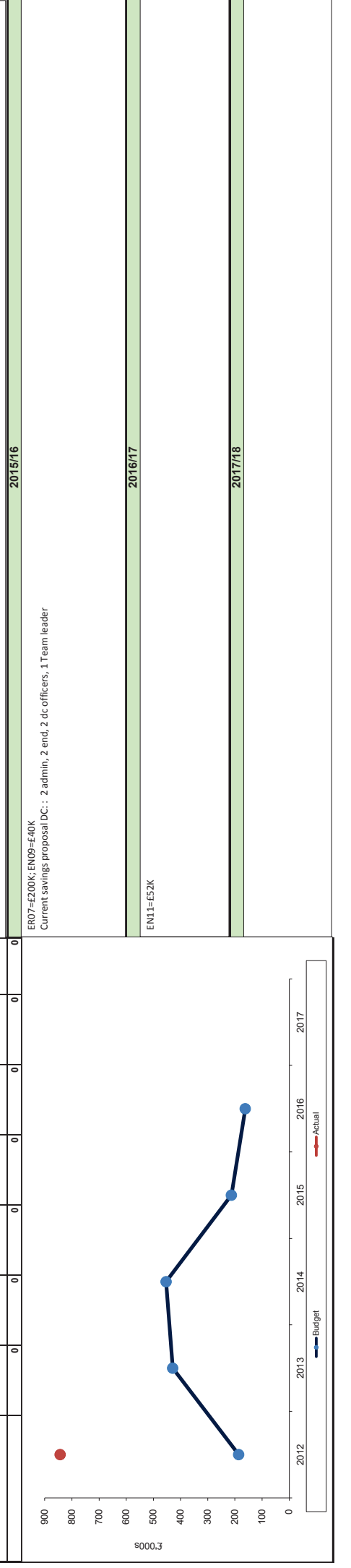
Commercial Services (Waste Operations)

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title:		More efficient way of working	0	0	0
Start date	Project Details:					
End date						
Project 2	Project Title:		Income generation	0	0	0
Start date	Project Details:					
End date						
Project 3	Project Title:		More efficient way of working	0	0	0
Start date	Project Details:					
End date						
Project 4	Project Title:		Improved resident well being	0	0	0
Start date	Project Details:					
End date						
Project 5	Project Title:		Select one major outcome			0
Start date	Project Details:					
End date						
Project 6	Project Title:		Select one major outcome			0
Start date	Project Details:					
End date						
Project 7	Project Title:		Select one major outcome			0
Start date	Project Details:					
End date						
Project 8	Project Title:		Select one major outcome			0
Start date	Project Details:					
End date						
Project 9	Project Title:		Select one major outcome			0
Start date	Project Details:					
End date						
Project 10	Project Title:		Select one major outcome			0
Start date	Project Details:					
End date						

Development and Building Control	Anticipated demand						Planning Assumptions						The Corporate strategies your service contributes to																																																																																																																																																																																					
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18																																																																																																																																																																																
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Enter a brief description of your main activities and objectives below																																																																																																																																																																																																	
Building Control	Building regulations regulate the built environment to add to the sustainability initiative, and safety at sports grounds, ensure that they are safe for occupation by spectators. Dangerous Structures service is provided to protect the residents.																																																																																																																																																																																																	
Development Control	Assess and determine planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Implement the Mayor, Community Infrastructure Levy (CIL) charging regime.																																																																																																																																																																																																	
Objectives	<ul style="list-style-type: none"> - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share - review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible. 																																																																																																																																																																																																	
Performance indicator	<table border="1"> <thead> <tr> <th colspan="2">Performance targets (indicate if % target)</th> <th colspan="2">2012/13</th> <th colspan="2">2013/14</th> <th colspan="2">2014/15</th> <th colspan="2">2015/16</th> <th colspan="2">2016/17</th> <th colspan="2">2017/18</th> </tr> <tr> <th>2012/13(A)</th> <th>2013/14(A)</th> <th>2014/15(A)</th> <th>2015/16(E)</th> <th>2016/17(E)</th> <th>2017/18(E)</th> <th>2012/13(A)</th> <th>2013/14(A)</th> <th>2014/15(A)</th> <th>2015/16(E)</th> <th>2016/17(E)</th> <th>2017/18(E)</th> <th>2012/13(A)</th> <th>2013/14(A)</th> <th>2014/15(A)</th> <th>2015/16(E)</th> <th>2016/17(E)</th> <th>2017/18(E)</th> </tr> </thead> <tbody> <tr> <td>% Major applications processed within 13 weeks</td> <td>60</td> <td>60</td> <td>45</td> <td>35</td> <td>30</td> <td>60</td> <td>60</td> <td>45</td> <td>35</td> <td>30</td> <td>30</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> <tr> <td>% Minor applications processed within 8 weeks</td> <td>65</td> <td>65</td> <td>50</td> <td>40</td> <td>35</td> <td>65</td> <td>65</td> <td>50</td> <td>40</td> <td>35</td> <td>35</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> <tr> <td>% Other applications processed within 8 weeks</td> <td>80</td> <td>80</td> <td>75</td> <td>60</td> <td>55</td> <td>80</td> <td>80</td> <td>75</td> <td>60</td> <td>55</td> <td>55</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> <tr> <td>% appeals lost</td> <td>35</td> <td>35</td> <td>40</td> <td>50</td> <td>55</td> <td>35</td> <td>35</td> <td>40</td> <td>50</td> <td>55</td> <td>55</td> <td>Low</td> <td>Low</td> <td>Low</td> <td>Low</td> <td>Low</td> <td>Low</td> </tr> <tr> <td>Income (Development and Building Control)</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> <tr> <td>% Market share retained by LA (BC)</td> <td>85</td> <td>80</td> <td>75</td> <td>75</td> <td>75</td> <td>85</td> <td>80</td> <td>75</td> <td>75</td> <td>75</td> <td>75</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> <tr> <td>% enforcement site visits within 15 days</td> <td>80</td> <td>80</td> <td>75</td> <td>45</td> <td>45</td> <td>80</td> <td>80</td> <td>75</td> <td>45</td> <td>45</td> <td>45</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> <tr> <td>Number of enforcement cases closed</td> <td>600</td> <td>600</td> <td>550</td> <td>300</td> <td>300</td> <td>600</td> <td>600</td> <td>550</td> <td>300</td> <td>300</td> <td>300</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> </tbody> </table>																		Performance targets (indicate if % target)		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	% Major applications processed within 13 weeks	60	60	45	35	30	60	60	45	35	30	30	High	High	High	High	High	High	% Minor applications processed within 8 weeks	65	65	50	40	35	65	65	50	40	35	35	High	High	High	High	High	High	% Other applications processed within 8 weeks	80	80	75	60	55	80	80	75	60	55	55	High	High	High	High	High	High	% appeals lost	35	35	40	50	55	35	35	40	50	55	55	Low	Low	Low	Low	Low	Low	Income (Development and Building Control)	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	High	High	High	High	High	High	% Market share retained by LA (BC)	85	80	75	75	75	85	80	75	75	75	75	High	High	High	High	High	High	% enforcement site visits within 15 days	80	80	75	45	45	80	80	75	45	45	45	High	High	High	High	High	High	Number of enforcement cases closed	600	600	550	300	300	600	600	550	300	300	300	High	High	High	High	High	High
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Anticipated non financial resources	<table border="1"> <thead> <tr> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>36</td> <td>37</td> <td>37</td> <td>25</td> <td>24</td> <td>24</td> </tr> </tbody> </table>																		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	36	37	37	25	24	24																																																																																																																																																																				
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Main impact if indicator not met	<table border="1"> <thead> <tr> <th>Indicator type</th> <th>Reporting cycle</th> <th>Polarity</th> </tr> </thead> <tbody> <tr> <td>Quality</td> <td>Monthly</td> <td>High</td> </tr> <tr> <td>Quality</td> <td>Monthly</td> <td>High</td> </tr> <tr> <td>Quality</td> <td>Monthly</td> <td>High</td> </tr> <tr> <td>Quality</td> <td>Quarterly</td> <td>Low</td> </tr> <tr> <td>Perception</td> <td>Quarterly</td> <td>High</td> </tr> <tr> <td>Business critical</td> <td>Monthly</td> <td>High</td> </tr> <tr> <td>Loss of income</td> <td>Quarterly</td> <td>High</td> </tr> <tr> <td>Reduced service delivery</td> <td>Quarterly</td> <td>High</td> </tr> <tr> <td>Reduced service delivery</td> <td>Quarterly</td> <td>High</td> </tr> </tbody> </table>																		Indicator type	Reporting cycle	Polarity	Quality	Monthly	High	Quality	Monthly	High	Quality	Monthly	High	Quality	Quarterly	Low	Perception	Quarterly	High	Business critical	Monthly	High	Loss of income	Quarterly	High	Reduced service delivery	Quarterly	High	Reduced service delivery	Quarterly	High																																																																																																																																																		
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DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	2,330	2,436	2,483	2,612	2,472	2,421	2,421
Employees	1,564	1,573	1,622	1,576	1,536	1,485	1,485
Premises	2	2	2	2	2	2	2
Transport	32	32	32	32	32	32	32
Supplies & Services	248	302	306	386	386	386	386
3rd party payments	0	0	0	0	0	0	0
Transfer payments	2	2	2	2	2	2	2
Support services	486	536	514	514	514	514	514
Depreciation	0	0	0	0	0	0	0
Revenue £'000s	2,144	1,593	2,054	2,059	2,259	2,259	2,259
Government grants	106	67	134	135	135	135	135
Reimbursements	106	67	134	135	135	135	135
Customer & client receipts	1,935	1,404	1,816	1,819	2,019	2,019	2,019
Recharges	0	0	0	0	0	0	0
Reserves	0	122	104	105	105	105	105
Capital Funded	0	0	0	0	0	0	0
Council Funded Net Budget	186	843	429	453	213	162	162



EN06=E73K
HPDG grant expires June 2014(2 DC officers)

EN07=E200K;EN09=E40K
Current savings proposal DC : 2 admin, 2 end, 2 dc officers, 1 Team leader

EN11=E52K

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

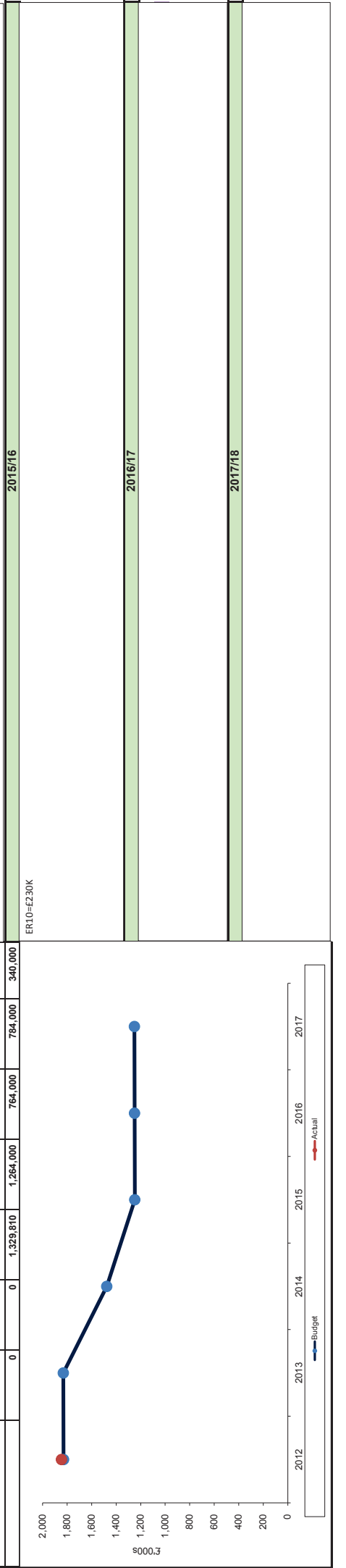
Development and Building Control

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Project Details: This is to ensure Building Control is more commercial aware in a more competitive market.	2013-14	Commercialisation of Building Control	3	2	6
Start date		End date				
Project 2	Project Title: Project Details: This is introducing mobile and home working to the teams.	2014-15	Mobile/Home working	2	2	4
Start date		End date				
Project 3	Project Title: Project Details: Introduction of CLL IT system, either M3 or bespoke bolt on.	2014-3		3	2	6
Start date		End date				
Project 4	Project Title: Project Details:					0
Start date		End date				
Project 5	Project Title: Project Details:					0
Start date		End date				
Project 6	Project Title: Project Details:					0
Start date		End date				
Project 7	Project Title: Project Details:					0
Start date		End date				
Project 8	Project Title: Project Details:					0
Start date		End date				
Project 9	Project Title: Project Details:					0
Start date		End date				
Project 10	Project Title: Project Details:					0
Start date		End date				

