

## **Committee: Cabinet**

**Date: 17 February 2014**

### **Agenda item:**

**Wards:** All  
**Subject:** Business Plan 2014-18

**Lead officer:** Caroline Holland, Director of Corporate Services

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

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

**Contact officer:** Paul Dale

### **Urgent report:**

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2014/15 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2014-2018. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 5 March 2014 and set a Council Tax as appropriate for 2014/15.

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### **Recommendations:**

1. That Cabinet considers and agrees the response to the Overview and Scrutiny Commission and amends the Medium Term Financial Strategy (MTFS) accordingly as appropriate for Council in March 2014;
2. That the Cabinet resolves that, having considered all of the information in this report and noted the positive assurance statement given by the Director of Corporate Services based on the proposed strategy, the Council Tax in 2014/15, equating to a Band D Council Tax of £1,102.26 be approved and recommended to Council for approval. This represents a Council Tax freeze.
3. That the Cabinet considers all of the latest information and the comments from the scrutiny process, and makes recommendations to Council as appropriate
4. That Cabinet resolves that the Business Plan 2014-18 including the General Fund Budget and Council Tax Strategy for 2014/15, and the Medium Term Financial Strategy (MTFS) for 2014-2018 as submitted, be

approved and recommended to Council for approval subject to any proposed amendments agreed at this meeting;

5. That the Cabinet resolves that, having considered all of the latest information and the comments from the scrutiny process, the Capital Investment Programme (as detailed in Annex 1 to the Capital Strategy); the Treasury Management Strategy (Section 5), including the detailed recommendations in that Section, incorporating the Prudential Indicators and the Capital Strategy (Appendix 12) as submitted and reported upon be approved and recommended to Council for approval, subject to any proposed amendments agreed at this meeting;
6. That Cabinet notes that the GLA precept will not be agreed by the London Assembly until the 14 February, but the provisional figure has been incorporated into the draft MTFS
7. That Cabinet note that there may be minor amendments to figures in this report as a result of new information being received after the deadline for dispatch and that this will be amended for the report to Council in March
8. That Cabinet, in respect of the new business rates reliefs announced in the Autumn statement 2013, agree the Retail Property Discount Policy and the Retail Premises Re-Occupation Policy set out in Appendices 12(a) and 12(b)

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## 1. Purpose of report and Executive Summary

- 1.1 This report summarises the work that has been undertaken since April 2013 towards formulating the Business Plan 2014-18 including the Budget for 2014/15, Medium Term Financial Strategy 2014-18 and Capital Strategy 2014-18. It describes the steps taken to ensure that business planning is integrated with financial planning. It sets out details of how the budget has been structured to ensure that a balanced budget is set for 2014/15 and progress towards a balanced budget over the medium term. A separate section is provided for Schools budgets.
- 1.2 The report sets out the draft Capital Programme 2014-2018. It details the work that has been undertaken to produce a programme that is aligned with business planning requirements and also integrated with the revenue budget.
- 1.3 The Medium Term Financial Strategy (MTFS) is updated to reflect the Council's anticipated financial outlook over the period 2014-2018.
- 1.4 The Cabinet is being invited to consider the various responses from scrutiny bodies to the draft budget proposals as set out in a separate report on the agenda for this meeting. The Overview and Scrutiny Commission and panels considered the budget savings proposals agreed by Cabinet on 9 December 2013 and the Overview and Scrutiny

Commission also considered the additional information provided in the report to Cabinet on 20 January 2014.

## 2. **Introduction**

- 2.1 At this Cabinet meeting, Members are presented with reports that provide a comprehensive presentation of all issues relevant to the formulation of the Council's Business Plan for the period 2014-2018.
- 2.2 The report includes details about the General Fund revenue budget and explains how this information has been used to produce a draft budget and Council Tax levy.
- 2.3 The Council's Business Plan 2014-18 consists of a number of key elements and the report is structured into five sections for ease of reference :-
- Section 1: Business Plan 2014-18 including the Medium Term Financial Strategy, the overarching financial strategy, which brings together individual elements of the budget and reviews the strategic aims and key issues and assumptions.
  - Section 2: The General Fund Revenue Budget and Council Tax strategy;
  - Section 3: Schools budgets – funded by Dedicated Schools Grant (DSG)
  - Section 4: The Capital Programme and the Capital Strategy;
  - Section 5: The Treasury Management Strategy

## 2.4 The Scrutiny Function

- 2.4.1 The Overview and Scrutiny Commission and Panels considered the draft capital programme 2014-18 during the November 2013 cycle of meetings and feedback from this scrutiny process was considered by Cabinet on 9 December 2013. Cabinet considered revenue savings proposals at its meeting on 9 December 2013 and referred them, along with the capital programme and service plans, to the Overview and Scrutiny Panels and Commission for consideration during the January 2014 cycle of meetings.

During the January 2014 cycle of meetings the available details relating to the MTFs, revenue and capital budgets and the Business Plan have been considered by the Scrutiny Panels on the following dates:-

Sustainable Communities Overview & Scrutiny Panel	9 January 2014
Children and Young People Overview & Scrutiny Panel	14 January 2014
Healthier Communities & Older People Overview & Scrutiny Panel	15 January 2014
Overview and Scrutiny Commission	30 January 2014

## 2.5 Feedback from Scrutiny Process

A summary of findings and recommendations from the Overview and Scrutiny Commission is provided in a comprehensive report on the scrutiny of the Business Plan 2014-18 as a separate report on the agenda for this meeting. Appendix 2 to this report provides a response to the Overview and Commission.

2.6 This report incorporates the outcome of the final Local Government Finance Settlement. Appendix 1 provides the Council Tax resolutions.

2.7 The meeting of the Council, to set the Council Tax and General Fund budget (revenue and capital) for 2014/15, and agree the Business Plan 2014-18 including the MTFs, will be on 5 March 2014.

2.8 Delivery of the Business Plan, including the budget and service plans, will be monitored throughout the year in line with the corporate Performance Management Framework.

## 3. **Business Planning**

3.1 Further information about the Business Plan 2014-18 is included in Section 1 of this report.

3.2 The financial impact of the Business Plan is reflected in the budget proposals in this report.

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

4.1 All relevant implications are included in the report with further details in the appendices.

## 5. **Legal and statutory implications**

5.1 The Local Government Act 2003 requires the Chief Finance Officer to report to Council as part of the budget process on the robustness of the estimates and the adequacy of the proposed financial reserves. The Council is required by the Local Government Finance Act 1992 to make specific estimates of gross revenue expenditure and anticipated income leading to the setting of the overall budget and council tax. The amount of council tax must be sufficient to meet the council's legal and financial

commitments, ensure the proper discharge of its statutory duties and lead to a balanced budget.

- 5.2 The Localism Act 2011 amended the legislation regarding the calculation of council tax. It also provides for a council tax referendum to be held if an authority increases its relevant basis amount of council tax in excess of principles determined by the Secretary of State. The Secretary of State has ruled that most principal authorities, which includes Merton council, proposing increases which exceed 2% or more will need to hold a referendum.
- 5.3 In considering the budget for 2014/15, members must consider the on-going duties under the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; and advance equality of opportunity between people who share a protected characteristic and those who do not; and foster good relations between those who share a protected characteristic and those who do not. Members must consider how the decisions will contribute to meeting these duties in light of other relevant circumstances such as economic and practical considerations.
- 5.4 The Council's processes for the development and adoption of the budget are set out in the Budget and Policy Framework Procedure Rules contained in Part 4C of the Constitution.

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

- 6.1 In identifying spending reductions, services where at all feasible, have sought to minimise the impact of the reductions on traditionally disadvantaged groups. The proposed budget reflects the Council's spending priorities for the year and the Council's core commitment to equal opportunities in employment and service delivery. The Council has a corporate policy of endeavouring to redeploy staff affected by reorganisation and other staffing changes. Every effort is therefore made to redeploy any staff affected by spending reductions.
- 6.2 A number of meetings with Staff Side have taken place and they have been advised of the Council's savings proposals and consultation is ongoing.
- 6.3 It is anticipated that the Budget will be set at a level which enables the Council to continue to be Human Rights compliant.
- 6.4 Equality and community issues are also addressed in savings proposals. Equalities impact assessments of savings proposals have been provided and these were discussed at Scrutiny meetings.

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

- 7.1 Each saving proposal has been assessed in terms of service impact and reputational impact and these have been included in reports to the Scrutiny Panels.
- 7.2 In setting the budget the level of risk has been an important factor in setting the assumptions on which the overall budget is based. The level of reserves and balances, as well as the level of contingencies available have been taken into account as well as an assessment of pressures identified as part of current year monitoring. Account has also been taken, as far as possible, of the likely impact of expected legislative and technical changes.
- 7.3 Risk management and health and safety implications were considered as part of the Capital Strategy.

## **8. Consultation undertaken or proposed**

- 8.1 Regular reports have been made on progress on the Business Plan to Cabinet on 16 September 2013, 21 October 2013, 11 November 2013, 9 December 2013, and 20 January 2014.
- 8.2 In addition, Scrutiny Panels and the Overview and Scrutiny Commission have had two rounds of scrutiny on the proposed budget and Business Plan;
- 8.3 In accordance with statute, consultation is taking place with business ratepayers and a meeting has been arranged for 14 February 2014. A verbal update will be provided at the Cabinet meeting.
- 8.4 Further, regarding the capital programme, meetings of the Capital Programme Board were held, consisting of key officers from each department.
9. **Appendices – the following documents are to be published with this report and form part of the report**

### **SECTION 1: BUSINESS PLAN 2014-18**

### **SECTION 2: GENERAL FUND BUDGET AND COUNCIL TAX STRATEGY**

- |             |  |
|-------------|--|
| Appendix 1: | Draft Resolutions to Council                                     |
| Appendix 2: | Local Government Finance Settlement 2014-2016                    |
| Appendix 3: | Collection Fund, Council Tax Base, NNDR1 and Funding Methodology |
| Appendix 4: | Other Corporate items in the MTFS                                |

Appendix 5:	Analysis of the transition from Council in March 2013 to a balanced budget
Appendix 6:	Statement of Council Tax requirements and balances
Appendix 7:	Revised MTFS incorporating changes
Appendix 8:	Reserves
Appendix 9:	Summary Analysis and reconciliation of Savings
Appendix 10:	Budget summaries
Appendix 10a:	Standard Subjective Analysis
Appendix 11:	Risk Analysis for the General Fund
Appendix 12(a):	Merton Council Draft Retail Property Discount Policy
Appendix 12(b):	Merton Council Draft Retail Premises Re-Occupation Discount Policy
Appendix 13	Equality Impact assessments

### **SECTION 3: Schools budget**

No appendices

### **SECTION 4: Capital budget**

Appendix 14: Draft Capital Strategy 2014-18  
(includes Annexes 1-5)

### **SECTION 5: Treasury Management Strategy (TO FOLLOW)**

Appendix 15: including Prudential Indicators

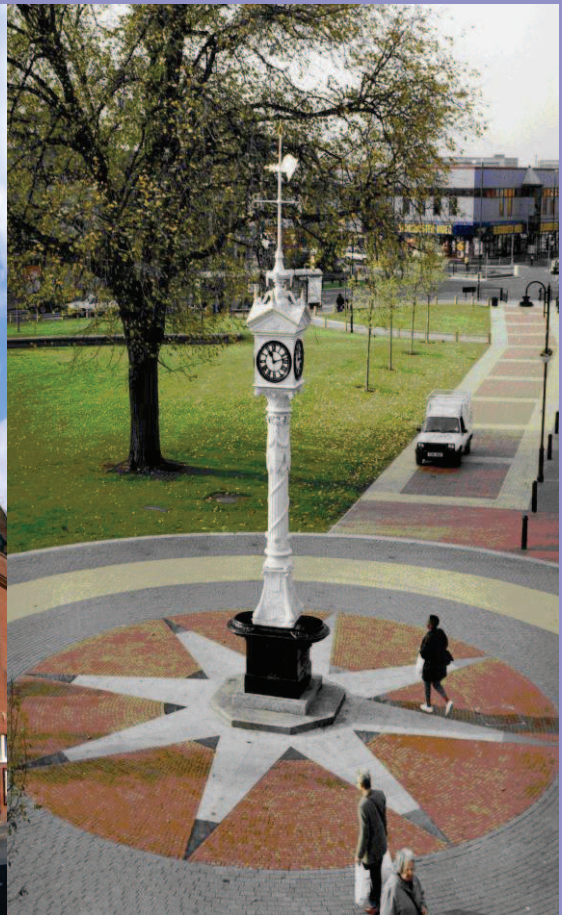
**Background Papers – the following documents have been relied on in drawing up this report but do not form part of the report**

Reports to Cabinet  
Budget files in Corporate Services department



# Business Plan

2014 / 2018





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## INTRODUCTION

Welcome to Merton Council's Business Plan for 2014/18, which brings together financial information in the form of the council's budget and the Medium Term Financial Strategy, along with the service planning of all of the council's operational services over the next four years. Although it is a four year plan, it will be refreshed every year to ensure we are on target and to take account of changing needs and priorities.

As the work of the council encompasses such a wide and diverse range of services, we have tried to include all the necessary information needed to understand what we are doing and why we are doing it. This information should give you a detailed picture of how the council will operate over the next four years. To help understand some of the more complex areas of the council's business a Glossary of Terms and list of acronyms has been included.

The Background and Context section sets the scene for the Business Plan, with some of the key facts relating to Merton.

The Medium Term Financial Strategy incorporates details of the money the council has coming in (revenue) and the money and assets it has in place (capital) and how it will spend and invest this money over the four year planning period, through the Capital and Treasury Management Strategies.

Other key resources in place to enable the council to manage the Business Plan include how we:

- manage and develop staff, through the Workforce Management Strategy;
- obtain goods and services, through the Procurement Plan;
- design and develop information technology, through the IT Strategy;
- identify and manage the risks the council may face in delivering services, through the Risk Management Strategy; and
- manage and monitor performance against objectives, through the Performance Management Framework.

Each major work area in the council completes a service plan, to give a high level overview of its financial position, what it exists to do, what it hopes to achieve and how it will achieve its major work programmes over the next four years.

We appreciate that there is a huge level of detail in the plan, but hope it helps you to understand what the council is trying to achieve and how we intend to succeed. If you have any comments or questions on the content of this plan, then please contact [zoe.church@merton.gov.uk](mailto:zoe.church@merton.gov.uk).

## TRANSFORMATION STATEMENT

By 2015 Merton Council will be smaller, reducing in size. Our top priority will continue to be to provide safe services of the best possible quality. Providing value for money services to our residents is at the heart of our business and we must be able to demonstrate that all of our services represent best value for money. We will do this by finding innovative solutions to maximise future efficiency.

We will deliver services that customers want and need and, where possible, involve our customers in service specification and design.

Delivering quality and value services in an era of significantly reduced resources will require strong and determined leadership. A single business view is essential to ensure a 'One Council' approach is followed in everything we do. Leaders at all levels will be visible and lead by example.

Change of this magnitude will only be achieved through a unified effort.

- Get Involved! – identify and implement improvements.
- One team – Directors, managers and staff have an equal part to play.
- Learn – from each other, our mistakes and from what our customers say.
- Determination – to try out new ideas.

The financial reality facing local government dominates the choices the council will make for the future of the borough. The development of the Business Plan 2012/16 is therefore based on the set of guiding strategic priorities and principles, as adopted by the council on 13 July 2011:

- Merton should continue to provide a certain level of essential services for residents. The order of priority of 'must' services should be:
  - i) Continue to provide everything that is statutory.
  - ii) Maintain services – within limits – to the vulnerable and elderly.
- After meeting these obligations Merton should do all that it can to help residents who aspire. This means we should address the following as priorities in this order:
  - i) Maintain clean streets and keep council tax low.
  - ii) Keep Merton as a good place for young people to go to school and grow up.
  - iii) Be the best it can for the local environment.
  - iv) All the rest should be open for discussion.

The financial pressures facing Merton mean we should no longer aim to be a 'place-maker' but be a 'place-shaper'. The council should be an enabler, working with partners to provide services.

The Community Plan has been developed by the Merton Partnership and sets the overall direction and vision for the borough until 2019.

## COMMUNITY PLAN

Merton Partnership brings together a range of key players from the public, private and voluntary sectors in Merton, including the council, health and Police, to co-ordinate the delivery of local services.

The Partnership developed a Community Plan in 2009 setting out the overall direction and vision for the borough until 2019, and a set of commitments and activities to achieve this vision. The Community Plan was refreshed in 2013 to take into account demographic, legislative and policy changes, and now sets out a vision, pledges to deliver the vision and details of achievements to date under the following headings:

- Merton: A place to work
- A healthy and fulfilling life
- Better opportunities for youngsters
- Keeping Merton moving
- Being safe and strong
- Contributing to your community

Underpinning all this is the concept of 'Bridging the Gap', that is to say to address the significant differences between those living in the east and west of our borough, for example average salary, life expectancy or educational attainment.

The Community Plan sits above each partner's own Business Plan and sets the context for how each organisation delivers its business.

The Partnership is made up of three tiers:

**The Merton Partnership** – this is the full partnership body that provides the governance, overall leadership and representation to ensure that the Partnership delivers the community's priorities. It is chaired by the Leader of the Council, the person with the clearest democratic authority in the borough. It provides the strategic direction for the work of the Partnership.

**The Executive Board** – this is the decision making body that provides the governance, overall leadership and representation to ensure that the Partnership delivers the community's priorities. The Executive Board meets every two months and brings together the organisations with the most significant budgets in the borough. It ensures the Partnership is given the leadership and capacity it needs to do its job. The Executive Board is committed to sharing information and resources, and to implementing cross-cutting projects to achieve the aspirations set out in the Community Plan.

**Thematic Partnerships** – four thematic partnerships co-ordinate the work of different partners to ensure that specific activity takes place to deliver the Community Plan. The thematic partnerships are the:

- Children's Trust
- Health & Wellbeing Board
- Safer & Stronger Communities
- Sustainable Communities & Transport

## NATIONAL POLICIES

Many of the policies introduced by the Coalition Government have had, and will continue to have, a profound impact on the delivery of services at a local level. For example:

- The Comprehensive Spending Review 2013 saw a further cut to the funding partnership organisations will receive up until 2016.
- The Health and Social Care Bill has transferred responsibility for improving public health from health authorities to local councils, and will also place new burdens on public agencies to deliver services for older residents.
- The Welfare Reform Act introduced in 2013 sees significant changes to the allocation of welfare benefits and housing will continue to have a profound impact on Merton's most vulnerable residents.

This Business Plan represents Merton's response to the challenges and opportunities over the next four years.

## CORPORATE STRATEGIES

The council has many corporate and service-specific strategies and plans that support the work not only of the council, but also the Merton Partnership and Thematic Partnerships. These strategies and plans draw heavily on the aims set out in the Merton Community Plan, but also reflect central Government policy changes, sub-regional policies (e.g. set by the Mayor of London), new legislative requirements and short-term changes to local priorities.

The following list is not exhaustive but shows the diversity of strategies and plans currently in place.

- Adult Treatment Plan
- Air Quality Action Plan
- Anti Social Behaviour Strategy
- Asset Management Plan
- Capital Programme
- Children and Young Persons' Plan
- Civil Contingencies Plan
- Climate Change Strategy
- Commercial and Trading Standards Delivery
- Community Plan
- Core Planning Strategy
- Corporate Equality Scheme
- Corporate Procurement Strategy
- Cultural Strategy
- Customer Services Strategy
- Crime and Disorder (partnership plan)
- East Merton and Mitcham Neighbourhood Renewal Strategy
- Economic Development Strategy
- Ethnic Minority Housing Strategy
- Gypsy and Traveller Strategy
- Homelessness Strategy
- Housing Strategy
- ICT Policy
- Information Governance Policy
- Local Development Framework
- Local Implementation Plan
- Local Transport Plan
- Looked After Children's Strategy
- Medium Term Financial Strategy
- Older People's Housing Strategy
- Open Spaces Strategy
- Performance Management Framework
- Risk Management Strategy
- Road Safety Plan
- Safeguarding Children's Board Annual Plan
- School Expansion Plans
- School Improvement Strategy
- Social Inclusion Strategy
- Special Educational Needs and Inclusion Strategy
- Treasury Management Strategy
- Unitary Development Plan
- Voluntary Sector Strategy
- Waste Management Plan
- Workforce Development Plan



## **ABOUT THE COUNCIL - An overview of the council**

### **KEY FACTS**

- The Council comprises 60 elected Councillors, representing 20 wards and five political groups. The current political composition of the Council (as at February 2014) is:
  - Labour: 28 Councillors
  - Conservative: 24 Councillors
  - Liberal Democrat: two Councillors
  - Merton Park Ward Independent Residents: three Councillors
  - United Kingdom Independent Party: three Councillors
  
- Full Council usually meets five times a year, and is responsible for agreeing the council tax and setting the overall direction of the council.
- A Cabinet of nine Labour councillors makes the majority of decisions throughout the year, with Overview and Scrutiny arrangements to hold Cabinet to account.
- Regulatory committees are appointed by Council and carry out planning and licensing functions.
- The council had a revenue budget of £151m in 2012/13 with around 45% of this being spent on social care.
- 4,159 FTE or 5,513 headcount (as at Dec 13) employees provide a range of public services, from street cleaners and town planners to teachers and social workers, who work in the four departments, including Merton's schools:
  - Children, Schools and Families (CSF)
  - Environment and Regeneration (E&R)
  - Community and Housing (C&H)
  - Corporate Services (CS)

### **ABOUT THE BOROUGH**

**Merton is an outer London borough situated to the south west of central London. The demographics of the borough and some of its defining characteristics are listed below.**

- Population of 199,700<sup>1</sup> living in 78,757 chargeable dwellings. According to the Greater London Authority, the population is set to increase to 206,612 by 2016, to 209,666 by 2021, to 211,783 by 2026, and to 213,931 by 2031.
- Five main town centres: Wimbledon, Mitcham, Morden, Colliers Wood and Raynes Park
- The borough is predominantly suburban in character, with high levels of commuter flows in and out of central London.

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<sup>1</sup> ONS Census estimate, May 2011

- Good connections with the London transport network: the District and Northern lines both run through the borough, Tramlink provides connections between Wimbledon and Croydon via Mitcham and Morden, while numerous overground stations and bus routes provide easy access to central London and neighbouring boroughs.
- Significant amounts of green space: 18% of the borough is open space, compared to a London average of 10%. This comprises over 65 parks and open spaces (including Wimbledon and Mitcham commons), 28 conservation areas, 11 nature reserves and 17 allotment sites.
- ONS Census 2011 data estimated that 35% of the population is from black and minority ethnic (BAME) groups, with the range across schools being 32% to 91%.
- 121 languages are spoken in Merton's 43 primary schools, eight secondary schools (including two academies), three special schools, one Pupil Referral Unit and 11 children's centres.
- Increasing numbers of groups with particular needs, for example older people, BAME communities and the increased number of young people with special educational needs or disabilities.
- Seven libraries provide internet access, summer reading schemes and homework clubs as well as traditional book, CD, DVD and video lending.
- Three leisure centres provide a wide range of facilities in Mitcham, Morden and Wimbledon.
- Merton plays host to one of the country's most famous sporting events – the Wimbledon fortnight held at the All England Lawn Tennis and Croquet Club.
- The top five areas of concern to residents are litter, crime, traffic congestion, level of council tax and lack of affordable housing according to the Council's Annual Residents Survey.
- Council tax is currently set at £1,405.55 (2013/14) for a band D property (including the Greater London Authority precept), the average level for outer London boroughs.
- Merton is consistently amongst the top four safest boroughs in London which is a tribute to the excellent partnerships between the council, Metropolitan Police Service, Safer Merton Partnership and the community.

Merton is the fourth least deprived of the 33 London boroughs<sup>2</sup>. Nationally, the borough is ranked 208 out of 326, where 1 is the most deprived. This overall lack of deprivation does, however, hide stark inequalities in the borough between deprived wards in the east of the borough (Mitcham) and the more affluent wards in the west (Wimbledon).

This is illustrated by the following facts:

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<sup>2</sup> 2010 Index of Multiple Deprivation,

- The average annual salary in the west is £40,000, compared to £28,000 in the east.
- The east of the borough has much higher levels of serious illness and early deaths from illnesses such as cancer and heart disease.
- Differences in life expectancy are stark: life expectancy for men in Wimbledon Park ward is 85 years, compared to 76 years in Ravensbury ward – a difference of 9 years over just 5 miles. In Hillside ward the life expectancy for women is 92 years, compared with 80 years in Figge's Marsh ward – a difference of 12 years over just 4 miles.
- Two of Merton's Super Output Areas (SOAs) – both in the east – are amongst the 20% most deprived in the country, and fourteen are in the 30% most deprived nationally, with 13 of these located in the east of the borough.
- Although unemployment in the borough is below the national average, it rises significantly in some of the eastern wards, and 71% of Merton's benefit claimants live in the east of the borough.
- Almost 25,000 residents have no qualifications in the borough. Two-thirds of those without qualifications live in the east of the borough. Furthermore, a quarter of all residents with no qualifications come from three wards in the east of the borough – Cricket Green, St Helier and Ravensbury.
- Free school meals eligibility is rising in Merton schools (increase of 21% on 2010 eligibility indicators – School Census 2012 data).

The data / figures from the 2011 national census were released in September 2012 and this information is being used to aid service planning in subsequent years.

# **Section A**

# **Financial Resources**

## **A) MEDIUM TERM FINANCIAL STRATEGY 2013/17**

Contained in the body of the Cabinet Report



## **A) CAPITAL STRATEGY**

Contained in Section 4 of the Cabinet Report

## **A) TREASURY MANAGEMENT POLICY STATEMENT**

Contained in Section 5 of the Cabinet Report

# **Section B**

## **Other Key Resources**

## **B) Workforce Strategy 2014-2018**

Merton Council is undergoing a period of sustained and conscious transformation in order to best respond to the changing economic environment and customer expectations. We are working together to shape services and the organisation to ensure a successful future for our residents and staff.

We are rightly proud of our achievements over the past years, including the MJ Award for Best Achieving Council, which is testament to the quality of dedication of our workforce. We are continuously reviewing and updating our delivery models and are at the forefront of new developments, such as partnership working including shared services and flexible working.