Environmental Health, Trading Standards & Licensing		Anticipated demand					Planning Assumptions					The Corporate strategies your service contributes to					
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2016/17		2017/18	
Enter a brief description of your main activities and objectives below		Total number of food premises					1535					Air Quality Action Plan					
Provide a proportionate, risk-based approach to the council's statutory duty to enforce Environmental Health, Trading Standards & Licensing legislation that meets national / local priorities. Ensuring a healthy, safe and fair environment by -		Total number of service requests					8000					Central Government					
• Protecting interest of consumers and businesses from rogue traders and doorstep crime		Licence/permit applications					1870					Climate Change Strategy					
• Preventing anti-social behaviour, minimise health risks and improve community safety through prevention of sales of age-restricted products		Anticipated non financial resources					20					Commercial & Trading Standards Delivery					
• maintaining food safety / hygiene / quality		Staff (FTE)					27					Crime & Disorder (partnership plan)					
• controlling infectious disease																	
• reducing the number of accidents and the level of ill-health associated with the commercial work environment																	
• improved air quality and reduced pollution																	
• developing partnerships with local businesses to help them comply with legal obligations																	
• investigating and controlling excessive noise from neighbours, alarms, construction sites																	
• considering and granting licences/permits to trade through statutory premises inspection regimes, complaint investigation, testing/ sampling/monitoring activities																	
• formal legal action for persistent/serious offenders, remove rogue traders and unfair trading practices.																	
** This is to be a shared service so plan will change during the year to reflect this																	

DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)
Expenditure	2,222	2,657	2,242	1,824	1,695	1,697	1,598	95	90	85	85	85	85
Employees	1,546	1,675	1,546	1,144	914	914	914	95	90	85	85	85	85
Premises	0	0	0	0	0	0	0	95	90	85	85	85	85
Transport	47	59	47	39	39	39	39	95	90	85	85	85	85
Supplies & Services	64	279	61	54	54	54	54	95	90	85	85	85	85
3rd party payments	97	122	99	101	102	104	105	100	220	200	200	200	200
Transfer payments	0	0	0	0	0	0	0	240	200	200	200	200	200
Support services	463	516	481	481	481	481	481	100	90	90	90	90	90
Depreciation	5	5	5	5	5	5	5	200	120	120	120	120	120
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	£325,000	£345,000	£345,000	£345,000	£350,000	£350,000
Income	393	811	411	347	347	347	347	200	120	120	120	120	120
Government grants	11	312	0	0	0	0	0	90	90	90	90	90	90
Reimbursements	65	142	65	3	3	3	3	100	95	90	90	90	90
Customer & client receipts	317	403	346	344	344	344	344	95	90	90	90	90	90
Recharges	0	0	0	0	0	0	0	95	90	90	90	90	90
Reserves	0	-46	0	0	0	0	0	95	90	90	90	90	90
Capital Funded	0	0	0	0	0	0	0	95	90	90	90	90	90
Council Funded Net Budget	1,829	1,846	1,831	1,477	1,248	1,250	1,251						

Summary of major budget etc. changes				
2014/15	2014/15	2015/16	2016/17	2017/18
Income	£350,000	£345,000	£345,000	£350,000
Expenditure	£325,000	£345,000	£345,000	£350,000
Net Budget	£25,000	£0	£0	£0

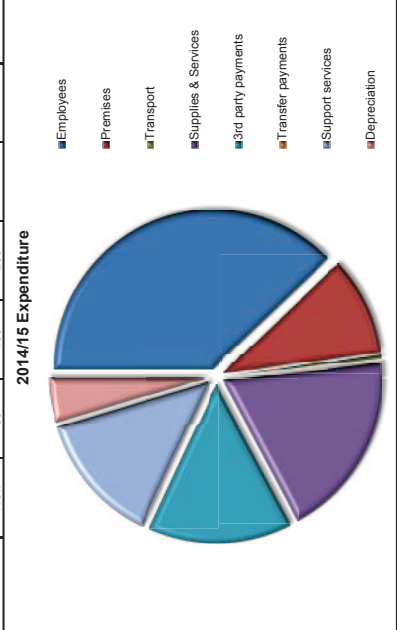
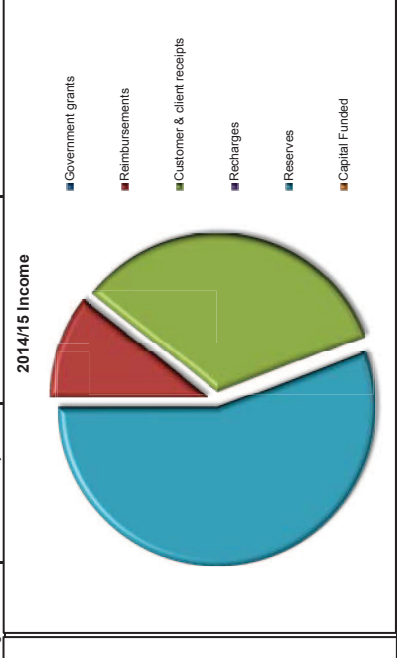


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Environmental Health, Trading Standards & Licensing

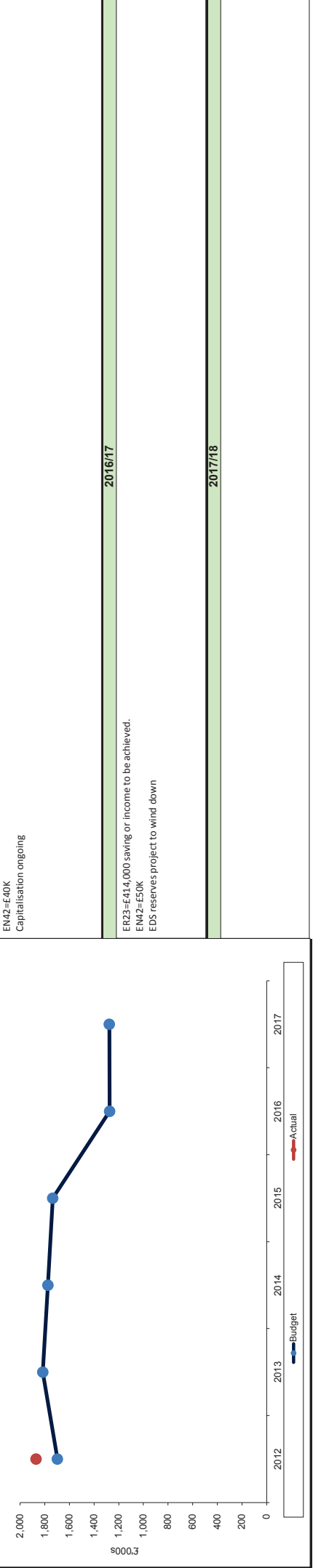
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Development of shared 'regulatory' service		To meet budget savings				0
Project 1	Project Title:					
Start date	Project Details:					
End date						
2012						
2014						
Project 2	Project Title:	Implementation of 'Flexible Working' across section				0
Start date	Project Details:					
End date						
2014						
2015						
Project 3	Project Title:	Roll-out of London-wide 'Feeding Stuffs' Protocol				0
Start date	Project Details:					
End date						
2014						
2015						
Project 4	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'				0
Start date	Project Details:					
End date						
2014						
2015						
Project 5	Project Title:	Launch 'Healthier Workplace Commitment' with Public Health England				0
Start date	Project Details:					
End date						
2014						
2015						
Project 6	Project Title:	Investigation of contaminated land at Marlowe Square				0
Start date	Project Details:					
End date						
2013						
2015						
Project 7	Project Title:	Improve Air Quality in Willow Lane Industrial Estate				0
Start date	Project Details:					
End date						
Project 8	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 9	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 10	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						

Future Merton		Planning Assumptions						The Corporate strategies your service contributes to					
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Enter a brief description of your main activities and objectives below		Population						Asset Management Plan					
To deliver the council's regeneration plans, prioritising areas for regeneration and investment and to:		Actual businesses in borough						Road Safety Plan					
<ul style="list-style-type: none"> develop new spatial planning policies to support regeneration objectives develop site assembly requirements to support regeneration and development objectives develop sustainable development policies to support Merton's commitment to carbon reduction develop urban design frameworks to support regeneration 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 attract developer and inward investment, public sector funding and support to deliver our regeneration. 		Planning / Regen caseload						Open Spaces Strategy Local Transport Plan Community Plan Climate Change Strategy Core Planning Strategy Economic Development Strategy Local Development Framework					
Objectives		Staff (FTE)						Main impact if indicator not met					
<ul style="list-style-type: none"> to develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm to deliver regeneration projects in Mitcham and Colliers Wood using the Mayor of London's Funding to adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (11M0). Lead on Major Planning Developments (AFC Wimbledon / YMCA / Colliers Wood Tower) LBM lead on emerging estate regeneration proposals in partnership with Circle MPH 		Anticipated non financial resources						Loss of Government grant Reputational risk Reputational risk Environmental issues Reputational risk Political risk Social exclusion Loss of income Loss of income					
Performance indicator		Performance targets (indicate if % target)						Reporting cycle					
New homes target (number per year)		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	370	320	320	411	411	411
Town centre vacancy rate (% of units vacant)		12	10	10	10	9	8	12	10	10	10	9	8
Lic. made share for walking + cycling (% inc from 35:40% base 2012)		0.00	0.40	0.2	0.2	0.2	0.2	0.00	0.40	0.2	0.2	0.2	0.2
Emissions reduction from buildings (% from 2009 baseline)		4.0	6.5	9.0	11.5	12.0	12.5	4.0	6.5	9.0	11.5	12.0	12.5
Reduction in KS1's road traffic accidents (Number of incidents)		56	54	44	39	37	34	56	54	44	39	37	34
Modal increase in cycling (% increase)		2	3	4	5	7	10	2	3	4	5	7	10
Number of new jobs created through EDS&SAP		New	150	300	450	600	0	New	150	300	450	600	0
Number of new jobs created, number that are apprentices		New	40	60	80	100	0	New	40	60	80	100	0
Number of new businesses created as part of EDS/MSSS (Cumulative)		New	50	100	200	300	0	New	50	100	200	300	0



Summary of major budget etc changes		2014/15	2015/16	2016/17	2017/18
EN41=£40K					
EN43=£60K					
Rediscover Mitcham and Colliers Wood MRF Capital Spend to increase HPDC possibly deployed to increase staff (off revenue) or achieve savings.					
Potential capital investment for Mini-Hollands - new cycle team					
Greater income from Pre-Application charging					
EN42=£40K					
Capitalisation ongoing					
ER23=£414,000 saving or income to be achieved.					
EN42=£50K					
EDS reserves project to wind down					

DEPARTMENTAL BUDGET AND RESOURCES											
	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Revenue £'000s	1,698	1,871	1,816	1,774	1,736	1,274	1,276				
Expenditure	2,927	3,140	3,198	2,681	2,683	2,271	2,273				
Employees	1,104	1,157	1,015	1,015	1,015	601	601				
Premises	126	275	289	270	270	270	270				
Transport	6	3	9	9	9	9	9				
Supplies & Services	719	610	509	509	509	509	509				
3rd party payments	555	644	751	393	395	397	399				
Transfer payments	344	378	363	363	363	363	363				
Support services	73	73	73	122	122	122	122				
Depreciation	344	378	363	363	363	363	363				
Revenue	1,229	1,269	1,282	907	947	997	997				
Government grants	218	285	118	98	98	98	98				
Reimbursements	691	362	306	306	346	396	396				
Customer & client receipts	272	602	958	505	505	505	505				
Recharges	0	0	0	0	0	0	0				
Reserves	48	48	48	48	48	48	48				
Capital Funded	0	0	0	0	0	0	0				
Council Funded Net Budget	1,698	1,871	1,816	1,774	1,736	1,274	1,276				
Capital Budget £'000s											
Regeneration Partnerships			829,860	4,280,860	1,378,000	1,037,000					
Plans and Projects			74,080	70,000							