We want to employ people who are resilient, ambitious, disciplined in thought and action, people who can take the Council from 'good to great'.

To design the future of our services, we work on developing a Target Operating Model (TOM). TOM documents set a vision for each of the departments and detail the shape of our future business model, covering all aspects of the organisation, including: services, processes, structures, people and technology. Through this process, the Departments have identified the main developments we will have to make to best deliver our services in the future. To support this, the four strategic priorities for workforce strategy and planning are:

**Workforce planning** - Managers are equipped with the skills and competencies to successfully workforce plan to support the organisation to achieve its business objectives and outcomes.

**Recruitment and retention** - Ensure that the organisation has a clear and effective recruitment and retention system and plan of key workforce skills and behaviours, including succession planning and managing turnover.

**Organisational and workforce development** -The workforce is equipped with the skills, competencies and infrastructure to achieve cultural change and the desired organisational behaviours when creating and developing new and improved service delivery models, including flexible working, customer service and IT. To support this the Council will provide new skills, abilities and competencies for the workforce including learning and development of key skills for future service delivery.

**Morale, health and wellbeing** – The organisation understands what a healthy workforce looks like and supports staff to achieve this.

Building on the key workstreams identified within the departmental service plans, a four year workforce transformation action plan is being developed to accompany the Workforce Strategy. The final strategy and plan, mapped against the four strategic priorities will be presented to Cabinet.

## **B) PROCUREMENT PLAN**

### **OUR APPROACH**

During 2014, the Commercial Services Team will continue to build on the work which has been carried out to date both with departments and centrally, to establish an effective vehicle to identify and capture savings and best practice, mitigating commercial risk to the council in response to the unprecedented financial challenges the public sector faces.

In Children Schools and Families the team will continue to support commissioners and managers throughout the year on a wide variety of procurement activity, such as the capital build programme whilst also providing further support, advice and guidance on potential service and delivery models and other commercial matters as required.

In Adult Social Care, the team is working with colleagues in a number of ways to review and update their commercial strategy in the light of the current financial climate. For example, we are assisting with benchmarking and delivery models along as well continuing advice in relation to the use of the e-tendering system and tender specific advice. Other important tender exercises which are underway in the wider department will continue to be supported.

We are working closely with Health colleagues and have run specific training events and provided strategic commercial advice. This will continue.

For Corporate Services Department, among other things, the team will support the tendering of a number of requirements, such as cash collection and customer contact. The Agency and Civic Centre Windows contracts have now both been let and the team will assist in contract management as required.

During 2014, we will work with departments to introduce a category management approach, which will include approach, reviewing the services around transportation, to deliver savings and improve services. The Procurement Board will retain oversight of the work.

We will also build on the improvements to procurement, governance and control which have been achieved working in partnership with the legal team and the Procurement Board. We are in the process of embedding the new Procurement Strategy, the production of which has been overseen by the Procurement Board, together with the three year rolling procurement plans which we now have for each department. The Procurement Board will focus strongly on these plans during 2014 and intends hold major reviews of each department's plans at least bi annually.

The Procurement Board also recognises the importance of proactive contract management both in terms of potential savings and management of commercial risk. This area is one where it is believed the sector can and should improve. Recognising this and the need for



consistency, we will be producing and rolling a set of contract management guidelines for use by officers. Again, this will be overseen by the Procurement Board.

The Operational Procurement Groups, the operating arms of the Procurement Board are managing commercial risk effectively, jointly with departments.

Work will continue with the departments to plan training and development for Merton staff undertaking procurement activity. To complement the workshops that were delivered previously, we have introduced and will continue to run a Procurement Forum, with input from the departments. A series of drop in sessions is also planned for 2014, covering such topics as EU Procurement Regulations, contract management, e-tendering and forms of contract. To complement this, we will issue a prospectus, detailing the training and guidance we are able to make available.

Merton's new e-tendering system is now rolled out and continues to be adopted further by departments. The system allows staff to conduct RFQ's (Requests for Quotations) and tenders online, much more quickly than before. The Contracts Register has now been made available online via the E-tendering system and is accessible by the public and has helped to reduce the time spent on FOI requests.

In the South West London region Merton continues to work with neighbouring boroughs to seek out further opportunities for joint and collaborative procurement. This also provides an excellent opportunity to discuss current issues and share best practice.

Relationships between the Commercial Services Team and our partners continue to be good. Merton's commitment to the voluntary and community sector and to the Compact has been reaffirmed in the new Compact with continued emphasis on the way in which Merton carries out commissioning and procurement activity.

## **CONTRACT ACTIVITY**

The team will continue to provide strategic in relation to key contacts and a selection of tenders planned for 2014 is shown below:

Social Care Information System
Customer Contact
Civic Centre Catering
Cashless parking
NHS Health Checks
SPD Managed Service
MFD retender
Cash in Transit

**Strategic Focus**

Area of Strategic Focus	April	May	June	July	Aug	Sep	Oct	Nov	a	Jan	Feb	Marc
<b>1. Improving Leadership &amp; Governance.</b>												
Build on existing governance processes - embed the Procurement Strategy and planning process.												
<b>Deliver Savings - For Direct Spend</b>												
Continue analysis of spend data. Work with departments to identify and capture savings.												
Deliver procurement related aspects of 2012/16 Business Plan												
Deliver procurement supply related aspects of previous & future Service Reviews and TOMs												
<b>Deliver Savings</b>												
In CS support improved approach to commercial activity by promoting Category Management. Initial focus on Agency and Transport contracts												
Benchmarking quality /price with other boroughs and public sector bodies												
<b>2. Developing People &amp; Improving Skills</b>												
Work with Departments to embed proficiency in the use of the e-tendering facility												
In conjunction with HR and the Departments, via OPGs undertake a review of procurement/commercial skills in plan a Workshop programme based on need												
Deliver a programme of Workshops to meet the identified L&D needs												
<b>3. Improving Processes &amp; Systems</b>												
Focus on Procurement Processes – continue to communicate and review procurement gateway processes & improve documentation on intranet including Procurement Toolkit, templates, guidance documents & general intranet pages to support staff.												
Embed use of Contract Register across council and upload on the external portal												
Build upon use of E-tendering system for tenders and contract management processes												
Work with Legal to produce and embed standard terms and conditions												

## **B) INFORMATION TECHNOLOGY STRATEGY – this strategy is currently under review**

### **1. The strategy**

- 1.1 This strategy is designed around six aims which are supported by key objectives. The strategy will influence IT components (covering customer facing technologies, business governance support, corporate and departmental systems, infrastructure and IT governance). The strategy is linked to the layers in the target operating model (TOM).
1. Services enabled by IT must be designed around the citizen, not the provider, and delivered through modern, co-ordinated delivery channels. This will improve the customer experience, achieve better policy outcomes, and improve efficiency by leveraging delivery capacity, streamlining processes and reducing paperwork, duplication and routine processing.
  2. Merton must move to a shared services culture – between the front-office and back-office, in information and in infrastructure, including partners. This will release efficiencies by standardisation, simplification and sharing.
  3. There must be broadening and deepening of Merton's professionalism in terms of the planning, delivery, management, skills and governance of IT enabled change. This will result in more successful outcomes, fewer costly delivery failures, and increased confidence by citizens and councillors in the delivery of change through effective use of IT.
  4. There must be a systematic focus on innovation to exploit opportunities not only of installed technology, but also new and emerging products. This will lead to more effective introduction of newer technologies and enable faster business change.
  5. There must be a focus on processes and outcomes that are underpinned by appropriate technology and a move away from tactical solutions. This will assist in the deployment of end to end solutions that overcome departmental boundaries and focus on deliverables.
  6. There must be effective management of ICT to support the delivery of services to meet the other five strategic aims.

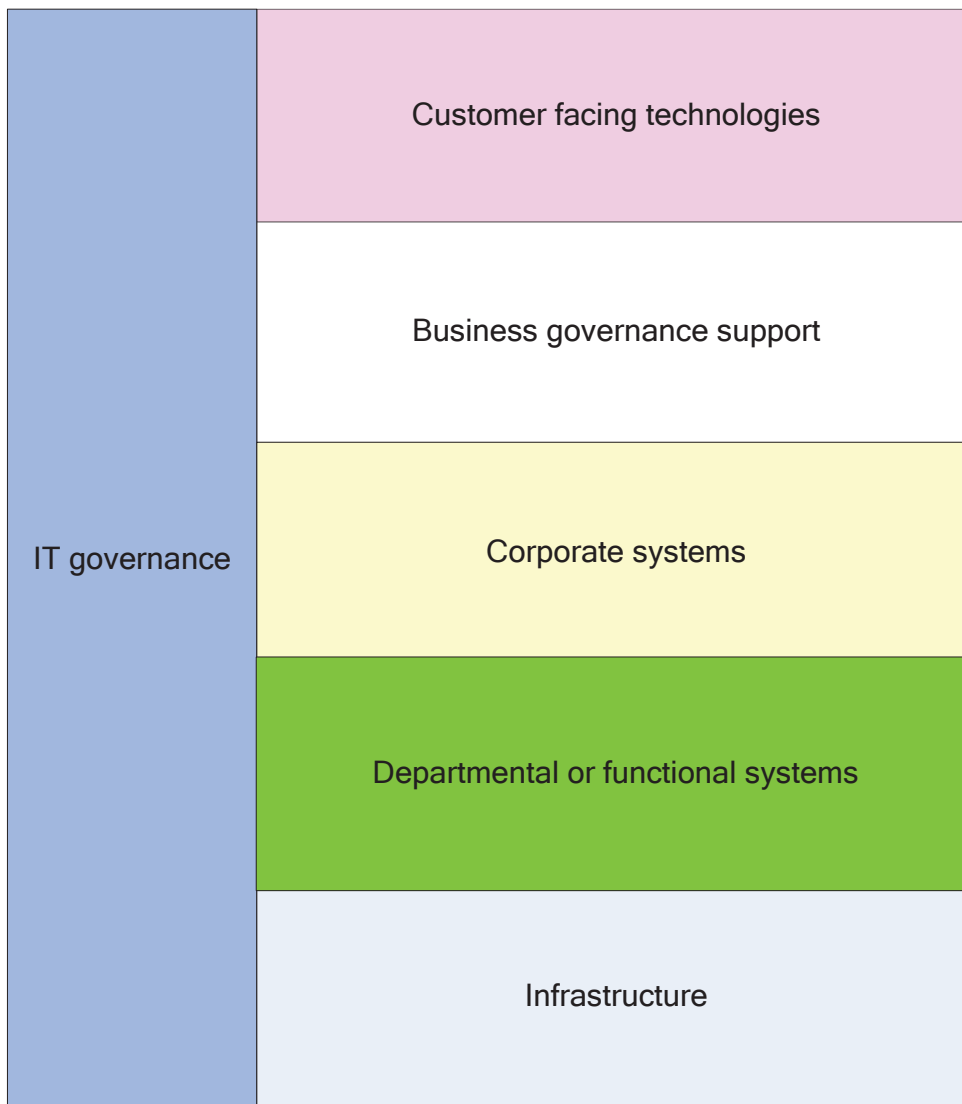
## 2. Design principles

2.1 In order to deliver the strategic aims and objectives, the following design principles will be deployed:

<b>Design principles</b>
Systems supporting services will be designed with customers in mind. They will be delivered via a customer interface with agreed standards. Regardless of the access channel chosen by the customer, they will get the same experience with consistent answers. Customer data will be stored consistently across various systems.
The strategy will support the concept of 'tell us once'. Where possible, evidential items (such as proof of age or residence) will be re-used to reduce the burden on customers. This will also include citizens signing in and reviewing their own data by use of dual factor authentication.
Service delivery will be designed with shared services in mind. In particular, IT will support the move of service delivery to the front office (web, contact centre and Merton Link). The strategy will support the concept of developing shared services with other authorities.
The strategy will support the rationalisation of systems. Tasks such as systems administration will be streamlined.
The need for innovation will be understood, but more importantly, this will be linked to the potential benefits to the council. Risk of innovative ideas will be managed through careful planning and control.
Technology solutions will be in place to underpin automation of processes. It will be possible to model changes to processes before implementation.
Portals will be available on the intranet for each of these, enabling access to information for decision making without reference to skilled technical staff or time-consuming searches for information.
Key data sources will be brought together systematically to provide a comprehensive but a trusted management information system that can be used by decision makers.
The strategy will support an infrastructure that is based on resilient services, shared infrastructure and a formal disaster recovery plan.
Documents will be available electronically at point of use. Paper records will be imaged. All incoming mail will only enter the processing systems electronically.
The strategy supports the mixed economy model of service delivery, namely in-house, shared services and outsourced.
Systems and infrastructure will be geared towards flexibility in methods of working. Staff will be able to move desk location or working style with minimum disruption. Telephone systems and printing will follow the worker. Secure systems will be in place to ensure data protection.
Data storage will be designed around the life of data and to comply with information governance policies. Duplication of data will be electronically managed to single instances. Data will be stored and deleted in line with retention policies.

### 3. IT strategy – components

3.1 The diagram below provides a high level view of the components making up this strategy. Details of each component are provided in the **detailed strategy document** as well as how the strategic aims and design principles are addressed.





# **Section C**

# **Risk Management Strategy**

## **C) RISK MANAGEMENT STRATEGY**

### **Introduction**

Risk management should take place at every level within the council and across our partnerships. Risk management should be a central part of any organisation's strategic management and should be seen as the means by which business opportunities are maximised and potential losses associated with unwanted events are reduced.

Local authorities are under increasing external pressure to improve outcomes for the public and at the same time reduce costs. As such the council is required to rethink how it operates in order to achieve its desired outcomes. Risks have to be understood, managed and controlled if we are to meet our objectives and therefore we need to ensure that we have a robust system of risk management in place. This will ensure that decisions are made on the best available information and the likelihood of success is increased.

### **Risk Management Strategy**

The process of identifying and evaluating risks is known as risk assessment. By understanding the risks we face we are able to be actively aware of where uncertainty surrounding events or outcomes exists and therefore identify steps that can be taken to protect the council, its staff, residents, customers and assets from these risks.

This strategy sets out to provide a structured approach to identifying emerging risks as well as assessing and managing current risk. It builds in a process for regularly reviewing and updating identified risks.

This strategy will be reviewed on annual basis and updated where required.

### **What is risk?**

Risk is the threat that an event or action may adversely affect an organisation's ability to achieve its objectives and to successfully execute its strategies'. A risk can be a threat, obstacle, barrier, concern, problem or event that may prevent us fulfilling our objectives.

Risks should not be confused with issues. Issues are current problems, questions, outstanding items, tasks or a request that is here today. There is a strong element of fact surrounding it. An issue becomes a risk when the issue cannot be addressed and could continue or get worse.

### **Definitions of Risk Management**

Risk Management is the process by which organisations methodically address risks with the goal of achieving sustained benefit within each activity and across the portfolio of all activities.

Organisations exist to achieve their ambitions, aims and objectives. Risk management is the process of how we identify the risks that may prevent us from achieving this, enabling us to anticipate, identify, manage, and where possible mitigate these risks. Ultimately, risk management is about creating a better understanding of the most important problems facing our organisation.

As risk is very much concerned with our objectives, the management of it will be closely linked to the creation of our strategic, service, project and partnership objectives and plans. The established processes for the creation of these plans will act as an “anchor” for the risk management process.

Risk is also implicit in the decisions we make; how we make those decisions will affect how successful we are in achieving our objectives. Decision making is, in turn, an integral part of the day to day existence and is particularly prominent in times of change. Risk management therefore is a key component in the management of change and to decision making.

Our risk management process will be continuous and will support internal and external change. The risk management process will be fully integrated with the normal business management processes across the authority.

By being aware of and managing the risks we face, it is more likely that we will achieve our objectives and that, should a risk occur, we will be better placed to deal with it.

We endeavour to identify all risks facing the council and to monitor, manage and mitigate (where possible) all those risks which are deemed to be high (scored Amber or Red). Risks are monitored via Departmental Risk Registers, and key crosscutting risks to the council are placed on the Key Strategic Risk Register (KSRR).

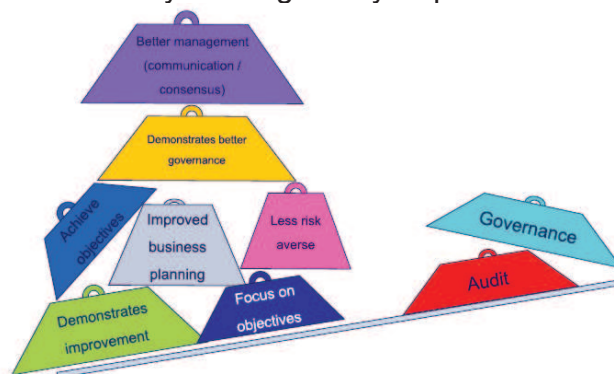
Merton’s aims and objectives in relation to risk management are to:

- Establish and maintain a robust framework and procedures for the identification, analysis, assessment and management of risk, including reporting and recording.
- To not expose the council to unacceptable levels of risk, minimise injury, damage, loss and inconvenience to staff, residents and service users.
- Integrate risk management into the day to day activities of staff and the culture of the organisation, raising awareness of the importance and need for risk management.
- Ensure consistent application of our methodology across all of our activities, including partnerships and projects.
- Effectively manage the total cost of risk.

### **The benefits and National drivers behind risk management**

We are required to undertake risk management as it forms part of the Annual Governance Statement, we must demonstrate a systematic strategy, framework and process for managing risk. The council recognises that the benefits of risk management far outweigh the requirement to undertake the activity and such benefits include;

- Achieving our ambitions, aims and objectives as key risks are managed.
- Better decision making as we are more aware of risk.
- Ability to take advantage of opportunities because we understand the risks attached to them.
- Better governance and the ability to demonstrate it to our stakeholders.
- Reduction in failure, loss, damage and injury caused by risk
- Improvement in ability to adapt to change
- Improvement in corporate governance
- Compliance with statutory and regulatory requirements



### **Risk management awareness**

Ensuring awareness of risk management will be undertaken on an on-going basis through training sessions, reviews, departmental meetings, briefings and staff bulletins. Each department has a risk champion who will be able to offer guidance to staff where required. The [risk management intranet page](#) will be regularly reviewed and staff will be signposted to the information they need to pro-actively identify and manage risk e.g. the risk management toolkit and guidance.

### **Risk Appetite**

The council recognises that its risk appetite to achieve its corporate priorities identified within its business plan could be described in general as an informed and cautious approach. Where significant risk arises, we will take effective control action to reduce these risks to an acceptable level.

It is also recognised that a higher level of risk may need to be taken, for example to support innovation in service delivery. To offset this there are areas where the council will maintain a very cautious approach for example in matters of compliance with the law, and public confidence in the council, supporting the overall informed and cautious position on risk.

### How does risk management fit in?

Risk management links closely with Health and Safety, Business Continuity, Emergency Planning and Insurance, by ensuring close links we can enhance the resilience of the organisation. Generally, a single issue or risk will fall into only one of these categories; however some may fall into two or more. As Business Continuity is a way of mitigating risk, the link with risk management is key to ensuring the continuous delivery of services that are important to the community.



### Risk management in projects

Risk management is a key part of the ongoing management of projects and partnerships and is clearly defined in [Merton's Approach to Projects \(MAP\)](#).

### Risk management in partnerships

The council is involved in a wide range of partnerships to achieve our ambitions, aims and objectives. It is vital we assess the risks to achievement within our key partnerships, and ensure that they are monitored regularly.

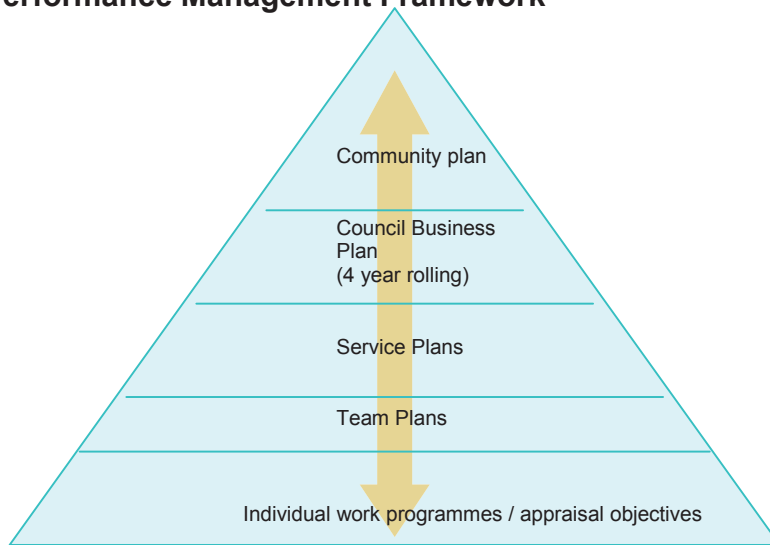
### Risk management and financial planning

Risk management is an important part of financial planning. As part of the budget setting process a robust risk assessment is completed and reviewed on a regular basis.

### Corporate approach to risk management

In order to formalise and structure risk management, it is recognised there is an obvious and clear link with the business planning process and therefore risk management sits within the Business Planning team. The overall council Business Plan and service plans set out what a team, division, department, or the council as a whole, want to achieve in a set time frame, as shown below.

## Merton Performance Management Framework



- CMT is ultimately accountable for delivering the council's Business Plan therefore they are responsible for the corporate KSRR.
- DMTs are responsible for their own service risk registers.
- Divisions or teams are responsible for their own risk registers, if applicable.

It is important that risks identified and assessed at an operational level can be escalated to a departmental or corporate level. However, because a risk may have a great impact on a team it does not necessarily follow that it may have the same impact on the department, or the organisation as a whole. Ultimately, it is the respective management team who decide if a risk is worthy of inclusion on their risk register.

### Scoring Risk

In conjunction with this strategy, more detailed guidance will be issued to assist officers in identifying risks and issues, and the scoring, managing and reporting of those risks identified.

When determining a score for service level risks, definitions of likelihood and impact of risk (Service Level) together with the matrix as detailed below, should be used. Therefore, if the likelihood of a risk is 4, significant, (occurs or likely to occur more than 25%, and up to 50% of the time) and the impact is 3, critical, (service provision - service suspended short term) – then the risk rating will be 12 (4x3) which is amber.

### Defining the Likelihood of Risk

Classification	Definition
6 - Very High	Occurs or likely to occur more than 90% of the time
5 - High	Occurs or likely to occur more than 50%, and up to 90% of the time
4 - Significant	Occurs or likely to occur more than 25%, and up to 50% of the time
3 - Possible	Occurs or likely to occur more than 5% and up to 25% of the time
2 - Low	Occurs or likely to occur more than 1% and up to 5% of the time
1 - Almost Impossible	Occurs or likely to occur up to 1% of the time

### Defining the Impact of Risk (Service Level)

Categories	1 Marginal	2 Significant	3 Critical	4 Catastrophic
<b>Financial Impact - FI</b>	Up to 15% gross budget or turnover	Over 15% and up to 50% of gross budget or turnover	Over 50% and up to 75% of gross budget or turnover	Over 75% of gross budget or turnover
<b>Service Provision - SP</b>	Reduced service	Significant reduction	Service suspended short term	Service suspended long term / statutory duties not delivered
<b>Health and Safety - HS</b>	Broken bones / illness	Major illness / threat not life threatening	Loss of life / major illness	Major loss of life / large scale illness (pandemic)
<b>Objectives - O</b>	Objectives of one service area not met	Departmental objectives not met	Corporate objectives not met	Statutory objectives not met
<b>Reputation - R</b>	Adverse local media lead story short term	Adverse local media story long term. Adverse national publicity short term.	Adverse national publicity longer term	Remembered for years

## Risk Matrix

<b>Likelihood</b>	
6	= Very High
5	= High
4	= Significant
3	= Possible
2	= Low
1	= Almost Impossible

Likelihood	6	6	12	18	24
	5	5	10	15	20
	4	4	8	12	16
	3	3	6	9	12
	2	2	4	6	8
	1	1	2	3	4
	1	2	3	4	
	<b>Impact</b>				

<b>Impact</b>	
4	= Catastrophic
3	= Critical
2	= Significant
1	= Marginal

### Reporting and escalating risks

Risks on service area risk registers which are red and therefore score 15 and above should be reviewed at Departmental Managers Team (DMT) meetings to determine if any of these (red) risks are to be escalated to the Departmental Risk Register (DRR).

If DMT determine a risk to be significant enough to be escalated to the DRR for monitoring and management, then the risk needs to be checked for any cross cutting implications. If the risk could have an impact across the organisation, then it must be rescored using the Defining the Impact of risk (corporate level) criteria below, prior to escalation to the Key Strategic Risk Register.

### Defining the Impact of Risk (Corporate Level)

Categories	1 Marginal	2 Significant	3 Critical	4 Catastrophic
<b>Financial Impact - FI</b>	Up to £2.5m per annum or up to £10m one off	£2.5m up to £5m per annum or up to £20m one off	£5m up to £7.5m per annum or up to £30m one off	£7.5m up to £10m per annum or above £30m one off
<b>Service Provision - SP</b>	Reduced service	Significant reduction	Service suspended short term	Service suspended long term / statutory duties not delivered
<b>Health and Safety - HS</b>	Broken bones / illness	Major illness / threat not life threatening	Loss of life / major illness	Major loss of life / large scale illness (pandemic)
<b>Objectives - O</b>	Objectives of one service area not met	Departmental objectives not met	Corporate objectives not met	Statutory objectives not met
<b>Reputation - R</b>	Adverse local media lead story short term	Adverse local media story long term. Adverse national publicity short term.	Adverse national publicity longer term	Remembered for years



Having been reviewed / rescored against the definition of likelihood and risk (corporate level), risks with a score of between 10 to 24 (inclusive) and which will impact across the whole organisation are to be escalated to the KSRR. The matrix below shows the re-evaluated risk scores which require escalation.