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

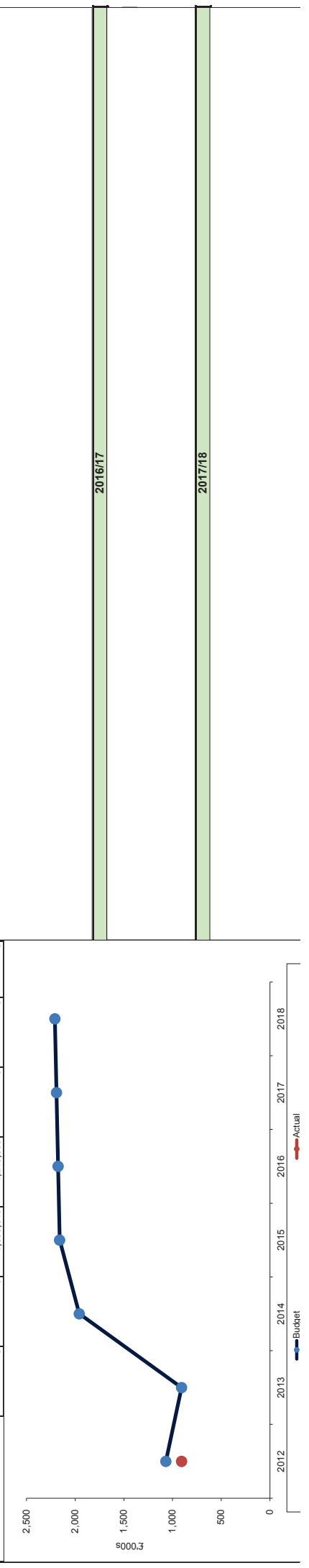
Future Merton

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Morden station planning brief, Morden public realm and Master Plan	Income generation				
Start date	2012	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		3	2	6
End date	2017					
Project 2	Project Title: Rediscover Mitcham	Improved resident well being				
Start date	2012	Revitalising Mitcham Fair Green and surrounding streets by investing in the public realm, local businesses, and transport proposals, working closely with local residents, the business community, Heritage Lottery Fund and Transport for London.		2	2	4
End date	2016					
Project 3	Project Title: Colliers Wood / South Wimbledon Planning Framework	Income generation				
Start date	2014	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)		4	2	8
End date	2019					
Project 4	Project Title: Wimbledon Greyhound Stadium	Improved efficiency of investment into the borough and make it a more attractive place to live and work				
Start date	2011	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>		3	2	6
End date	2016					
Project 5	Project Title: Invest to save: energy efficiency and generation in Merton	Income generation				
Start date	2014	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		2	2	4
End date	2018					
Project 6	Project Title: Destination Wimbledon continued - Crossrail2 and tramlink	Improved efficiency of investment into the borough and make it a more attractive place to live and work				
Start date	2014	Working with businesses, government, Network Rail and Transport for London on town centre revitalisation and public realm improvements in the context of the changes to central Wimbledon arising from Crossrail2, the improved tram service and site investment.		2	2	4
End date	2022					
Project 7	Project Title: Raynes Park Enhancement Plan continued	Improved resident well being				
Start date	2010	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		2	2	4
End date	2018					
Project 8	Project Title: EDS Merton Business Support Service	Improved economic resilience, supporting jobs and business growth				
Start date	2012	The authority to assist businesses through the current financial difficulties where possible		2	1	2
End date	2015					
Project 9	Project Title: Smarter travel: road safety	Improved resident well being				
Start date		Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.		2	2	4
End date						
Project 10	Project Title: Greening business	Improved economic resilience, supporting jobs and business growth				
Start date		Running various programmes in collaboration with Merton Chamber of Commerce, government, the Mayor of London and other business groups to assist businesses in reducing their electricity, gas and water bills and saving carbon		2	1	2
End date						

Housing Needs and Enabling Services	Planning Assumptions										The Corporate strategies your service contributes to												
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2013/14	2014/15	2015/16	2016/17	2017/18												
Cllr Nick Draper Cabinet Member for Community & Culture Enter a brief description of your main activities and objectives below To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation. To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council. The purpose of this service is to - Prevent homelessness in accordance with statutory housing law - Provide homes to people in housing need - Plan for the future delivery of housing via general conformity with the London Housing Strategy - Formulate and deliver statutory housing strategies for the borough - Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes - Maximise supply of affordable homes with registered providers and private landlords - Provide care and housing support to vulnerable adults - Relationship management between the council and stock transfer housing associations - Provide a statutory duty to enforce Environmental Health (Housing) legislation - Provide grant assistance for improvements and adaptations	Anticipated demand Housing advice, options, private tenants & landlords advice Housing register applicants Housing options casework Demand for temporary accommodation Anticipated non financial resources Housing Needs Staff (FTE) Environmental Health (Housing)										10500	10500											
	Performance indicator No. of homelessness preventions No. of households in temporary accommodation Highest no. of families in EBB Affordable homes delivered Social housing lets Rent deposit - new tenancies										550	550											
Performance targets (indicate if % target)												2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)						
2014/15 Expenditure												525	100	100	100	100	100	High	Monthly	Business critical	Increased costs		
2014/15 Income												7	7	10	10	10	10	Low	Monthly	Business critical	Increased costs		
2014/15 Income												120	150	70	40	80	30	High	Annual	Business critical	Increased costs		
2014/15 Income												420	430	410	370	390	380	High	Quarterly	Outcome	Reputational risk		
2014/15 Income												125	90	90	90	90	90	High	Annual	Outcome	Increased waiting times		

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2015/16	Budget 2016/17
Expenditure	2,230	2,533	2,790	3,308	3,248	3,265	3,282					
Employees	632	624	962	1,309	1,232	1,232	1,232					
Premises	37	22	1	38	38	38	38					
Transport	12	10	18	28	28	28	28					
Supplies & Services	230	177	190	211	214	217	220					
Transfer Payments	480	1,143	909	1,154	1,168	1,182	1,196					
3rd party payments	604	266	480	338	338	338	338					
Transfer Payments	235	291	230	230	230	230	230					
Support services	0	0	0	0	0	0	0					
Depreciation	0	0	0	0	0	0	0					
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2015/16	Budget 2016/17
Income	1,161	1,626	932	1,148	1,072	1,073	1,074					
Government grants	1,001	1,504	798	869	862	862	862					
Reimbursements	0	0	0	0	0	0	0					
Customer & client receipts	30	92	34	97	98	99	100					
Recharges	0	0	0	0	0	0	0					
Reserves	130	19	0	77	0	0	0					
Capital Funded	0	0	0	0	0	0	0					
Council Funded Net Budget	1,069	907	1,958	2,160	2,176	2,192	2,208					

Summary of major budget etc. changes												
2014/15												
2015/16												
2016/17												
2017/18												
Transfer of DfG budget from EBR £270k												
Savings - £92k												



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

Housing Needs and Enabling Services

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1		Shared lives optimisation				
Start date	2013-14	Optimise the use of Shared Lives thereby reducing the placements in residential care and associated spend by £350k each year for three years (total cost reduction of £1050k to Adult Social Care budget).		3	3	9
End date	2014-15					
Project 2		Deliver on-line self-assessment tools				
Start date	2014-15	Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre-assessment.		3	1	3
End date	2014-15					
Project 3		Maximise use of private rented sector				
Start date	2013-14	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.		2	2	4
End date	2017-18					
Project 4		Integrate Environmental Health (Housing)				
Start date	2014-15	Integrate Environmental Health (Housing) into Community & Housing and develop a suite of performance indicators.		1	3	3
End date	2014-15					
Project 5		Review Housing Register and Nominations Policy				
Start date	2014-15	Review Housing Register and Nominations Policy.		1	1	1
End date	2014-15					
Project 6		Feasibility Study: Social Enterprise Private Lettings Agency				
Start date	2014-15	Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.		3	1	3
End date	2015-16					
Project 7		DFG Process Review				
Start date	2014-15	Review process for the administration of the Disabled Facilities Grant (DFG).		1	3	3
End date	2014-15					
Project 8		Welfare Reform Mitigation				
Start date	2013-14	Contact households in the borough affected by the Benefits Cap and determine impact on homelessness and seek to prevent homelessness by working proactively to mitigate the effects.		1	2	2
End date	2014-15					
Project 9		Select one major outcome				
Start date						0
End date						
Project 10		Select one major outcome				
Start date						0
End date						

Leisure & Cultural Development		Planning Assumptions					The Corporate strategies your service contributes to		
Cllr Nick Draper Cabinet Member for Community & Culture		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Enter a brief description of your main activities and objectives below		203,247	206,038	208,822	211,569	214,229	216,806	Asset Management Plan	
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 available on offer in the borough - thus creating a universal culture and sport offer.								Children & Young person's Plan	
Implement Merton's new Culture & Sport Framework and promote this methodology as best practice across Merton and the Culture and Sport sector more widely.								Cultural Strategy	
Build a new Multi-use Games Area at the Canons, and redevelop tennis courts at St.Marks Academy								Community Plan	
Build a replacement Morden Park Pool and plan for a replacement Wimbledon Park Watersports Centre. Complete the development of the BMX track and transfer to St.Marks Academy.		17,77	15,3	15,3	15,3	15,3	15,3	Open Spaces Strategy	
Deliver Merton's contribution to major sports, arts & cultural events.		7	7	7	7	7	7	Social Inclusion Strategy	
Manage Leisure Centres & Wimbledon Theatre contracts, one public hall, a water sports centre, BMX track and all of the booking functions (pitch hire, ceremonies, allotments, activity programmes; pavilions; hall, etc). We will also contribute towards the new Health and Well-being duties.		20	20	20	20	20	20	Voluntary Sector Strategy	
Over the next four years we will transform our services by:		30	30	30	30	30	30		
● using improved technology especially in the area of online bookings, self-service, communications and sales & marketing									
● making the watersports centre technologically operational									
● renegotiate the leisure centre contract									
● 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.									
Performance indicator		Performance targets (indicate if % target)						Indicator type	Main impact if indicator not met
Income generated £ - Merton Active Plus		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	Business critical	Reduced customer service
Income £ from Watersports Centre		52,000	40,000	46,000	61,000	66,000	67,650	Output	Loss of income
Income £ from Morden Assembly Hall		358,960	375,660	392,460	402,460	412,460	422,770	Output	Loss of income
Income £ from Old Fitness Centre Participation at leisure centres		17,230	20,230	24,230	26,550	28,550	29,260	Output	Reduced customer service
External funding £ - Capital & Revenue		56,350	57,480	90,000	95,000	100,000	100,000	Quarterly	Loss of income
% of residents rating Leisure & sports facilities Good to Excellent		48.0	48.5	49.0	49.5	50.0	50.5	Annual	Reduced customer service

DEPARTMENTAL BUDGET AND RESOURCES										
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Expenditure	2,899	2,297	2,025	1,995	2,001	2,008	2,014			
Employees	837	827	690	695	687	690	692			
Premises	12	46	27	22	22	22	22			
Transport	11	8	11	8	8	8	8			
Supplies & Services	908	388	343	288	288	288	288			
3rd party payments	194	248	244	286	290	294	298			
Transfer Payments	8	2	10	5	5	5	5			
Support services	450	344	268	268	268	268	268			
Depreciation	479	430	430	433	433	433	433			
Revenue £'000s	1,640	1,095	977	1,032	1,061	1,090	1,090			
Government grants	11	7	7	0	0	0	0			
Reimbursements	560	312	43	36	41	46	46			
Customer & client receipts	448	454	500	569	593	617	617			
Recharges	621	329	427	427	427	427	427			
Reserves	0	0	0	0	0	0	0			
Capital Funded	0	0	0	0	0	0	0			
Council Funded Net Budget	1,259	1,202	1,048	963	940	918	924			
Capital Budget £'000s	0	0	0	0	0	0	0			
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Capital Budget £'000s	0	0	0	0	0	0	0			
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										
Budget	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18			
Actual										

2014/15 Expenditure

Legend: Employees (blue), Premises (red), Transport (green), Supplies & Services (purple), 3rd party payments (light blue), Transfer Payments (orange), Support services (dark blue), Depreciation (brown)

2014/15 Income

Legend: Government grants (blue), Reimbursements (red), Customer & client receipts (green), Recharges (purple), Reserves (light blue), Capital Funded (orange)