<b>Likelihood</b>							<b>Impact</b>	
6	= Very High	6	8	10	12	15	20	4 = Catastrophic
5	= High	5	6	8	10	12	15	3 = Critical
4	= Significant	4	5	6	8	10	12	2 = Significant
3	= Possible	3	4	5	6	8	10	1 = Marginal
2	= Low	2	3	4	5	6	8	
1	= Almost Impossible	1	2	3	4	5	6	
			1	2	3	4		

### Monitoring and Managing

During the year, new risks will arise that have not previously been considered and there may be changes to existing risks. Therefore the risk registers need to be regularly managed. The reviews of risk registers should be managed by exception. The reporting cycle as detailed below, takes place during April, July, October and January.

1 <sup>st</sup> week	2 <sup>nd</sup> week	4 <sup>th</sup> week
DMT – review operational service risks and propose KSRs as per the definitions of likelihood and impact for crosscutting risks	Corporate Risk Management Group (CRMG) – review service risks and proposed KSRs	CMT – identify and review KSRs

However, risks with a score of 15 and above (red risks) should be reviewed on a more frequent basis (at least monthly) with the responsible officer ensuring the risk has an action plan in place which is monitored and updated until the risk has been managed down to a score of 12 or below, where this is possible.

### Roles, Responsibilities and Governance

Across the organisation we all have a responsibility to identify and manage risk.

#### Councillors

Elected councillors are responsible for governing the delivery of services to the local community. Councillors have a responsibility to understand the key risks the council faces and will be made aware of how these risks are being managed through the annual business planning process. All Councillors will have the responsibility to consider the risks associated with the decisions they undertake and will be informed of these risks in the plans and reports submitted to them.

### **Chief Executive and CMT**

The Chief Executive and CMT are ultimately accountable in ensuring that risk management is fully embedded in the council's business planning and monitoring processes as well as having overall accountability and responsibility for leading the delivery of the council's Risk Management Strategy and Framework. CMT are to take a leading role in the risk management process ensuring that risk management is communicated, understood and implemented by Councillors, managers and staff, and establish a supportive culture.

CMT will submit an annual report on risk to the General Purposes Committee and Cabinet.

### **Directors**

Each Director is accountable for proper monitoring of their departmental risk register, action plans and the embedding of risk management into the business planning process of their directorate. They will need to be actively involved in the risk management process within their department and CMT, including nominating an appropriate Risk Champion for their department. Directors are also accountable and responsible for leading the delivery of the council's Risk Management Framework in their respective Directorate.

### **Section 151 Officer / Internal Audit**

The Section 151 officer and internal audit will be responsible for carrying out independent reviews of the risk management strategy and processes, providing assurance and giving an independent and objective opinion, to the council on the adequacy of risk management, control procedures and governance.

An annual Audit Plan, based on a reasonable evaluation of risk, will be carried out and an annual assurance statement will be provided to the council based on work undertaken in the previous year. The section 151 officer will chair the CRMG group.

### **Risk Champions**

Risk champions will work with their Director, Heads of Service, Managers and Team Leaders to ensure the RM Strategy and Framework is embedded in the Directorate and departmental planning, performance, project and partnership management, offering support and challenge. They will also represent their directorate at CRMG meetings.

They will assist management teams to identify and record all key risks to service, project and partnership objectives, monitoring and reviewing risks against performance.

### **Service Managers**

Managers have a responsibility not only for the risks for which they are the risk owner, but are also accountable for those risks, within their service, which are owned / managed by others.

They are to maintain an awareness of risk and feed those identified into the risk management process, understanding and acting upon the key risks that could significantly impact on the achievement of their service/team objectives. Managers should encourage staff to be open about risk so that treatment actions can be agreed.

### **Risk Owners**

Risk owners are responsible for Identifying and implementing risk treatment that will bring the risk/s they own to a tolerable level. Regularly reviewing the progress of the risk treatment actions and report on the risk treatment progress to the responsible body.

### **Individual Employees**

Individual employees need to have an understanding of risks and consider risk management as part of their everyday activities, identifying risks surrounding their everyday work, processes and environment. Risks that could impact on service delivery the achievement of objectives or their own or other wellbeing must be identified and actively managed with risk actions in place, where appropriate.

### **Business Planning team**

The business planning team are responsible for ensuring that risk management is embedded throughout the council, as well facilitating and supporting the risk management process and supporting risk owners.

The team will ensure risk management documentation and intranet pages up to date and relevant, as well as updating the KSRR with emerging risks, new risks and updating existing risks.

In addition the Business Planning team will ensure risk is part of the annual service planning process, facilitate the CRMG meetings and submit strategic updates and reports on risk management to CMT, Cabinet, Audit and Assurance Committee etc.

### **Corporate Risk Management Group**

The Corporate Risk Management Group will provide strategic direction and leadership to ensure a risk strategy is maintained and updated and that risks are appropriately identified and managed within the organisation. It will provide a forum that brings together risk specialists for the benefit of the council, it's staff and the wider community.

CRMG will strive to ensure that the risk management framework is embedded within the council's overall strategic and operational policies, practices and processes in a consistent and standardised manner.

In addition it will provide assurance that all risk based systems and processes are operating effectively to minimize the overall risk exposure to the Council. On a quarterly basis the headline departmental risks and planned mitigation activity from each department, project and partnership, will be discussed by CRMG and will then forward for discussion at CMT.

### **Cabinet**

Cabinet will receive reports on the risk management strategy to determine whether corporate risks are being actively managed. They are responsible for agreeing the strategy on an annual basis, or when significant changes are made, and to report to full Council on the risk management framework.

**General Purposes Committee**

To provide an independent oversight of the adequacy of the risk management framework and the associated control environment. The committee will receive an annual review of internal controls and be satisfied it properly reflects the risk environment and any actions required to improve it. Reports will also be provided regarding the KSRR in order that the committee can determine whether strategic risks are being actively managed.

On an annual basis, the committee will review and recommend the adoption of the risk management strategy to cabinet, or if significant changes are identified, to request a revision.

**Risk management in committee reports**

When a report is submitted to a committee the author is required to complete a section on Risk Management and Health and Safety Implications. The committee should be informed of any significant risks involved in taking a recommended course of action or if it decides not to follow the recommend course of action. The risk assessment should follow the corporate procedure and scored using the risk matrix. The report should also give details of any controls proposed, or in place, to manage the significant risks identified. Where appropriate, reference should be made to any existing risk.

Report authors are advised to consult with the Business Planning team or their departmental risk champion, for further advice and to propose any risks to be considered for inclusion in the departmental or KSRR.

# **Section D**

# **Performance Management Framework**

## **D) PERFORMANCE MANAGEMENT FRAMEWORK**

### **Introduction**

Merton launched its Performance Management Framework in 2004. While the main principles of performance management remain the same, the framework undergoes annual review and updating where and when required, to ensure that it remains up to date with changes within the organisation and outside.

We are committed to delivering customer-focused services. To achieve this, it is essential that we measure our performance, both against our own intentions, and the performance of others, using that information to improve local services.

Performance management enables us to ensure that our goals are constantly being met, whilst allowing us to identify best practice and address areas of concern. It is about how we consistently plan and manage improvements to our services to ensure continuous improvement in line with Lean principles. Sustainable improvements in services are unlikely to happen without it.

Everyone in the organisation has a part to play in monitoring our services and achieving our ambition.

### **Why measure performance?**

- It highlights areas where we are doing well, and areas which need improving;
- To enable our managers to monitor performance, manage effectively and plan for the future of the service;
- Performance data is required by the decisions makers within the council to help inform their decisions;
- Timely and accurate performance data will help identify problems early and enable us to put actions in place to address / rectify the situation;
- In order to improve, we need to know where we are now and ensure that we are doing the right things for the right reasons;
- Performance Management provides the evidence required for change and improvement, and lastly;
- What gets measured gets done!

### **Why do we need a Performance Management Framework?**

Since the introduction by Central Government of the Single Data List in April 2011, removing the monitoring of performance to reduce the burden, and reductions of audit and inspection by central government, it is now even more important that we manage and monitor our performance. We must ensure that our Performance Measures are robust, challenging and realistic, ensuring that we are achieving and delivering our priorities.

### **What is a Performance Management Framework?**

This Performance Management Framework has been created to provide a view of the overall approach the council takes to managing performance.

The Framework should also be considered alongside the council's Risk Management and Data Quality Strategies.

Our framework will help all of us to understand:

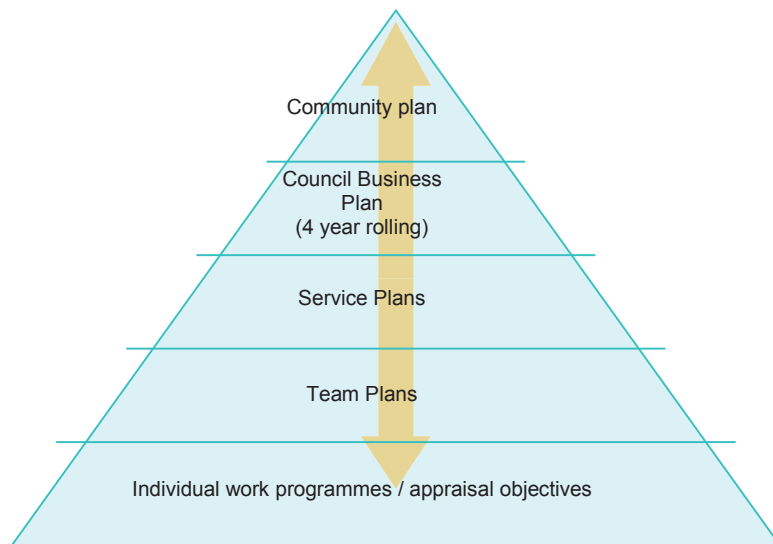
- what we are trying to achieve as an organisation
- how we are going to achieve this
- how we will monitor and report progress
- how the contribution of staff, managers, teams and departments relate to each other to help deliver the targets set for the whole organisation

The framework has three parts

1. The planning framework, how the plan fits together - the Golden Thread
2. The planning, monitoring and review cycle
3. Taking responsibility seriously

***The planning framework - how the plans fit together, the 'Golden Thread'***

The performance management framework is represented by the performance triangle



The key aspects of the Golden Thread are:

- [The Community Plan](#) has been developed by the Merton Partnership and sets the overall direction and vision for the borough until 2019.
- [Business Plan](#) sets out the council's priorities for improvement over the next four years. The plan is reviewed every year to ensure that it always reflects the most important improvement priorities.
- [Service Plans](#) are reviewed every year to ensure they outline the key issues and priorities for the department.
- [Medium Term Financial Strategy](#) (MTFS) outlines how much money we expect to

receive over the next four years and in broad terms what we expect to be spending this on.

- [Workforce Development Plan](#) is focused on making the best use of the skills of staff to deliver the services residents demand and deserve
- [Individual Appraisals](#) take place twice a year and are used to agree individual work programmes and targets.

***The planning, monitoring and review cycle - what happens, when and how?***

The planning, monitoring and review cycle shows how we continuously review and revise our performance in order to improve our services.



The cycle has four phases and takes place on an annual basis as part of the development of the next four year rolling Business Plan and agreement of the next year's budget.

**Planning** - Where are we now and where do we want to be?

Where we are now is reflected in our results against our performance indicators detailed in our service plans, the results of satisfaction surveys such as the Annual Residents Survey (ARS), and other inspection results. Our corporate ambitions and objectives that describe where we want to be are laid out in the Community Plan and the Business Plan and reflected at a more local level in service plans and targets in annual appraisals.

**Doing** - How do we get to where we want to be?

To get where we want to be we need to maximise our capacity to deliver the actions laid out in the various plans, and use our performance management and appraisals systems to ensure that we remain on course.



**Reviewing** - How are we doing and are we there yet?

By monitoring and managing performance, consulting with our partners and service users, and benchmarking against other providers we can assess our progress towards achieving our ambitions and learn from the good practice of others.

**Revising** - What do we do next?

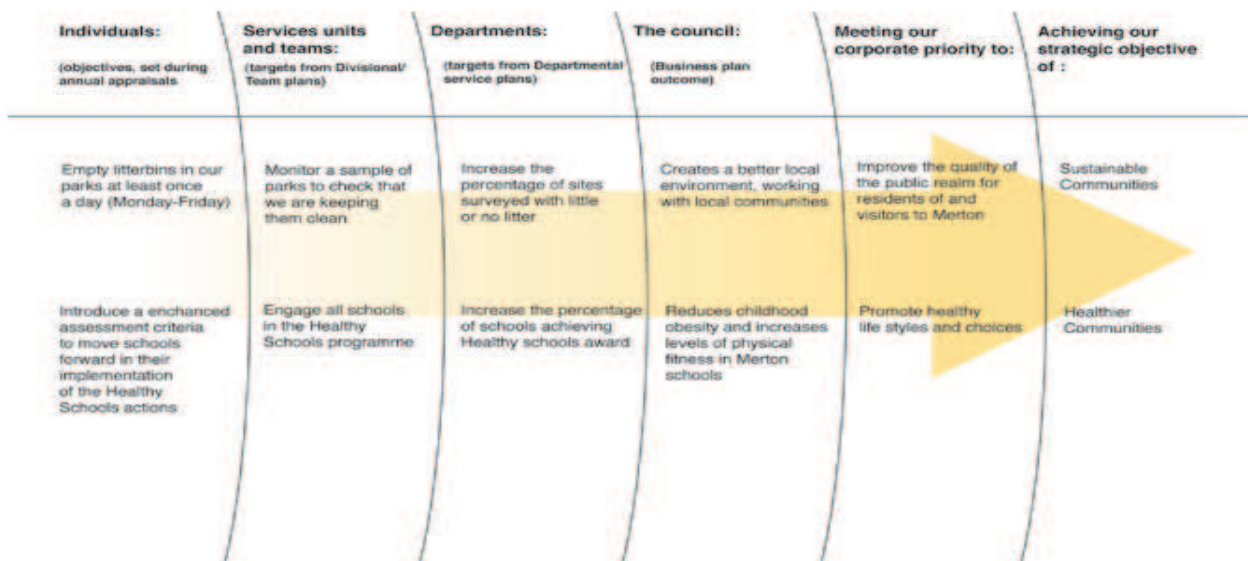
It is important that our services evolve to meet the needs of our residents. Having reviewed our performance we may need to change what we are doing or revise our ambitions and objectives so that we can continuously improve as an organisation.