Summary of major budget etc changes

2014/15

EN04=£29K; EN05=£15K; EN33=£3.3K; EN35=£11K; EN36=£15K; EN38=£4K; EN35=£14K; EN36=£10K; EN37=£5K

2015/16

EN35 =£14K; EN36=£10K; EN37=£5K

2016/17

EN35=£14K; EN36=£10K; EN37=£5K

2017/18

Legend: Budget (blue circle), Actual (red circle)

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

Leisure & Cultural Development

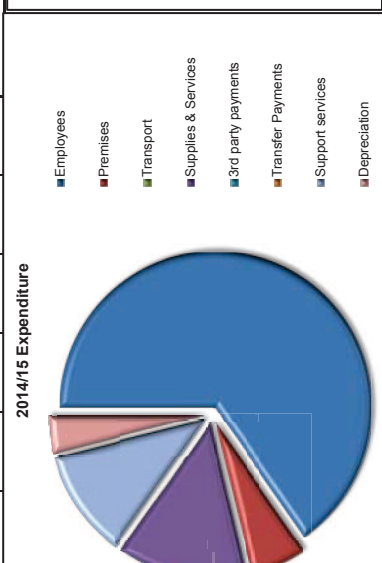
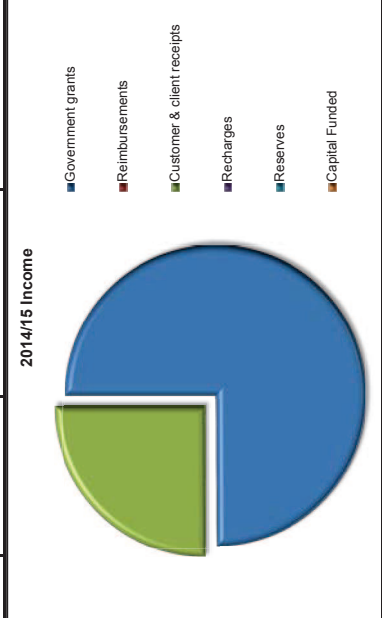
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Project 1	Project Title: Increasing participation in culture, sport and physical activity	Improved resident well being			
Start date	2014				
End date	2016-17	Develop with partners joint community programmes in the east of the borough in accordance with the Culture & Sport Framework	2	2	4
Project 2	Project Title: Increasing participation & engagement in the arts, cultural and well-being activities	Improved resident well being			
Start date	2014				
End date	2016-17	Develop and deliver in partnership with others projects and programmes which celebrate and commemorate local, national and international events.	2	2	4
Project 3	Project Title: Leisure Centres Contract	To meet budget savings			
Start date	2014				
End date	2016-17	Renegotiate the Leisure Centres Contract to generate savings	2	2	4
Project 4	Project Title: Morden Park Pool & Wimbledon Park Watersports Centre	Improved resident well being			
Start date	2014				
End date	2017-18	Deliver a replacement Morden Park Pools and create a business case to replace the existing Wimbledon Park Watersports Centre.	4	2	8
Project 5	Project Title: Implementation of Online Leisure & Cultural Bookings	More efficient way of working			
Start date	2012				
End date	2015-16	Implement the Mango online booking system for pitch, halls, pavilions, courses, events and activities. Working with IT and other service beneficiaries for a whole council approach.	2	2	4
Project 6	Project Title: Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings			
Start date	2012				
End date	2016-17	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. Also move the work of the team to cover two distinct strands of commercial and community activities.	2	2	4
Project 7	Project Title: St Mark's Academy School - Community Use	Improved resident well being			
Start date	2012				
End date	2016-17	Work with St Mark's Academy School to develop a community leisure facility increasing community use and transferring the management of the BMX track to the school.	2	1	2
Project 8	Project Title: Cultural Framework Implementation	Improved resident well being			
Start date	2012				
End date	2015-6	Launch Cultural Framework and commence delivery within that Framework.	2	1	2
Project 9	Project Title: Develop the boroughs involvement in Ride London	Improved reputation			
Start date	2012				
End date	2016-17	Deliver and develop Merton's contribution to the Ride London Event as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and required	2	2	4
Project 10	Project Title: External Funding & Inward Investment Opportunities	Income generation			
Start date	2012				
End date	2016-17	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs.	2	1	2

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

Libraries

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	E-communications Strategy 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.	Project Title: Project Details	More efficient way of working	2	2	4
Start date 2013-14 End date 2015-16						
Project 2	Heritage Project Monitor the Heritage Strategy and deliver expected outcomes. Complete Heritage Lottery Funded digitation project 'Merton Memories' and launch new heritage website. Increase income from heritage services by providing online sales facilities.	Project Title: Project Details	Improved customer satisfaction	2	2	4
Start date 2013-14 End date 2015-16						
Project 3	Stock efficiency program Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2014/15 and 2015/16. Maximise usage of e-resources.	Project Title: Project Details	Select one major outcome	2	1	2
Start date 2013-14 End date 2015-16						
Project 4	Children & Young People's projects 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.	Project Title: Project Details	Improved resident well being	2	2	4
Start date 2013-14 End date 2016-17						
Project 5	Outreach and Community Engagement plan Deliver an annual outreach plan to increase usage of libraries. Run the Public Library User Surveys (PLUS) annually. Conduct research and engagement work with under represented groups and shape services accordingly.	Project Title: Project Details	Improved customer satisfaction	2	2	4
Start date 2013-14 End date 2016-17						
Project 6	IT Projects Re-tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system.	Project Title: Project Details	Improved customer satisfaction	3	2	6
Start date 2013-14 End date 2017-18						
Project 7	Assisted digital support Increase volunteer numbers and skills in supporting customers with more complex IT needs. Increase partnership numbers to support the assisted digital agenda and link in with other council and partner services. Complete staff IT skills analysis and put development plans in place.	Project Title: Project Details	Improved resident well being	2	1	2
Start date 2013-14 End date 2015-16						
Project 8	Security services contract Re-tender of contract and on-going monitoring of current performance against contract.	Project Title: Project Details	More efficient way of working	3	2	6
Start date 2015-16 End date 2015-16						
Project 9	Library redevelopments Progress redevelopment plans where highlighted in Sites & Policies Development Plan. Investigate co-location opportunities with other council services and partners.	Project Title: Project Details	Improved customer satisfaction	3	2	6
Start date 2013-14 End date 2016-17						
Project 10	London Libraries Consortium Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.	Project Title: Project Details	More efficient way of working	3	2	6
Start date 2013-14 Projects 2017-18						

Merton Adult Education		Planning Assumptions						The Corporate strategies your service contributes to	
Cllr Martin Whetton Cabinet Member for Education		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Enter a brief description of your main activities and objectives below		1000	1000	1000	1000	1000	1000	Medium Term Financial Strategy	
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.		3000	3000	3000	3000	3000	3001	Community Plan	
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.		New	300	500	600	600	601		
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.		154	148	146	146	146	147		
Performance indicator		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(A)	2016/17(A)	2017/18(A)	Main impact if indicator not met	
Number of accredited learners		1000	1000	1000	1000	1000	1000	Business critical	
No. of personal development learners		3000	3000	3000	3000	3000	3000	Business critical	
% achievement rate		95%	96%	96%	96%	96%	96%	Government intervention	
% retention rate		87%	88%	88%	88%	88%	88%	Government intervention	
% success rate		83%	84%	84%	84%	84%	84%	Government intervention	
Income target		612890	732890	732890	732890	732890	732890	Loss of income	
Number of commercial learners		300	500	600	600	600	600	Loss of income	

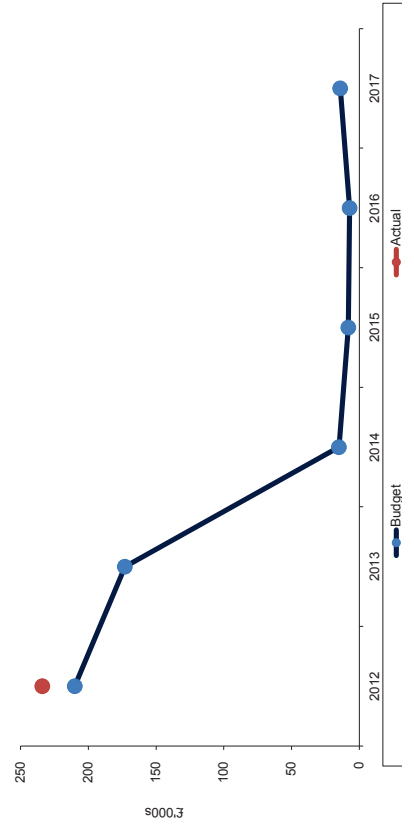


DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Budget		Budget		Budget		Budget	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2016/17	2017/18
2,994	2,698	2,673	2,615	2,508	2,507	2,514		
1,758	1,832	1,813	1,647	1,633	1,625	1,625		
164	164	141	145	147	149	151		
351	352	334	337	342	347	352		
0	0	0	0	0	0	0		
232	230	286	286	286	286	286		
86	96	96	97	97	97	97		
2,384	2,464	2,500	2,500	2,500	2,500	2,500		
1,873	1,889	1,873	1,873	1,873	1,873	1,873		
3	6	3	0	0	0	0		
564	569	624	627	627	627	627		
0	0	0	0	0	0	0		
0	0	0	0	0	0	0		
210	234	173	15	8	7	14		

Summary of major budget etc changes

2014/15	2015/16	2016/17	2017/18
£176k 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		
£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		
£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		
	Income and saving targets difficult to achieve due to the college received funding from an external source, allocations are awarded annually further reductions will impact on being able to meet saving targets.		



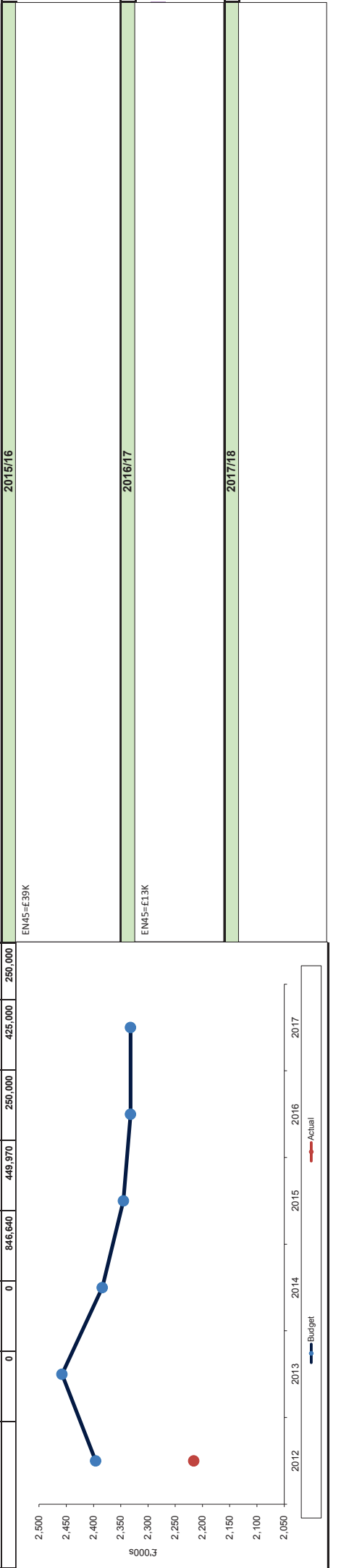
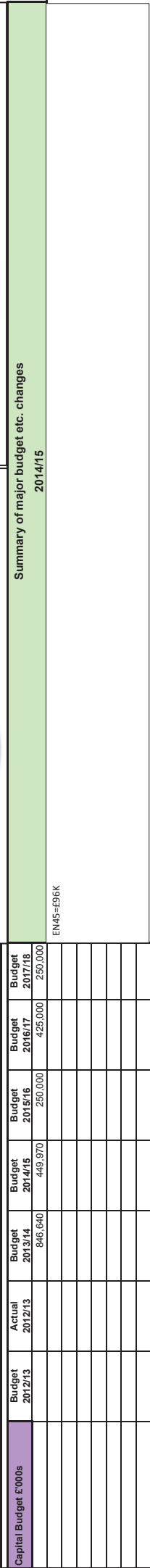
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Merton Adult Education