To maximise the cycle's effectiveness we have an agreed timetable for the process which takes into account both performance and financial considerations. This timetable enables Councillors to agree priorities and allocate resources based on community views and needs, and accurate performance information. These priorities are translated into planned outcomes and performance targets to make sure that the right things get done.

**Taking responsibility for results** – how we go about doing it

Everyone has a responsibility to contribute to improving Merton, working within and using the performance management framework. This ensures that measurable activities at individual, team and service levels translate into outcomes.

It is the responsibility of the owner of the performance measure to ensure that details of the measure are clearly defined and that adequate collection, recording and validation processes are in place to enable effective monitoring and reporting in line with the council's Data Quality Strategy.



### Performance Management Systems and Collection Arrangements

With effective from 1 June 2013 performance against service plan measures is captured and reported via our Performance Management System known as Covalent.

One the first day of each month departmental performance leads are reminded of the deadline date by which performance data needs to be uploaded onto the system.

Performance Monitoring reports are presented to CMT on the fourth Tuesday of every month, Cabinet receives quarterly reports and Full Council annually. In addition, a monthly performance dashboard is published on both the internet and intranet giving staff, Members, residents and the public access to the latest performance data detailing how the council is doing against it targets.

### Roles and responsibilities

The roles and responsibilities are outlined below:

<b>Individuals</b>	All staff have a responsibility to deliver the tasks / actions that have been agreed in their appraisal and understand how their work contributes to the team, departmental and council goals.
<b>Managers</b>	All managers have responsibility for supporting their staff through the appraisal process and regular reviews. They must also show commitment and accountability by leading through example. Managers should ensure that their team have regular meetings to share information, review progress of their divisional and team

	plans, develop ideas, identify areas for the next plan and agree the way forward on a variety of team and work issues. Managers should use these meetings to raise issues around corporate priorities, tell staff about developments within the department and the council and to cascade information about performance to staff.
<b>Heads of service</b>	Heads of service report to Directors and are responsible for overseeing the performance of service units within their remit. They take a key role in the development and monitoring of their service plan at their DMT. They may also take on or contribute to wider corporate projects.
<b>Departmental Management Teams (DMT's)</b>	DMT's monitor their department's performance information and are responsible for taking action to deal with under-performance. DMT's make sure that every manager in the department knows and understands the planning cycle and performance management framework
<b>Directors</b>	Each Director is responsible for the performance of their department. They must make sure that appropriate reporting arrangements are in place with their DMT's to enable them to monitor performance. Directors demonstrate commitment to the performance management framework by leading its implementation within their department. They make sure their service plans are monitored at least every two months and regularly provide progress reports to the Chief Executive and appropriate Cabinet portfolio holder(s). Directors also have collective responsibility for corporate improvement as members of Corporate Management Team (CMT)
<b>Corporate Management Team (CMT)</b>	CMT is made up of the Chief Executive and Directors of the four departments. Its role is to focus on the 'big issues' facing the council and develop the organisation's strategic approach and service delivery. CMT reviews performance monthly and it can ask DMT's to review areas of concern and agree management action to address under-performance.
<b>Cabinet and Elected Members</b>	Ultimately, councillors are responsible for setting the direction of the Council and developing priorities by developing policy, setting strategic targets, monitoring progress, and agreeing the framework for continuous improvement.
<b>Full Council</b>	Members receive regular reports on progress against the strategic themes, including any relevant performance information and can use these meetings as an opportunity to ask questions of Cabinet members about performance issues.
<b>Overview and Scrutiny</b>	Overview and Scrutiny panels have regular performance monitoring task groups to examine performance data, detect trends and identify key areas of concern. They are responsible for challenging Cabinet to ensure that they are fulfilling their

	responsibilities. If they have areas of concern then they can ask Cabinet members and officers to attend meetings to answer questions. If they have wider concerns about the performance of a service area then they could carry out a scrutiny review into a particular area.
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## Help and advice

If you require any guidance or advice with regards to Performance Management or have any queries please contact a member of the [Business Planning team](#).

## Corporate Indicator set 2013-14

The corporate indicator set is a set of ten key measures from each of the four departments. There are 40 performance measures in total which are monitored on a monthly basis by the Corporate Management Team (CMT). (Below are 2013/14 Corporate Indicator Set these will be updated with 2014/15 Indicators once agreed)

<b>PI code and description</b>	<b>Dept.</b>	<b>12/13 target</b>	<b>13/14 target</b>	<b>Frequency</b>	<b>Polarity</b>
<b>CRP 18</b> - % council tax collected	CS	97.45	97	Monthly	High
<b>CRP 36 (SP 155)</b> - % of business rates collected	CS	97	97	Monthly	High
<b>CRP 13</b> - % of positive and neutral coverage tone	CS	91	91.5	Monthly	High
<b>CRP 37</b> - % of complaints progressed to level 2 (quarterly in arrears)	CS	16	10	Quarterly	Low
<b>CRP 14</b> - % of ombudsman complaints answered in 28 days	CS	85	90	Monthly	High
<b>CRP 04</b> - Average numbers of working days lost to sickness	CS	8	7	Monthly	Low
<b>CRP 16</b> - The level of CO2 emissions from the councils main operational buildings (tonnes)	CS	1950	1875	Monthly	Low
<b>CRP 41 (SP 192)</b> - % of Freedom Of Information requests dealt with in time (monthly in arrears)	CS	90	90	Monthly	High

<b>PI code and description</b>	<b>Dept.</b>	<b>12/13 target</b>	<b>13/14 target</b>	<b>Frequency</b>	<b>Polarity</b>
<b>CRP 42 (LCS 95)</b> Freedom of Information (FOI) requests answered in full (including information already published or not held)	CS	80	80	Monthly	Low
<b>CRP 43 (SP 301)</b> – % Successful website visits	CS	82.50	81.50	Monthly	High
<b>CRP 74</b> – Number of staff working from Civic Centre	CS	New	1,275	Quarterly	High
<b>CRP 44</b> – Income from off / on street parking	E&R	£10,617m	£11,322m	Monthly	High
<b>CRP 74</b> – Number of staff working in the Civic Centre	CS	1,250	1,275	Monthly	High
<b>CRP 45 (SP 118)</b> – Income from development and building control	E&R	£1,971m	£1,971m	Monthly	High
<b>CRP 46 (SP 23)</b> Amount of capital receipts to support the financial strategy (excluding Merton Priory Homes)	E&R	£5m	£5m	Quarterly	High
<b>CRP 47 (SP 68)</b> – Number of refuse collections including recycling and kitchen waste missed per 100,000	E&R	70	60	Monthly	Low
<b>CRP 48</b> - % sites surveyed on street inspections for litter that are below standard	E&R	9	8.5	Monthly	Low
<b>CRP 49 (SP 59)</b> – Number of fly tips in streets and parks	E&R	3,500	3,300	Monthly	Low
<b>CRP 50</b> - Volume of planning applications	E&R	NA	1,850	Monthly	High

<b>PI code and description</b>	<b>Dept.</b>	<b>12/13 target</b>	<b>13/14 target</b>	<b>Frequency</b>	<b>Polarity</b>
<b>CRP 51 (SP 114)</b> - % of major planning applications processed within 13 weeks	<b>E&amp;R</b>	60	60	Monthly	High
<b>CRP 52 (SP 115)</b> - % of minor planning applications processed within 8 weeks	<b>E&amp;R</b>	65	65	Monthly	High
<b>CRP 53 (SP 116)</b> - % of other planning applications processed with 8 weeks	<b>E&amp;R</b>	80	80	Monthly	High
<b>CRP 54 (SP 39)</b> - No. of adults inc carers, in receipt of Direct Payments or Personal Budgets as a % of all customers & carers receiving community based services.	<b>C&amp;H</b>	42	45	Monthly	High
<b>CRP 55 (SP 275)</b> – Weekly rate of delayed transfers of care from hospital - (both Merton & NHS responsible) (Measured monthly in arrears)	<b>C&amp;H</b>	7	6.5	Monthly	Low
<b>CRP 56 (SP 54)</b> – % Carers receiving a service of information and advice	<b>C&amp;H</b>	28	28.5	Monthly	High
<b>CRP 57 (SP 274)</b> No. of adults receiving community based Services e.g. Personal Care, to help them continue to live in their own homes, as a % of all customers receiving services	<b>C&amp;H</b>	80	82	Monthly	High
<b>CRP 58 (SP 273)</b> – Number of adults on the Occupational Therapy waiting list as a snapshot at the end of the month	<b>C&amp;H</b>	85	80	Monthly	Low
<b>CRP 59 (SP 08)</b> – No. of people accessing the library service by borrowing an item or using a peoples network terminal at least once in the previous 12 months	<b>C&amp;H</b>	54,000	54,000	Monthly	High

<b>PI code and Description</b>	<b>Dept.</b>	<b>2012/13 target</b>	<b>2013/14 target</b>	<b>Frequency</b>	<b>Polarity</b>
<b>CRP 60 (SP 09)</b> - Number of visitors accessing the library service on line	<b>C&amp;H</b>	95,000	110,000	Monthly	High
<b>CRP 61 (SP 36)</b> – The number of households in temporary accommodation provided under the homeless legislation	<b>C&amp;H</b>	87	100	Monthly	Low
<b>CRP 62 (SP 35)</b> – The number of homelessness cases prevented	<b>C&amp;H</b>	525	550	Monthly	High
<b>CRP 63 (SP 242)</b> – CRP 63/SP 242 - Number of learners funded by LSC on non-accredited courses (Academic) TBC	<b>C&amp;H</b>	3,827	3,000	Monthly	High
<b>CRP 64 (SP 75)</b> – % Children and young people on child protection plan for second or subsequent time	<b>CSF</b>	10	10	Monthly	Low
<b>CRP 65 (SP 95)</b> - Number of Special guardianship orders and adoptions finalised during the year ending 31 March.	<b>CSF</b>	12	12	Monthly	High
<b>CRP 66 (SP 290)</b> - % Looked after children in foster care placed with external agency carers	<b>CSF</b>	40	38	Monthly	High
<b>CRP 67 (SP 293)</b> – Average number of months to recruit in house foster carers from application to panel recommendation	<b>CSF</b>	6	6	Monthly	Low
<b>CRP 68 (SP 84)</b> - % of Good or Outstanding Ofsted inspections rated as good in children's centres.	<b>CSF</b>	100	100	Monthly	High
<b>CRP 69 (SP 87)</b> – % Outcome of schools Ofsted inspections rated as good or outstanding	<b>CSF</b>	75	77	Monthly	High

<b>PI code and Description</b>	<b>Dept.</b>	<b>2012/13 target</b>	<b>2013/14 target</b>	<b>Frequency</b>	<b>Polarity</b>
<b>CRP 70 (SP 100)</b> - % of final statements issued within 26 weeks (with exceptions)	<b>CSF</b>	95	95	Monthly	High
<b>CRP 71 (SP 91)</b> – No. of first time entrants to the Youth Justice System aged 10-17 years.	<b>CSF</b>	125	96	Monthly	Low
<b>CRP 72 (MP 15 / SP 319)</b> – % 16-19 year olds Not in Education, Employment or Training (NEET)(monthly in arrears)	<b>CSF</b>	5.5	8.3	Monthly	Low
<b>CRP 73 (SP 109)</b> - % vacancies in reception year of primary school	<b>CSF</b>	1.50	4	Monthly	Low

### **Help and advice**

If you require any guidance or advice with regards to performance management or have any queries, please contact a member of the **Business Planning team**.



# **Section E**

## **Service Planning 2014/18**

## SERVICE PLANNING 2014-18

The Service Plans agreed by service departments during the 2014/18 Business Planning Process are set out in the following pages. During this process Service Plans were considered by Cabinet on

- 17 February 2014

Final Service Plans were considered and agreed by Council on 5 March 2014.

Service Plans were scrutinised by the Overview and Scrutiny Commission and Panels during the January 2014 cycle of meetings and by the Overview and Scrutiny Commission on 30 January 2014.

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

At the start of the Business Planning Process managers were issued with guidance to clarify understanding and improve the quality and consistency of submissions. Each department reviewed the appropriateness of their current service plans. The tables below summarise the 29 service plans over their relevant Scrutiny Panels and departments.