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Introduction of New 24+ Loans		To meet legislative requirements		3	2	6
Project 1	Project Title: Project Details:	Devise and implement an awareness raising campaign to promote the take up of the new 25+ Advanced Loans				
Start date	01/09/2013					
End date	31/07/2014					
MAE Commercial Business Plan		Income generation		3	2	6
Project 2	Project Title: 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				
Start date	01/01/2014					
End date	31/12/2015					
Widening Participation in Learning		Improved resident well being		2	1	2
Project 3	Project Title: Project Details:	Update and implement the college widening participation strategy focused on increasing participation amongst disadvantaged localities within the borough.				
Start date	01/09/2013					
End date	31/07/2015					
Accommodation Strategy		To meet legislative requirements		3	2	6
Project 4	Project Title: 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				
Start date	01/01/2014					
End date	31/07/2015					
Virtual Learning Environment Strategy		More efficient way of working		2	1	2
Project 5	Project Title: Project Details:	Outline a robust VLE model and implement a range of programmes and services via this medium				
Start date	01/01/2014					
End date	30/08/2014					
Increase the use of the E Learning Portal Moodle		More efficient way of working		2	1	2
Project 6	Project Title: 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				
Start date	01/10/2014					
End date	31/07/2015					
Adult Skills and Employability Scrutiny Action Plan Implementation		More efficient way of working		2	1	2
Project 7	Project Title: Project Details:	Implement the key skills and employability elements of the scrutiny action plan				
Start date	01/11/2013					
End date	31/03/2016					
Select one major outcome		Select one major outcome				0
Project 8	Project Title: Project Details:					
Start date						
End date						
Select one major outcome		Select one major outcome				0
Project 9	Project Title: Project Details:					
Start date						
End date						
Select one major outcome		Select one major outcome				0
Project 10	Project Title: Project Details:					
Start date						
End date						

Parks and Green Spaces		Planning Assumptions					The Corporate strategies your service contributes to						
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Anticipated demand													
Increased sport pitch demand		3%	2%	1%	1%	1%	1%						
Attendance at major community outdoor events (No. of people)		40,000	50,000	50,000	55,000	55,000	60,000						
Young people's % satisfaction with parks & green spaces		69	70	71	72	73	74						
Total LBM cemeteries income £		384,000	443,000	456,000	469,000	484,000	484,000						
Total outdoor events income £		289,000	305,000	316,000	328,000	341,000	351,000						
Number of outdoor events in parks		5	5	5	5	5	5						
Increase % income from sports bookings		110	120	130	130	130	130						
Volunteer input in parks management (No. of groups)		5	3	3.75	3.75	3.75	3						
		New	25	30	35	40	45						
Performance indicator													
Residents % satisfaction with parks & green spaces		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)						
Young peoples % satisfaction with parks & green spaces		70	71	72	73	74	75						
Total LBM cemeteries income £		384,000	443,000	456,000	469,000	484,000	484,000						
Total outdoor events income £		289,000	305,000	316,000	328,000	341,000	351,000						
Number of outdoor events in parks		5	5	5	5	5	5						
Increase % income from sports bookings		110	120	130	130	130	130						
Volunteer input in parks management (No. of groups)		5	3	3.75	3.75	3.75	3						
		New	25	30	35	40	45						
Performance targets (indicate if % target)													
Residents % satisfaction with parks & green spaces		70	71	72	73	74	75						
Young peoples % satisfaction with parks & green spaces		69	70	71	72	73	74						
Total LBM cemeteries income £		384,000	443,000	456,000	469,000	484,000	484,000						
Total outdoor events income £		289,000	305,000	316,000	328,000	341,000	351,000						
Number of outdoor events in parks		5	5	5	5	5	5						
Increase % income from sports bookings		110	120	130	130	130	130						
Volunteer input in parks management (No. of groups)		5	3	3.75	3.75	3.75	3						
		New	25	30	35	40	45						

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18
Expenditure	4,618	5,261	4,745	5,266	5,262	5,262	5,262	5,262	5,262	5,262	5,262
Employees	2,083	2,163	1,981	2,202	2,202	2,202	2,202	2,202	2,202	2,202	2,202
Premises	624	612	539	612	715	715	715	715	715	715	715
Transport	271	233	217	243	243	243	243	243	243	243	243
Supplies & Services	481	457	435	494	490	490	490	490	490	490	490
3rd party payments	1	1	1	49	49	49	49	49	49	49	49
Transfer payments	1,107	1,712	1,471	1,471	1,471	1,471	1,471	1,471	1,471	1,471	1,471
Depreciation	98	94	94	85	85	85	85	85	85	85	85
Revenue £'000s	2,222	3,045	2,287	2,882	2,817	2,930	2,930	2,930	2,930	2,930	2,930
Government grants	76	22	53	53	53	53	53	53	53	53	53
Reimbursements	225	116	44	48	48	48	48	48	48	48	48
Customer & client receipts	1,662	1,649	1,728	2,319	2,354	2,367	2,367	2,367	2,367	2,367	2,367
Recharges	259	1,140	487	487	487	487	487	487	487	487	487
Reserves	0	118	-25	-25	-25	-25	-25	-25	-25	-25	-25
Capital Funded											
Council Funded Net Budget	2,396	2,216	2,458	2,384	2,345	2,332	2,332	2,332	2,332	2,332	2,332
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18
	0	0	846,640	846,640	449,970	449,970	250,000	250,000	425,000	425,000	250,000
	0	0	846,640	846,640	449,970	449,970	250,000	250,000	425,000	425,000	250,000



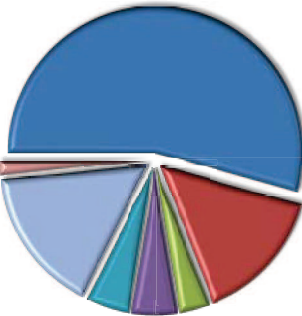
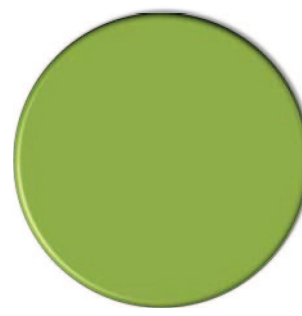
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Parks and Green Spaces

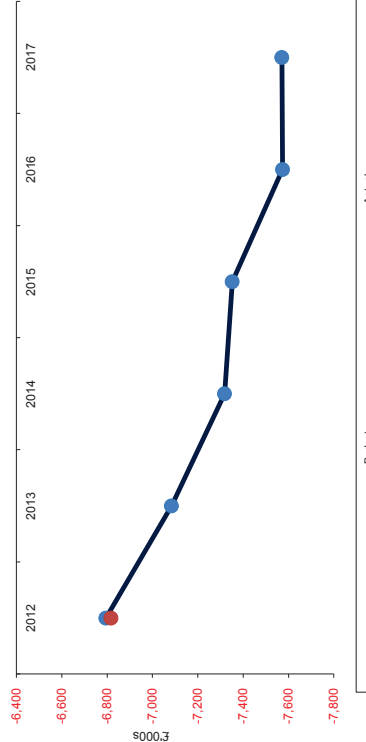
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1		Management of parks & open spaces				
Start date	2012	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups.		2	2	4
End date	Ongoing					
Project 2						0
Start date		Project Title:				
End date		Project Details:				
Project 3		Management of allotments				
Start date	2012	To increase number of allotment sites being managed by local allotment societies through self-management agreements		2	2	4
End date	Ongoing					
Project 4		Management of bowling greens				
Start date	2012	Review and transformation of the current bowls provisions in Merton		2	2	4
End date	Ongoing					
Project 5		Morley Park (development of new open space)				
Start date	2012	To review the management arrangements for the new Morley Park.		3	2	6
End date	31/12/2016					
Project 6		Car parking fees in key parks				
Start date	2012	Introduction of car parking fees in some park's car parks		4	2	8
End date	2015					
Project 7		Commercialisation of grounds and sports services				
Start date	2012	Increased commercialisation of the grounds, sports and other Greenspaces' services		2	2	4
End date	Ongoing					
Project 8		New cemetery extensions				
Start date	2012	Provision of new burial capacity across Merton's cemeteries		2	3	6
End date	31/12/2015					
Project 9		Development of new sporting hub at Joseph Hood Rec				
Start date	2012	Production and implementation of a new masterplan for Joseph Hood Recreation Ground		3	2	6
End date	31/12/2017					
Project 10		New pavilion & facilities at Dundonald Rec				
Start date	01/01/2014	Delivery of new pavilion and allied facilities at Dundonald Rec		3	2	6
End date	31/12/2015					

Cltr Judy Saunders Cabinet Member for Performance & Implementation	Planning Assumptions										The Corporate strategies your service contributes to					
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2013/14	2014/15	2015/16	2016/17	2017/18	2013/14	2014/15	2015/16	2016/17	2017/18
Anticipated demand	13,638	13,638	14,481	Not known	Not known	Not known	14,481	14,481	Not known	Not known	Not known	14,481	14,481	Not known	Not known	Not known
Number of resident permits issued	252,520	252,520	280,600	Not known	Not known	Not known	280,600	280,600	Not known	Not known	Not known	280,600	280,600	Not known	Not known	Not known
Number of visitors permits issued																
Anticipated non financial resources	68.5	71.5	72.5	85.5	Not known	Not known	72.5	72.5	85.5	Not known	Not known	72.5	72.5	85.5	Not known	Not known
Staff (FTE)	15	15	15	15	Not known	Not known	15	15	15	Not known	Not known	15	15	Not known	Not known	Not known
Transport																
Performance indicator	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
% of parking permits issued within 5-7 days	15	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Sickness- No of days per FTE (12 month rolling average)	New	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Improvement in the number of cases won at PATAS compared to previous years data expressed as a %	New	-2%	-2%	-2%	-2%	-2%	-2%	-2%	-2%	-2%	-2%	-2%	-2%	-2%	-2%	-2%
Reduction in the number of cases lost at PATAS compared to the previous years data expressed as a %																
Reduction in the number of cases where council does not contest at PATAS due to new evidence compared to the previous years data																

Revenue £'000s	DEPARTMENTAL BUDGET AND RESOURCES										2014/15 Income					
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2014/15	2015/16	2016/17	2017/18
Expenditure	4,103	4,381	4,457	4,621	4,964	4,988	4,971	90%	90%	90%	90%	TBC	High	High	High	High
Employees	2,393	2,393	2,393	2,393	2,393	2,393	2,393	90%	90%	90%	90%	TBC	High	High	High	High
Premises	1,681	1,681	1,681	1,681	1,681	1,681	1,681	90%	90%	90%	90%	TBC	High	High	High	High
Transport	121	121	121	121	121	121	121	90%	90%	90%	90%	TBC	High	High	High	High
Supplies & Services	270	270	270	270	270	270	270	90%	90%	90%	90%	TBC	High	High	High	High
Transfer payments	178	178	178	178	178	178	178	90%	90%	90%	90%	TBC	High	High	High	High
Support services	640	712	747	747	747	747	747	90%	90%	90%	90%	TBC	High	High	High	High
Depreciation	51	51	51	51	51	51	51	90%	90%	90%	90%	TBC	High	High	High	High
Revenue £'000s	10,898	11,198	11,541	11,939	12,316	12,542	12,542	New	-2%	-2%	-2%	TBC	Low	Low	Low	Low
Government grants	0	0	0	0	0	0	0	New	-2%	-2%	-2%	TBC	Low	Low	Low	Low
Reimbursements	0	153	0	0	0	0	0	New	-2%	-2%	-2%	TBC	Low	Low	Low	Low
Customer & Client receipts	10,898	11,045	11,541	11,939	12,316	12,542	12,542	New	-2%	-2%	-2%	TBC	Low	Low	Low	Low
Recharges	0	0	0	0	0	0	0	New	-2%	-2%	-2%	TBC	Low	Low	Low	Low
Reserves	0	0	0	0	0	0	0	New	-2%	-2%	-2%	TBC	Low	Low	Low	Low
Capital Funded	-6,795	-6,817	-7,084	-7,318	-7,352	-7,574	-7,571	New	-2%	-2%	-2%	TBC	Low	Low	Low	Low
Council Funded Net Budget								New	-2%	-2%	-2%	TBC	Low	Low	Low	Low
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18									



Summary of major budget etc. changes										
2014/15										
EN03=E50K	EN04=E75K	EN12=E48K	EN05=E37K	Add 12 FTEs (72.5 to 84.5 total)	ME7 grade admin officers, with introduction of ANPR camera enforcement £340K	EN02=E226K	EN03=E50K	EN04=E75K	EN12=E48K	EN05=E37K
Employees (Income budgets - 2013/14 starting points: Employees £2,421 (excluding funding of Traffic & Highways £250K)	Add 1 FTE (70.5 to 71.5 total): Customer relations manager £16K (2013/14) Employees / Income (commenced end Nov 13) and a further £31K (2014/15) for full year effect	Add 1 FTE (71.5 to 72.5 total) New CDO post £37K (full year)	Departmental inflation change £157K							
2015/16										
2016/17										
2017/18										



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

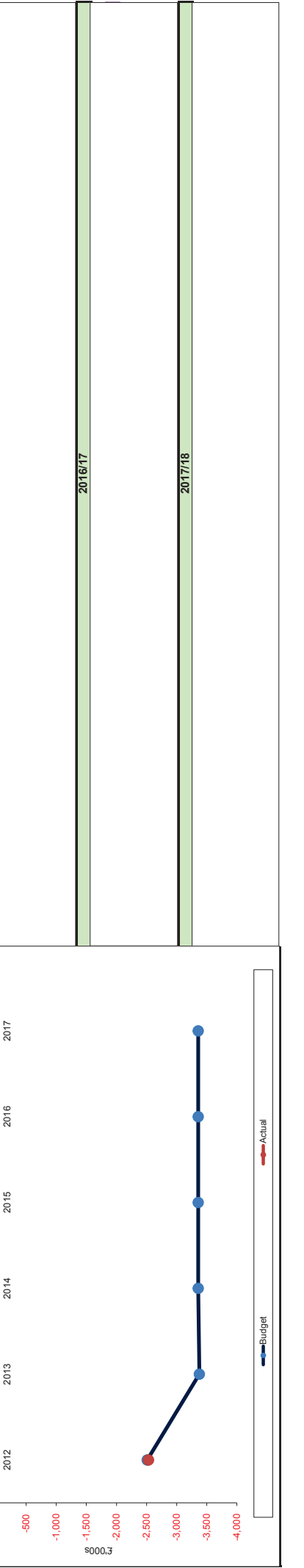
Parking

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Review the existing bus lane cameras Review the capability of the current bus lane cameras with the intention of introducing vehicle recognition cameras; this will improve the quality of enforcement and service delivery. The Vehicle Recognition cameras have to achieve approved status and this can only be given by Department for Transport.	Project Details: Improved resident well being	2	2	4	
Start date: 2014 End date: 2015						
Project 2	Project Title: Select one major outcome	Project Details: Select one major outcome			0	
Start date End date						
Project 3	Project Title: Select one major outcome	Project Details: Select one major outcome			0	
Start date End date						
Project 4	Project Title: Select one major outcome	Project Details: Select one major outcome			0	
Start date End date						
Project 5	Project Title: Select one major outcome	Project Details: Select one major outcome			0	
Start date End date						
Project 6	Project Title: Select one major outcome	Project Details: Select one major outcome			0	
Start date End date						
Project 7	Project Title: Select one major outcome	Project Details: Select one major outcome			0	
Start date End date						
Project 8	Project Title: Select one major outcome	Project Details: Select one major outcome			0	
Start date End date						
Project 9	Project Title: Select one major outcome	Project Details: Select one major outcome			0	
Start date End date						
Project 10	Project Title: Select one major outcome	Project Details: Select one major outcome			0	
Start date End date						

Property	Planning Assumptions						The Corporate strategies your service contributes to	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Capital Programme	Economic Development Strategy
<p>Property</p> <p>Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration</p> <p>Enter a brief description of your main activities and objectives below</p> <p>To ensure that all property transactions provide value for money and comply with 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 occupied property 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 no marriage applications for community assets to be listed and claims for compensation.</p> <p>Objectives</p> <ul style="list-style-type: none"> complete Asset Valuations to timetable agreed with Director of Corporate Services complete programme of property disposals to maximise capital receipts and ensure the council's accounts are in a healthy position critically examine operational property to ensure the council has the minimum necessary to support the business plan maximise revenue income by letting vacant property provide timely advice to inform regeneration projects ensure team is arranged to support objectives. 	10	2	7	8	8	8	Capital Programme	Economic Development Strategy
	The number of proposed disposals	12	10	9	8	8	Capital Programme	Economic Development Strategy
	The number of proposed rent reviews	36	30	25	21	21	Housing Strategy	Housing Strategy
	The number of commercial properties	394	394	394	394	394	Medium Term Financial Strategy	Medium Term Financial Strategy
Anticipated non financial resources	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Staff (FTE)	6	8	8	8	8	8		

Performance indicator	Performance targets (indicate if % target)						Indicator type	Reporting cycle	Polarity	Main impact if indicator not met
	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)				
Capital receipts	5.5	5	4.5	4	4	4	Business critical	Quarterly	High	Loss of income
% Vacancy rate of prop. owned by council	10	9.8	9.5	9	9	9	Outcome	Quarterly	Low	Loss of income
% Debt owed to LHM by tenants inc. businesses	New	150	150	150	150	150	Outcome	Quarterly	Low	Loss of income
Asset Valuations							Business critical	Annual	High	Breach statutory duty

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15
Expenditure	1,088	1,379	1,189	1,209	1,209	1,209	1,209				
Employees	317	268	270	270	270	270	270				
Premises	291	362	261	195	195	195	195				
Transport	0	0	0	0	0	0	0				
Supplies & Services	66	237	121	177	177	177	177				
3rd party payments	7	10	7	7	7	7	7				
Transfer payments	0	0	0	0	0	0	0				
Support services	399	477	518	518	518	518	518				
Depreciation	8	14	14	42	42	42	42				
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18				
Income	3,598	3,910	4,566	4,566	4,566	4,566	4,566				
Government grants	0	0	0	0	0	0	0				
Reimbursements	31	94	18	18	18	18	18				
Customer & client receipts	3,194	3,293	4,046	4,046	4,046	4,046	4,046				
Recharges	373	513	502	502	502	502	502				
Reserves	0	10	0	0	0	0	0				
Capital Funded	-2,610	-2,631	-3,377	-3,357	-3,357	-3,357	-3,357				
Council Funded Net Budget											
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18				
Government grants	0	0	0	0	0	0	0				
Reimbursements	0	0	0	0	0	0	0				
Customer & client receipts	0	0	0	0	0	0	0				
Recharges	0	0	0	0	0	0	0				
Reserves	0	0	0	0	0	0	0				
Capital Funded	0	0	1,016,670	1,016,670	1,016,670	1,016,670	1,016,670				



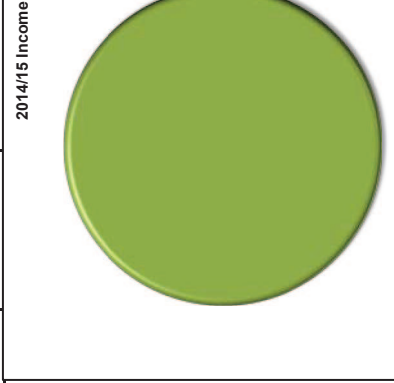
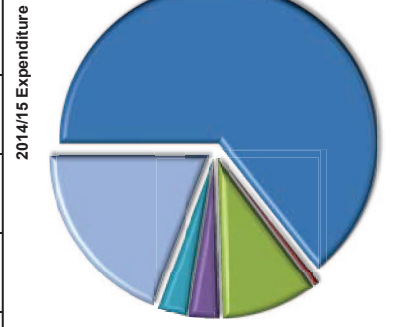
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Property

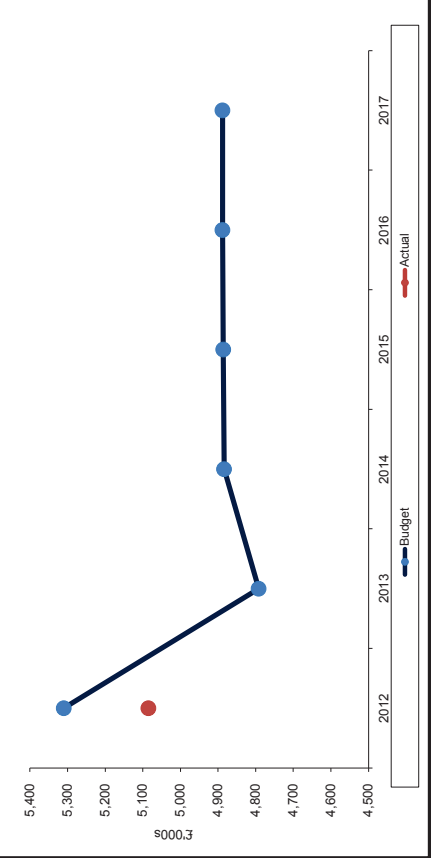
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	2012	Integrated Project Team	Income generation	2	2	4
Start date		This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental				
End date	on going					
Project 2	2012	Asset Management Plan	Income generation	1	2	2
Start date		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			Select one major outcome			0
Start date						
End date						
Project 4			Select one major outcome			0
Start date						
End date						
Project 5			Select one major outcome			0
Start date						
End date						
Project 6			Select one major outcome			0
Start date						
End date						
Project 7			Select one major outcome			0
Start date						
End date						
Project 8			Select one major outcome			0
Start date						
End date						
Project 9			Select one major outcome			0
Start date						
End date						
Project 10			Select one major outcome			0
Start date						
End date						

Street Cleaning		Planning Assumptions						The Corporate strategies your service contributes to	
Cllr Judy Saunders Cabinet Member for Performance & Implementation		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Anticipated demand		203,247	206,038	208,822	211,569	214,229	216,806	Anti Social Behaviour	
Population		80,890	80,890	81,000	81,400	81,800	82,100	Performance Management Framework	
Increased housing density								Waste Management Plan	
Anticipated non financial resources		202/13(A)	203/14	204/15	205/16	206/17	207/18		
Staff (FTE)		102	102	111	111	111	111		
Transport		26	26	26	26	26	26		
Performance indicator		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	Main impact if indicator not met	
% Residents satisfied with street cleanliness		56	58	60	62	62	63	Reputational risk	
% Sites surveyed below standard for litter		9	8.5	7.5	7	7	6	Reputational risk	
% Sites surveyed below standard for Detritus		13	12.5	12	11.5	11	10.5	Reputational risk	
% Sites surveyed below standard for graffiti		6	5.5	5.0	4.5	4.0	4	Reputational risk	
% Sites surveyed below standard for weeds		15	14.50	14.00	13.50	13.00	12	Reputational risk	
Number of fly tips reported		3500	3300	3200	3100	3000	3000	Reputational risk	
Days lost through sickness per FTE		14	12	10	10	10	9	Increased costs	
% Sites surveyed below standard for flyposting		1	1	1	1	1	1	Reputational risk	
No. Town Centre FPN's Issued		250	750	1000	1000	800	800		

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget			Budget			Budget		
			2013/14	2014/15	2015/16	2016/17	2017/18	2013/14	2014/15	2015/16	2016/17
Expenditure	5,540	5,023	5,115	5,117	5,119	5,119	5,119	5,119	5,119	5,119	5,119
Employees	3,451	3,093	3,293	3,293	3,293	3,293	3,293	3,293	3,293	3,293	3,293
Premises	20	25	24	24	24	24	24	24	24	24	24
Transport	687	613	289	492	492	492	492	492	492	492	492
Supplies & Services	167	132	167	160	160	160	160	160	160	160	160
3rd party payments	150	62	152	155	157	159	159	159	159	159	159
Transfer payments	0	0	0	0	0	0	0	0	0	0	0
Support services	1,076	1,120	991	991	991	991	991	991	991	991	991
Depreciation	5	5									
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18
Government grants	230	275	231	231	231	231	231	231	231	231	231
Reimbursements	0	0	0	0	0	0	0	0	0	0	0
Customer & client receipts	230	237	231	231	231	231	231	231	231	231	231
Recharges	0	0	0	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0	0	0	0
Capital Funded	5,310	5,085	4,792	4,884	4,886	4,886	4,886	4,886	4,886	4,886	4,886
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18
	0	0	0	0	0	0	0	0	0	0	0



Summary of major budget etc. changes											
2014/15											
2015/16											
2016/17											
2017/18											
EN15=£100K											
EN14=£100K											