### Scrutiny Panels

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

## Departments

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

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

Page 1

- i) Service description – Managers are asked to provide a succinct description of the key activities undertaken by the service.
- ii) Anticipated demand - What their key demand channels are and how best to measure them.
- iii) Anticipated supply - What are the key resources used to deliver services and products, to aid completion drop down menus can be used to identify accommodation, contractors, staff, transport and voluntary services. Managers may also identify their own resources.
- iv) Corporate strategies – From a drop down menu managers are asked to identify what key strategies they contribute to. These strategies are identified on page 6 of the Business Plan 2013-17.
- vi) Performance indicators – Managers are asked to identify the key performance indicators for their service, they must then indicate whether they should be measured monthly, quarterly, annual or biennial. Polarity indicates whether a higher or lower score are beneficial. Finally, indicators must be allocated one of the following six classifications:
  - **Business critical** - the business critical function of the service often with severe consequences if this is interrupted or not met.
    - e.g. tonnage of waste sent to landfill (a high tonnage can lead to landfill tax which has a detrimental effect to the council)

- **Outcome** - The success of the service in fulfilling its service description
  - e.g. the % of waste recycled
- **Output** – The quantity of work or services produced.
  - e.g. the number of Housing Benefit applications processed
- **Perception** - resident or user satisfaction with the service or part of the service
  - e.g. resident satisfaction with street cleanliness
- **Quality** - the quality of the service delivery
  - e.g. % of missed refuse collections
- **Unit cost** - Cost required to provide or produce a unit of a service or product
  - e.g. cost per household per refuse collection

Page 2

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

- **Major expected outcome** - the following eight choices are available to managers:
  - Improved customer satisfaction
  - Improved reputation
  - Improved resident wellbeing
  - Income generation
  - Income loss
  - More efficient way of working
  - To meet budget savings
  - To meet legislative requirements
- **Equalities** – the following three choices are available to managers:
  - No impact
  - Equality analysis undertaken
  - Equality analysis to be undertaken
- **Impact on other services** – from drop down menus managers may choose a negative, neutral or positive impact on up to three service areas. Alternatively they may choose to indicate a negative, neutral, no or positive impact across the authority.

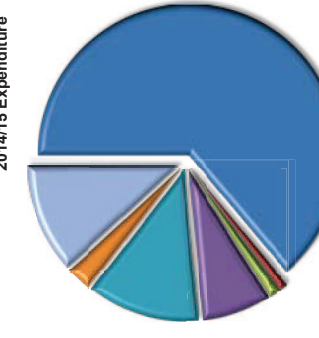
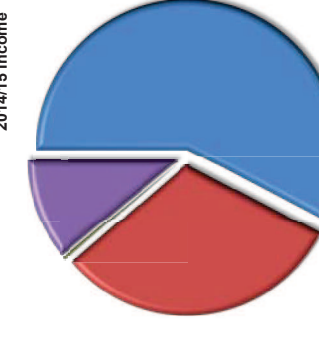
- **Sustainability** – the following seven choices are available to managers:
  - Community outreach
  - Districts networks
  - Impact on building emissions
  - Impact on flood plains/drainage systems
  - Impact on green sector jobs/skills
  - Impact on transport emissions
  - Impact on water use
- **Risk** - managers are ask to consider the risks that could prevent them form achieving projects or work programmes within agreed timescales and budgets and to the required standard and are referred to the corporate guidance on risk management which is contained in Section C of this document

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

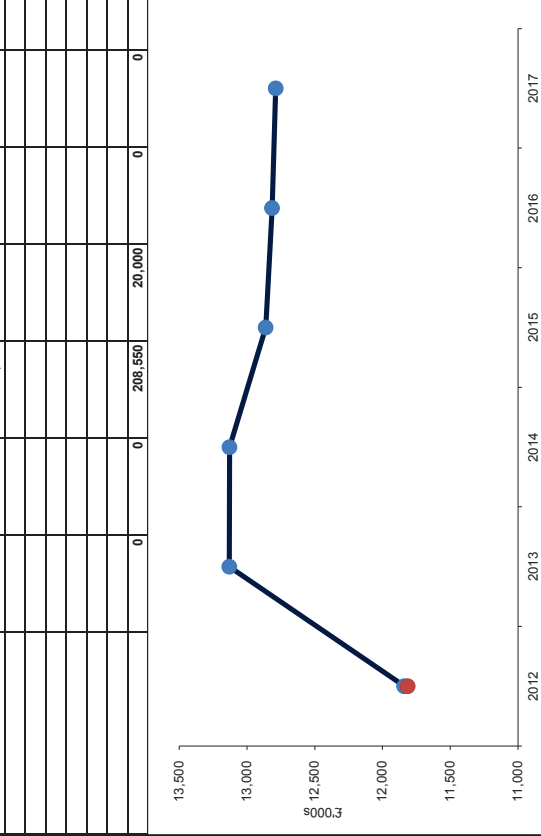
# **Children, Schools and Families Department**

Children's Social Care		Planning Assumptions				Anticipated demand							
Cllr Maxi Martin & Cllr Martin Whetton, Cabinet Members for Children Services & Education		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2015/16	2016/17	2017/18			
<p><b>Enter a brief description of your main activities and objectives below</b></p> <p>Children's Social Care (CSC) delivers a range of government prescribed &amp; legislated functions to children at risk of harm. Children can be leaves from care, or return to care, 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 &amp; Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education &amp; 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 &amp; escalation up to more intensive use of resources &amp; CSC prioritises a range of family interventions which target the highest risk children, with a focus on preventing children moving to the stage of childhood. This necessitates a strong commitment to robust assessment &amp; 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 end interventions with our families &amp; promote family strengths to enable them to care for their own children.</p> <p>Youth Inclusion provides a targeted service to support vulnerable young people &amp; their parents to prevent offending &amp; 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 CSP.</p>													
<p>Population growth - looked after children</p> <p>Population growth - Child Protection Plans</p> <p>Increase in 0-19 population</p> <p>Increase in more expensive specialist targeted services due to EIP savings &amp; statutory duty.</p>		<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>			
<p><b>Anticipated non-financial resources</b></p> <p>Staff (FTE) - reflects transfer of YS to Ed. Adoption &amp; fostering</p>		<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>			
<p><b>Performance indicator</b></p> <p>% single assessments completed within agreed timescales</p> <p>26 weeks' time limit for child protection cases</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>% NEEET aged 16-19</p> <p>Number 'YS' first time entrants</p>		<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>			
		<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>			
		<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>			
		<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>			
		<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>				<p>2012/13 (T)</p> <p>2013/14</p> <p>2014/15</p> <p>2015/16</p> <p>2016/17</p> <p>2017/18</p>			

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	2014/15	2015/16
Expenditure	13,531	13,789	14,894	14,837	14,569	14,522	14,496					
Employees	8,104	8,116	9,217	9,280	9,183	9,106						
Premises	118	87	122	124	125	127	128					
Transport	205	204	191	186	188	190	192					
Supplies & Services	1,153	1,366	1,198	1,095	1,108	1,121	1,134					
3rd party payments	2,053	1,729	1,844	1,781	1,708	1,735	1,762					
Transfer payments	351	543	412	398	404	410	417					
Support services	1,536	1,724	1,899	1,745	1,745	1,745	1,745					
Depreciation	11	11	11	11	11	11	11					
Revenue												
Grants	1,892	1,975	1,763	1,707	1,707	1,707	1,707					
Government grants	1,969	1,265	938	862	862	862	862					
Reimbursements	357	924	633	534	534	534	534					
Customer & client receipts	8	201	5	5	5	5	5					
Reserves	-442	-442	167	186	186	186	186					
Capital funded												
Council funded	11,839	11,814	13,131	13,130	12,862	12,815	12,788					
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 2015/16	Budget 2016/17	Budget 2017/18		
Youth Centres Re-provision			119,010	20,000								
Childrens Disabled Breaks Grant			89,540									
	0	0	208,550	20,000	0	0	0					

2014/15 Expenditure		2014/15 Income	
			
<p>1) Employees expenditure increased due to restructuring including transfer of Youth Justice service</p> <p>2) Grant income reduced due to change in accounting practice of EIP grant (£550k)</p> <p>3) Support services recharge increased due to changes in accounting practice.</p>		<p><b>Summary of major budget etc. changes</b></p> <p>Changes prior to 2014/15</p>	
CSF12: £100,000		2014/15	
		2015/16	
		CSF12: £220,000	
		CSF13: £100,000	
		2016/17	
		CSF12: £100,000	

The Corporate strategies your service contributes to	
Children & Young persons Plan	
Anti Social Behaviour	
Health & Wellbeing	
Social Inclusion Strategy	
Community Plan	
Corp Equality Scheme	
Family Poverty	
LAC Strategy	
Youth Crime	



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
<b>Project 1</b>	Deliver transforming families year 2 & year 3 programme  Continues programme of TF programme and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future. 2015-16 - Claim Transforming Families performance by results funding.	To meet legislative requirements	2	3	6	
Start date						2013-14
End date	2015-16					
<b>Project 2</b>	<b>Social Care Information System procurement &amp; implementation</b> Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects, led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.	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					
<b>Project 3</b>	<b>Preparation for new inspection regime</b> To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management & associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division.	To meet legislative requirements	4	3	12	
Start date						2013-14
End date	2014-15					
<b>Project 4</b>	<b>Youth Justice</b> Development of policy framework in response to regulation. Trend analysis.	To meet legislative requirements	3	2	6	
Start date						2014-15
End date	2015-16					
<b>Project 5</b>	<b>Joint work with Housing</b> To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.	Improved resident well being	4	2	8	
Start date						2014-15
End date	2015-16					
<b>Project 6</b>	<b>Post-reorganisation review of staffing structure &amp; processes</b> To review allocation of staffing between teams, caseloads & throughput, recruitment & retention implications. Associated process refinement across assessment, application of thresholds, EIP, specialist & enhanced services. Joint work with legal on 26 week limit.	To improve safeguarding, contain services within limited budgets, & for staff retention	3	2	6	
Start date						2013-14
End date	2014-15					
<b>Project 7</b>	Select one major outcome	Select one major outcome			0	
Start date						
End date						
<b>Project 8</b>	Select one major outcome	Select one major outcome			0	
Start date						
End date						
<b>Project 10</b>	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 Wheaton, 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		1-3fe	2fe	2fe	1fe	2fe		Capital Programme	
The Commissioning, Strategy & Performance division provides strategic services for the Children, Schools & Families Department (CSF):					6fe	6fe		Children & Young person's Plan	
<ul style="list-style-type: none"> <li>policy, planning &amp; performance management;</li> <li>commissioning, procurement &amp; contract monitoring;</li> <li>access to resources for looked after children/pupils with SEN;</li> <li>pupil place planning;</li> <li>school expansion &amp; overall CSF capital programme management;</li> <li>school departmental business support.</li> </ul>								Community Plan	
Main activities include:								Core Planning Strategy	
<ul style="list-style-type: none"> <li>i) leading on strategic &amp; operational planning for CSF;</li> <li>ii) leading in local Children's trust &amp; partnership development;</li> <li>iii) production of management information for internal &amp; external reporting Inc. performance management statutory returns;</li> <li>iv) production of policy documents &amp; procedural guidance for professional staff;</li> <li>v) leading on joint commissioning with partners;</li> <li>vi) managing schools Private Finance Initiative &amp; other service contracts;</li> <li>vii) procuring placements for looked after children/pupils with SEN;</li> <li>viii) planning sufficient school places;</li> <li>ix) co-ordinating pupil admissions to Merton schools;</li> <li>x) project managing school expansions &amp; other capital schemes.</li> </ul>								Corp Equality Scheme	
								Corp Procurement Strategy	
								Local Development Framework	
								Performance Management Framework	
								Social Inclusion Strategy	
Performance Indicator		Performance Targets (T) & Provisional Performance Targets (PT)					Reporting cycle	Indicator type	Main Impact if indicator not met
		2012/13(T)	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)		
% reception year surplus places		1.5	2	2	2	2	2	Low	Business critical
% secondary school Y7 surplus places Inc. Academies		12	12	8	5	5	5	Low	Business critical
% major capital projects green/amber to time		90	90	90	90	90	90	High	Business critical
% major capital projects green/amber to cost		90	90	90	90	90	90	Low	Business critical
% fostered LAC in external agency foster care placements		40	38	36	34	34	34	Low	Business critical
Numbers of in-house foster carers recruited		12	16	20	20	20	20	High	Quality
% completion rates for parenting programmes		72	75	80	85	85	85	High	Business critical
% commissioned services quarterly monitoring completed		100	100	100	100	100	100	High	Business critical
% statutory returns to government on time		100	100	100	100	100	100	High	Business critical

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		4,560	5,335	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377
Income		2,377	2,386	746	106	106	106	106	106	106	106	106	106
Government grants		2,377	2,386	746	106	106	106	106	106	106	106	106	106
Reimbursements		250	310	209	311	311	311	311	311	311	311	311	311
Customer & client receipts		1,933	2,639	1,946	1,960	1,962	1,964	1,964	1,966	1,964	1,966	1,966	1,966
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		11,782	11,182	13,670	13,259	13,241	13,280	13,280	13,288	13,280	13,288	13,288	13,288

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		4,560	5,335	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377
Income		2,377	2,386	746	106	106	106	106	106	106	106	106	106
Government grants		2,377	2,386	746	106	106	106	106	106	106	106	106	106
Reimbursements		250	310	209	311	311	311	311	311	311	311	311	311
Customer & client receipts		1,933	2,639	1,946	1,960	1,962	1,964	1,964	1,966	1,964	1,966	1,966	1,966
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		11,782	11,182	13,670	13,259	13,241	13,280	13,280	13,288	13,280	13,288	13,288	13,288

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		4,560	5,335	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377	2,377
Income		2,377	2,386	746	106	106	106	106	106	106	106	106	106
Government grants		2,377	2,386	746	106	106	106	106	106	106	106	106	106
Reimbursements		250	310	209	311	311	311	311	311	311	311	311	311
Customer & client receipts		1,933	2,639	1,946	1,960	1,962	1,964	1,964	1,966	1,964	1,966	1,966	1,966
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		11,782	11,182	13,670	13,259	13,241	13,280	13,280	13,288	13,280	13,288	13,288	13,288

### 2014/15 Expenditure

### 2014/15 Income

### 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 recovered from schools.
- 3) The lower spend on third party payments relate to the DSG under spend 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).