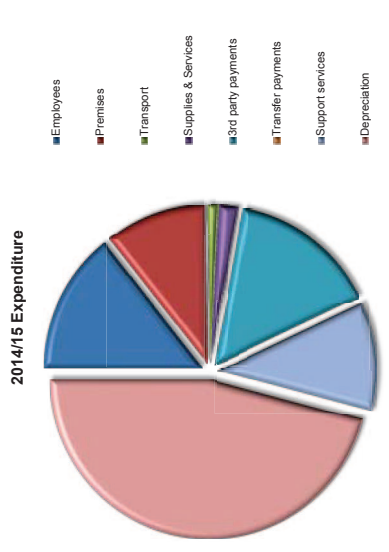
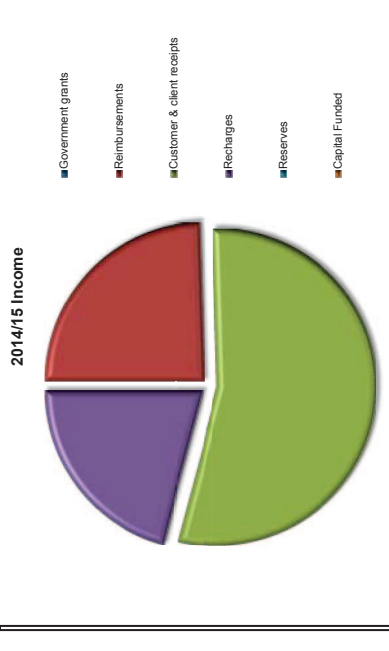


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

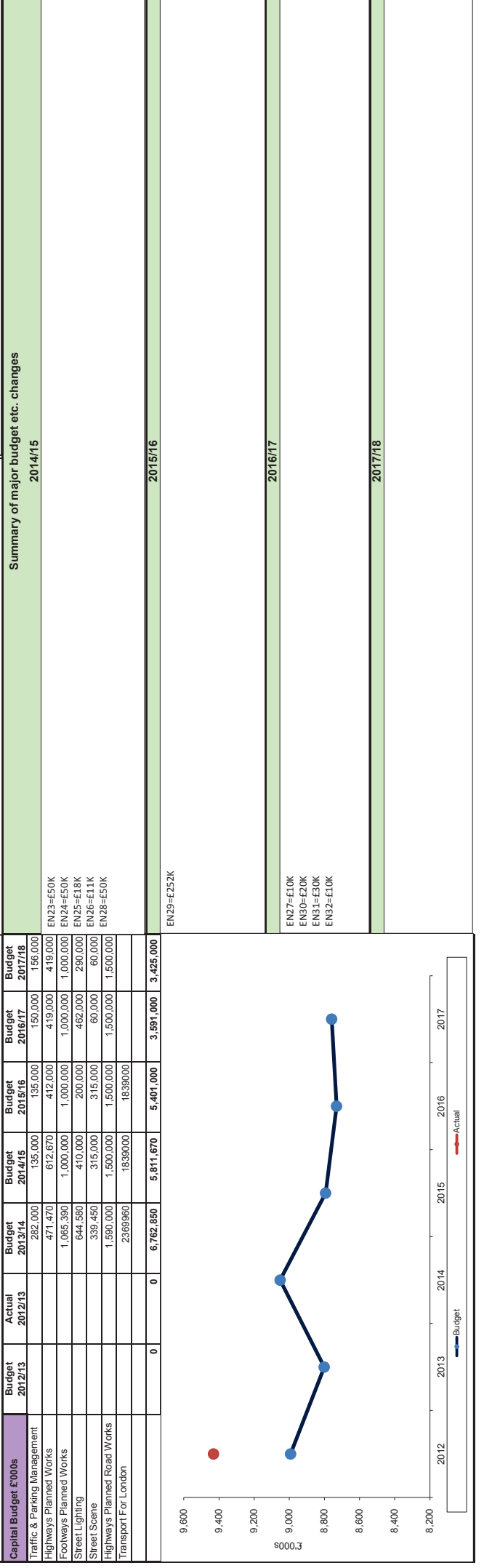
Street Cleaning

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Introduce mobile working 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.	Project Title:	More efficient way of working	2	2	4
Start date		2012				
End date	2015	Project Details:				
Project 2	Public value review of street cleansing and enforcement Implementation of agreed PVR recommendations as per the review which will take place October 12 to March 13, these will include new enforcement strategy	Project Title:	Improved customer satisfaction	2	2	4
Start date		2013				
End date	2014	Project Details:				
Project 3	Introduce timed commercial waste collections in town centres Introduce time banded waste collections in town centres starting with Wimbledon town centre	Project Title:	To meet legislative requirements	2	2	4
Start date		2013				
End date	2015	Project Details:				
Project 4	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 5	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 6	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 7	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 8	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 9	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 10	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				

Clr Andrew Judge Cabinet Member for Sustainability & Regeneration	Highways					Planning Assumptions					The Corporate strategies your service contributes to									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Enter a brief description of your main activities and objectives below	Streetlights																			
The service discharges the council's responsibilities as a Highway, Traffic and Parking Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 streetlights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.	Maintenance of trees																			
	Network Maintenance and Improvement																			
The main aims of the service are: <ul style="list-style-type: none"> ensure the safe and expeditious movement of all traffic on the Highway Network. improve the Public Realm. improve the quality of life of local residents improve the quality of life of local residents The overall objectives of the Service is to effectively manage the highway network and to ensure that this network is safe and serviceable for all road users. The specific objectives for 2013/14 is to reduce the Council's Street Lighting energy costs and Carbon footprint. The Council began operating the London Permit Scheme in January 2013 to manage road work activities on the public highway. 11,650 permits are expected to be granted per year.	Streetwork Permits issued																			
	Anticipated non financial resources																			
Staff (FTE)																				
38.7																				
40.5																				
Performance targets (indicate if % target)																				
Performance indicator <small>(New for 2014 onwards) %age of out of light lamp columns repaired within 5 days</small>	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met				
	100	100	100	100	100	100	85	87	89	91	93	93					High	Quarterly	Quality	Reduced customer service
	98	98	98	98	98	98	98	98	98	98	98	98					High	Monthly	Quality	Increased costs
	30	32	35	37	38	38	30	32	35	37	38	38					High	Monthly	Quality	Loss of income
% of jobs completed where no Fixed Penalty Notice issued	96	96	98	99	99	99	96	96	98	99	99	99	High	Quarterly	Unit cost	Loss of income				
% of Condition Surveys completed on time	80%	90%	92%	95%	95%	95%	80%	90%	92%	95%	95%	95%	High	Annual	Quality	Increased costs				



DEPARTMENTAL BUDGET AND RESOURCES		2013/14		2014/15		2015/16		2016/17		2017/18	
Revenue £'000s	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Expenditure	11,443	12,113	11,420	11,718	11,459	11,407	11,435	11,407	11,407	11,407	11,435
Employees	1,927	1,692	1,622	1,602	1,602	1,405	1,405	1,405	1,405	1,405	1,405
Premises	1,210	1,292	1,274	1,208	1,208	1,178	1,178	1,178	1,178	1,178	1,178
Transport	105	125	128	131	131	131	131	131	131	131	131
Supplies & Services	497	252	252	228	228	206	206	206	206	206	206
3rd party payments	2,048	2,473	1,914	1,783	1,811	1,809	1,837	1,809	1,809	1,837	1,837
Transfer payments	0	0	0	0	0	0	0	0	0	0	0
Support services	1,322	1,633	1,294	1,294	1,294	1,294	1,294	1,294	1,294	1,294	1,294
Depreciation	4,936	4,936	4,936	5,384	5,384	5,384	5,384	5,384	5,384	5,384	5,384
Revenue £'000s	2,451	2,662	2,619	2,666	2,666	2,676	2,676	2,676	2,676	2,676	2,676
Income	125	189	0	0	0	0	0	0	0	0	0
Government grants	802	624	624	654	654	664	664	664	664	664	664
Reimbursements	859	974	1,436	1,453	1,453	1,453	1,453	1,453	1,453	1,453	1,453
Customer & client receipts	665	665	665	665	665	665	665	665	665	665	665
Recharges	250	250	250	250	250	250	250	250	250	250	250
Reserves	0	0	0	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0	0
Council Funded Net Budget	8,922	9,431	8,922	8,922	8,922	8,731	8,731	8,731	8,731	8,731	8,731



EN23=£50K
EN24=£50K
EN25=£18K
EN26=£11K
EN28=£50K
EN29=£252K
EN27=£10K
EN30=£20K
EN31=£30K
EN32=£10K

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

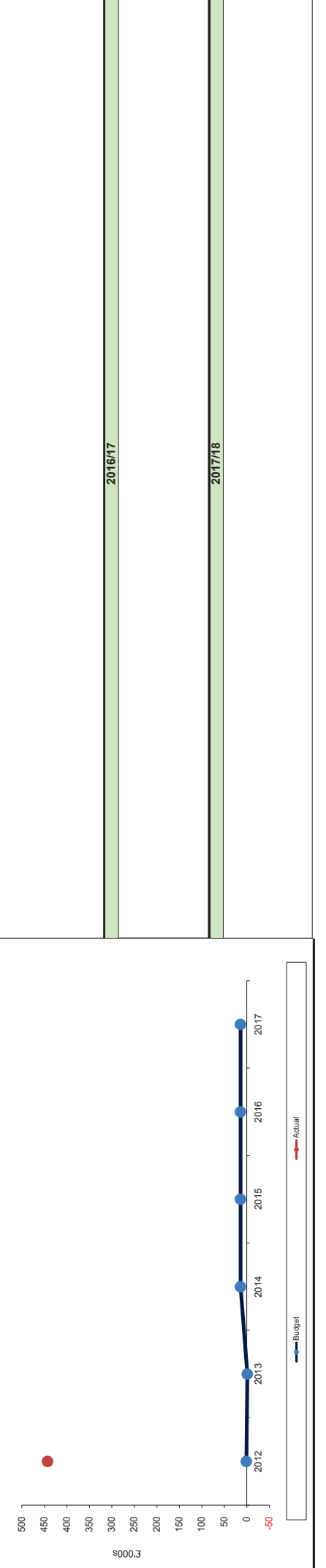
Highways

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Flood and Water Management Schemes	To meet legislative requirements				
Start date	2013	Development and adoption of Local Flood Risk Management Strategy		1	1	1
End date	2014					
Project 2	Project Title: Delivery of Mitcham Town Centre scheme	Improved customer satisfaction				
Start date	2013	Major improvement to road network around Mitcham Town Centre		4	3	12
End date	2015-16					
Project 3	Project Title: Ride London	Improved customer satisfaction				
Start date	2014	Delivery of London - Surrey Cycle Road Race		1	1	1
End date	2014					
Project 4	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						
Project 5	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						
Project 6	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						
Project 7	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						
Project 8	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						
Project 9	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						
Project 10	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						

CILR Andrew Judge Cabinet Member for Sustainability & Regeneration	Transport - Passenger Fleet Service		Planning Assumptions					Anticipated demand		The Corporate strategies your service contributes to							
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	2012/13(A)	2013/14	2014/15	2015/16	2016/17	2017/18	Children & Young persons Plan	Community Plan	Social Inclusion Strategy	Local Transport Plan
Enter a brief description of your main activities and objectives below								93,500	85,000	80,000	80,000	80,000	80,000	Children & Young persons Plan	Community Plan	Social Inclusion Strategy	Local Transport Plan
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.								61,700	70,000	70,000	70,000	70,000	Children & Young persons Plan	Community Plan	Social Inclusion Strategy	Local Transport Plan	
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.								220	200	200	200	200	Children & Young persons Plan	Community Plan	Social Inclusion Strategy	Local Transport Plan	
Anticipated non financial resources								86	87	87	87	87	Children & Young persons Plan	Community Plan	Social Inclusion Strategy	Local Transport Plan	
Staff (FTE)								51	46	46	46	46	Children & Young persons Plan	Community Plan	Social Inclusion Strategy	Local Transport Plan	
Transport													Children & Young persons Plan	Community Plan	Social Inclusion Strategy	Local Transport Plan	

Performance indicator	Performance targets (indicate if % target)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)				
% MOT Vehicle pass rate	95	95	95	95	95	High	Quarterly	Outcome	Reduced customer service
Average % Passenger vehicles in use	65	65	65	70	70	High	Quarterly	Unit cost	Increased costs
% In house journey that meet timescales	85	85	85	85	85	High	Quarterly	Outcome	Increased costs
% Client user satisfaction	97	97	97	97	97	High	Annual	Outcome	Reduced uptake of service

DEPARTMENTAL BUDGET AND RESOURCES										
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	3,653	4,326	3,794	3,055	3,055	3,055	3,055	500,000	500,000	500,000
Employees	1,686	1,920	1,663	1,446	1,446	1,446	1,446			
Premises	49	39	34	42	42	42	42			
Transport	735	1,151	915	1,061	1,061	1,061	1,061			
Supplies & Services	35	80	63	57	57	57	57			
2nd party payments	0	0	0	0	0	0	0			
Transfer payments	0	0	0	0	0	0	0			
Support services	1,148	1,136	1,119	449	449	449	449			
Depreciation	0	0	0	0	0	0	0			
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2015/16	Budget 2016/17	Budget 2017/18
Income	3,652	3,883	3,795	3,041	3,041	3,041	3,041	500,000	500,000	500,000
Government grants	0	0	0	0	0	0	0			
Reimbursements	0	0	0	0	0	0	0			
Customer client receipts	2,575	2,787	2,713	3,041	3,041	3,041	3,041			
Recharges	1,077	1,096	1,082	0	0	0	0			
Reserves	0	0	0	0	0	0	0			
Capital Funded	0	0	0	0	0	0	0			
Council Funded Net Budget	1	443	-1	14	14	14	14			



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

Transport - Passenger Fleet Service

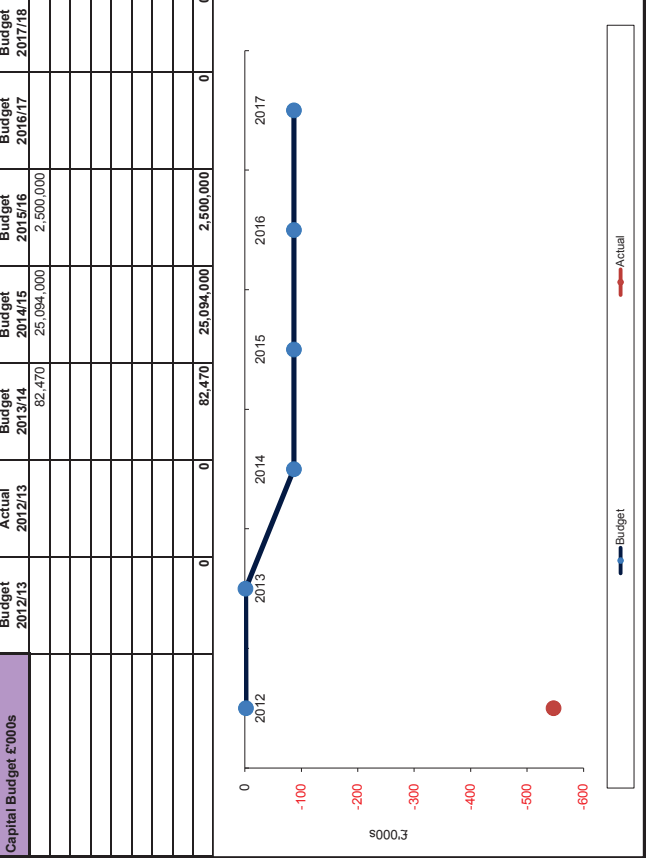
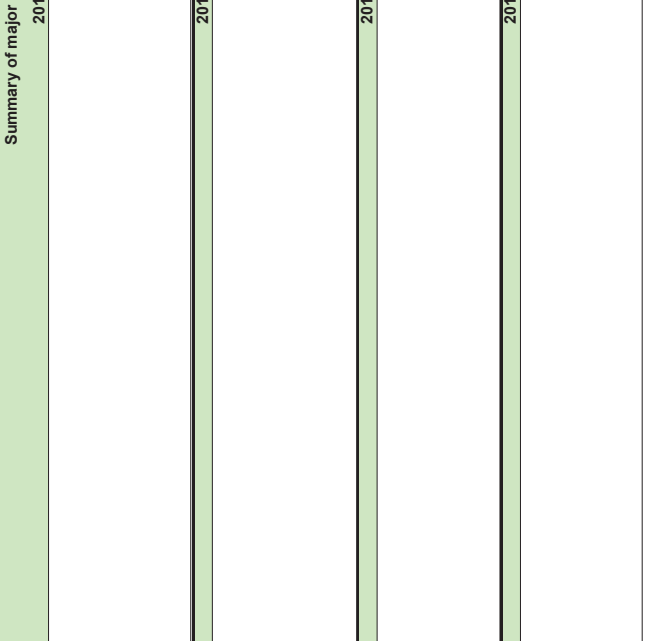
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Closer working with Merton Community Transport Project Details: Closer working with the voluntary sector has been identified as an objective to improve services. We are looking at ways to better cooperate 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
2012 on going						
Project 2	Project Title: Tachograph Facility 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 are investigating the viability of operating an in house repair centre that could both repair LB Merton Vehicles as well as taking on 3rd party work.	Income generation		2	2	4
2012 2014-15						
Project 3	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 4	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 5	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 6	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 7	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 8	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 9	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 10	Project Title: Project Details:	Select one major outcome				0
Start date End date						

Transport - Commissioning		Planning Assumptions							The Corporate strategies your service contributes to				
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2016/17	2017/18				
Enter a brief description of your main activities and objectives below		Anticipated demand		Anticipated resources				Main impact if indicator not met					
To provide a comprehensive effective passenger transport service, in support of the user departments such as Children Schools & Families and Community & Housing. Providing self drive vehicles for in-house departments Waste Operations, Leisure, Parking and the rest of the council who use transport associated services. Objectives Ensuring that the service provides effective value for money while still meeting customers expectations. Procurement of goods & services for the workshop area. Procurement for replacement vehicles		CSF Passenger Journeys - Contractors		162000	95000	95000	95000	95000	95000	Capital Programme			
		CSF Passenger Journeys - In-House		61700	70000	70000	70000	70000	70000	70000	Children & Young person's Plan		
Ensuring that the service provides effective value for money while still meeting customers expectations. Procurement of goods & services for the workshop area. Procurement for replacement vehicles		C&H Passenger Journeys - Contractors		48000	48000	50000	50000	50000	50000	Adult Treatment Plan			
		C&H Passenger Journeys - In-House		93500	85000	85000	80000	80000	80000	80000	Customer Services Strategy		
Anticipated non financial resources		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2016/17	2017/18				
Voluntary Services		34	34	34	34	34	34	34	34				
Staff (Apprentices)		8	9	9	9	9	9	9	9				
Transport		220	192	192	192	192	192	192	192				
Select anticipated resources		34	34	34	34	34	34	34	34				
Performance indicator		Performance targets (indicate if % target)						Indicator type		Reporting cycle		Polarity	
		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)						
Spot checks on contractors		30	50	50	50	50	50	High		Monthly		Business critical	
% Turn around of Req forms - 3 days		90	90	95	95	95	95	High		Quarterly		Outcome	
% Turn around of Req forms - 10 days (complex clients)		90	90	95	95	95	95	High		Quarterly		Outcome	

DEPARTMENTAL BUDGET AND RESOURCES			
Revenue £'000s	Actual	Budget	Budget
	2012/13	2013/14	2014/15
Expenditure	4,252	4,549	5,421
Government grants	309	366	389
Reimbursements	50	57	46
Customer & client receipts	2,196	2,330	4,431
Recharges	18	33	38
Reserves	1,055	1,174	92
Capital funded	514	515	425
Income	4,254	4,550	5,508
Government grants	0	0	0
Reimbursements	3	41	911
Customer & client receipts	3,881	4,652	4,597
Recharges	670	683	0
Reserves	0	0	0
Capital funded	0	0	0
Council Funded Net Budget	-2	-547	-87

DEPARTMENTAL BUDGET AND RESOURCES			
Revenue £'000s	Actual	Budget	Budget
	2012/13	2013/14	2014/15
Expenditure	4,252	4,549	5,421
Government grants	309	366	389
Reimbursements	50	57	46
Customer & client receipts	2,196	2,330	4,431
Recharges	18	33	38
Reserves	1,055	1,174	92
Capital funded	514	515	425
Income	4,254	4,550	5,508
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Reimbursements	3	41	911
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Capital funded	0	0	0
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DEPARTMENTAL BUDGET AND RESOURCES			
Revenue £'000s	Actual	Budget	Budget
	2012/13	2013/14	2014/15
Expenditure	4,252	4,549	5,421
Government grants	309	366	389
Reimbursements	50	57	46
Customer & client receipts	2,196	2,330	4,431
Recharges	18	33	38
Reserves	1,055	1,174	92
Capital funded	514	515	425
Income	4,254	4,550	5,508
Government grants	0	0	0
Reimbursements	3	41	911
Customer & client receipts	3,881	4,652	4,597
Recharges	670	683	0
Reserves	0	0	0
Capital funded	0	0	0
Council Funded Net Budget	-2	-547	-87



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

Transport - Commissioning

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

Waste Management				Planning Assumptions				The Corporate strategies your service contributes to			
Cllr Judy Saunders Cabinet Member for Performance & Implementation				2012/13				2016/17			
Enter a brief description of your main activities and objectives below				2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2016/17	2017/18
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.				203,247	206,038	206,822	211,569	214,229	216,806	214,229	216,806
Objectives				80,890	80,890	81,000	81,400	81,800	82,100	81,800	82,100
<ul style="list-style-type: none"> 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. 				71,000							
Anticipated non financial resources				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Staff (FTE)				97	97	97	97	97	97		
Transport				33	31	31	29	29	29		

Performance indicator		Performance targets (indicate if % target)								Polarity		Reporting cycle		Indicator type		Main impact if indicator not met	
		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2017/18(E)	2017/18(E)								
% Household waste recycled		40	42	43	44	45	45	45		High	Monthly	Business critical	Reputational risk				
% Residents satisfied with refuse collection		525	512	504	496	483	483	483		High	Annual	Perception	Reputational risk				
Residual waste kg per household pa		49	48	47	46	46	46	46		Low	Monthly	Outcome	Increased costs				
% Municipal solid waste landfilled		70	60	55	50	45	45	45		Low	Monthly	Outcome	Increased costs				
Number of missed bins per 100,000		875	874	873	872	868	868	868		Low	Monthly	Outcome	Reduced customer service				
Total waste arising from households		14	12	10	10	9	9	9		Low	Quarterly	Outcome	Reputational risk				
Days lost from through sickness per FTE		70	73	76	79	79	79	79		High	Annual	Perception	Reputational risk				
% Residents satisfied with recycling facilities										High	Annual	Output	Reduced customer service				

2014/15 Expenditure				2014/15 Income			
Category	2014/15(A)	2014/15(E)	2014/15(A)	Category	2014/15(A)	2014/15(E)	2014/15(A)
Employees				Government grants			
Premises				Reimbursements			
Transport				Customer & client receipts			
Supplies & Services				Recharges			
3rd party payments				Reserves			
Transfer payments				Capital Funded			
Support services							
Depreciation							

Summary of major budget etc changes				
Year	Budget	Actual	Diff	% Diff
2012	15,000	15,000	0	0%
2013	15,000	15,000	0	0%
2014	15,000	15,000	0	0%
2015	15,000	15,000	0	0%
2016	15,000	15,000	0	0%
2017	15,000	15,000	0	0%
2018	15,000	15,000	0	0%

EN17=E1,489K
 EN18=E135K
 EN19=E295K
 EN20=E60K
 EN21=E50K
 EN16=66K

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

Waste Management

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	2012	Project Title: South London waste partnership (phase B) 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.	More efficient way of working	2	4	8
	2014					
Project 2	2013	Project Title: Improved enforcement regime to support time-banding in town centres 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
	2014					
Project 3	2014	Project Title: Mobile technology including GPS and in cab monitors		3	2	6
	2015					
Project 4	2015	Project Title: Double shift garden waste collection vehicles reduce 2 x vehicles Issues with disposal licences may cause a delay to the commencement date of this project.		3	2	6
	2016					
Project 5		Project Title:				0
		Project Details:				
Project 6		Project Title:				0
		Project Details:				
Project 7		Project Title:				6
		Project Details:				
Project 8		Project Title:				6
		Project Details:				
Project 9		Project Title:				0
		Project Details:				
Project 10		Project Title:				0
		Project Details:				

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