### Capital Budget £'000s

Year	Budget	Actual
2012	0	0
2013	0	0
2014	0	0
2015	0	0
2016	0	0
2017	0	0

### CSF 06: £50,000

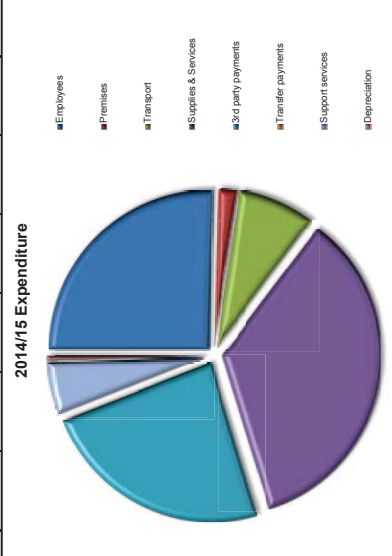
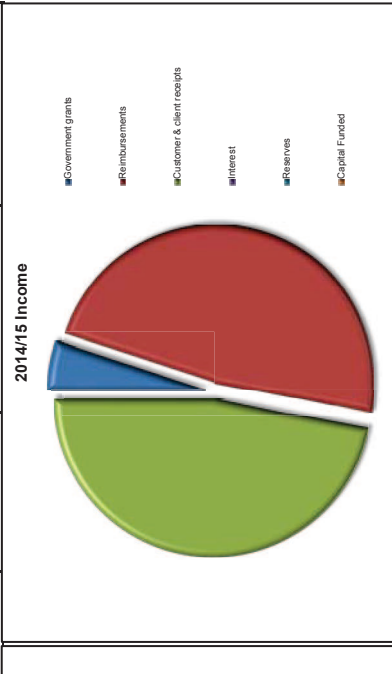
CSF 05: £50,000  
CSF 06: £200,000  
CSF 07: £50,000

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

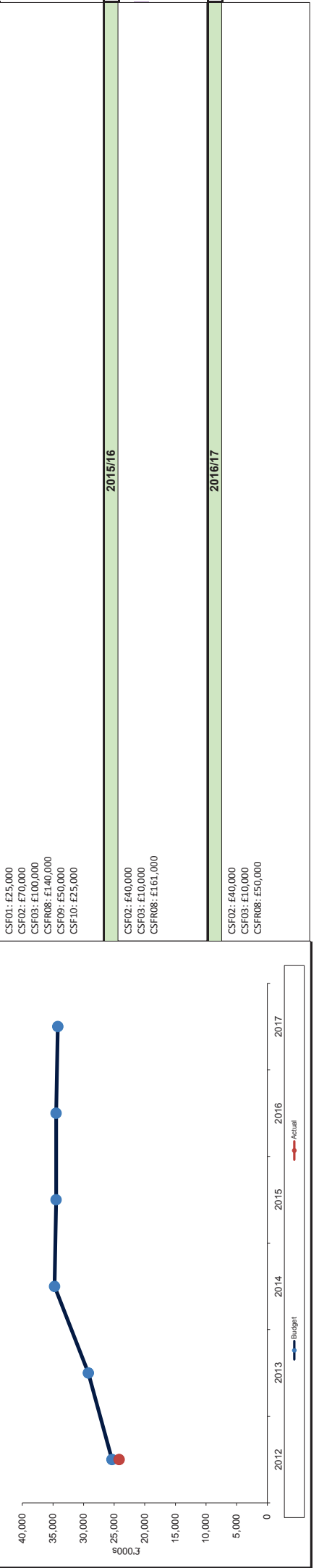
**Commissioning, Strategy and Performance**

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME	Risk		
Project Title:	Project Details:		Likelihood	Impact	
Start date	End date			Score	
<p><b>Project 1</b></p> <p>Commissioning</p> <p>Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor services for CYP &amp; families; working with CCG to explore options for the future commissioning of health services for CYP &amp; 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 Aired &amp; RPA places; commissioning of placements for older LAC and care leavers accommodation.</p>		More efficient way of working	3	2	6
<p><b>Project 2</b></p> <p>Implementation of secondary &amp; special school expansion strategy</p> <p>Pupil places planning, development of strategy, statutory processes, planning &amp; delivery of construction contracts. Includes consideration of provision for SEND.</p>		To meet legislative requirements	5	3	15
<p><b>Project 3</b></p> <p>PFI - 5 year review</p> <p>Quinquennial soft services review.</p>		More efficient way of working	4	2	8
<p><b>Project 4</b></p> <p>School Admissions System Procurement</p> <p>Procurement of school admissions system, including consideration of surrounding processes. Also engagement with CC Programme.</p>		More efficient way of working	3	3	9
<p><b>Project 5</b></p> <p>Participation &amp; Engagement Review</p> <p>Review of i) existing participation and engagement capacity in CSF, ii) re-prioritisation of activity and iii) model of delivery. Work could lead to internal restructuring or external commissioning of service.</p>		Improved resident well being	3	1	3
<p><b>Project 6</b></p> <p>Increase uptake of Free School Meals</p> <p>Increase proportion of those eligible for free school meals who apply for and then take up entitlement. Work will include reviewing marketing and application procedures and targeted work with schools with lower FSM registrations than would be expected from analysis of deprivation factors.</p>		Improved resident well being	2	2	4
<p><b>Project 7</b></p> <p>Release of Assets</p> <p>To address a range of issues related to CSF property &amp; accommodation, including consideration of further potential for flexible working &amp; consolidation in the Civic Centre; review of caretakers' houses.</p>		More efficient way of working	3	1	3
<p><b>Project 8</b></p> <p>Progress existing capital schemes &amp; provide additional FE's in primary schools</p> <p>Completion of construction projects in progress. Consideration of further primary places required, planning &amp; delivery of construction projects.</p>		To meet legislative requirements	3	3	9

Education		Planning Assumptions				The Corporate strategies your service contributes to	
Cllrs Maxt Martin & Mervin Whiston, Cabinet Members for Children's Services & Education		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Schools Standards &amp; Quality</b> will improve outcomes for all pupils in Merton Schools by: <ul style="list-style-type: none"> <li>improving teaching &amp; learning in primary &amp; secondary schools</li> <li>working with schools to reduce inequality &amp; improve achievement for vulnerable groups</li> <li>changing relationships between LA's, HT's &amp; schools in context of new government policies</li> </ul> <b>Special Education Needs &amp; Disabilities</b> will improve outcomes for CYP with SEND by: <ul style="list-style-type: none"> <li>building capacity in schools &amp; settings, families &amp; the community</li> <li>focus on early intervention &amp; prevention, as well as direct support for schools &amp; families</li> <li>implementing the requirements of the Children and Families Bill</li> </ul> <b>Early Years Services</b> will improve outcomes for all children aged 0-5 via: <ul style="list-style-type: none"> <li>universal, early help &amp; targeted services</li> <li>children's centres</li> <li>free nursery places for 2 to 4 year olds</li> <li>information for families (0-19)</li> <li>childcare market management</li> </ul> <b>Youth Inclusion</b> will improve outcomes for Young People by: <ul style="list-style-type: none"> <li>providing universal &amp; targeted in house &amp; commissioned services for YP &amp; schools</li> <li>providing support to prevent bullying, substance misuse &amp; teenage pregnancy, to improve attendance &amp; to encourage emotional &amp; social development</li> <li>developing alternative education offerings to enable YP to stay in education, training &amp; employment</li> <li>leading on the council's partnership with the police &amp; CAMHS for education</li> <li>improving attendance in Merton schools</li> </ul>		Anticipated demand Forecast increase in population 5-19 Increase in compulsory education to 18 Forecast increase in targeted SEND services Forecast increase in population 0 - 4	2000 200 - 400 780 251	2400	2016/17	2017/18	The Corporate strategies your service contributes to Children & Young person's Plan Community Plan Corp Equality Scheme Performance Management Framework Social Inclusion Strategy LAC strategy Youth crime Family poverty Health & wellbeing
<b>Anticipated non financial resources</b> Staff (FTE)		Performance Targets (T) & Provisional Performance Targets (PT)		Polarity		Indicator type	
		2012/13(T)	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)
<b>Performance Indicator</b>		62	64	65	65	65	65
% 5 GCSE A-C including English & maths		75	77	85	High	High	High
% outcome of schools Ofsted inspections good or outstanding		78	78	82	High	High	High
% L4 English & maths as KS2		new	new	94.5	High	High	High
% secondary school attendance (LA only)		new	new	95	High	High	High
% primary school attendance (LA only)		520	520	520	High	High	High
Provision of short breaks		63	60	65	High	High	High
% EY foundation stage profile		100	100	100	High	High	High
% Good or Outstanding children's centres per Ofsted		1800	2000	2000	High	High	High
Youth service participation rate							



DEPARTMENTAL BUDGET AND RESOURCES		Budget 2012/13		Budget 2013/14		Budget 2014/15		Budget 2015/16		Budget 2016/17		Budget 2017/18	
<b>Revenue</b>													
<b>Revenue £'000s</b>													
Expenditure	36,666	36,736	37,648	39,709	39,499	39,542	39,269						
Employees	10,268	10,041	10,453	10,106	9,956	9,649	9,621						
Premises	559	552	511	734	746	759	771						
Transport	3,200	3,394	3,210	3,112	2,998	2,995	3,042						
Supplies & Services	12,990	12,752	12,779	13,956	13,984	14,012	13,995						
3rd party payments	8,061	7,859	8,430	9,435	9,449	9,461	9,474						
Transfer payments	1	39	19	19	19	19	19						
Support services	1,828	2,043	2,188	2,156	2,156	2,156	2,156						
Depreciation	58	58	58	58	58	58	58						
<b>Revenue</b>													
<b>Revenue £'000s</b>													
Income	11,199	12,544	8,444	4,982	5,019	5,056	5,073						
Government grants	6,473	6,394	2,261	250	250	250	250						
Reimbursements	2,950	3,950	3,958	2,390	2,390	2,390	2,390						
Customer & client receipts	2,111	2,485	2,225	2,342	2,379	2,416	2,433						
Interest	0	0	0	0	0	0	0						
Reserves	-275	-275	0	0	0	0	0						
Capital Funded	0	0	0	0	0	0	0						
<b>Capital</b>													
<b>Capital £'000s</b>													
Capital Funded	25,366	24,194	29,204	34,727	34,480	34,486	34,196						
<b>Capital Budget £'000s</b>													
Budget 2012/13													
Budget 2013/14													
Budget 2014/15													
Budget 2015/16													
Budget 2016/17													
Budget 2017/18													



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

**Education**

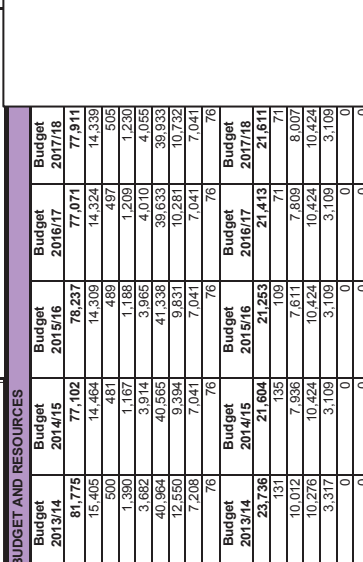
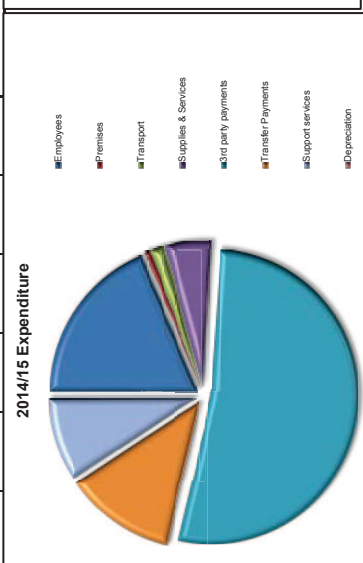
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Project 1</b>	Project Title: Improving pupil outcomes at KS2 & KS4  Project Details: Ongoing work with schools. Challenge and support, monitoring, feedback, including Ofsted. Training and collaboration.	Improved pupil outcomes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

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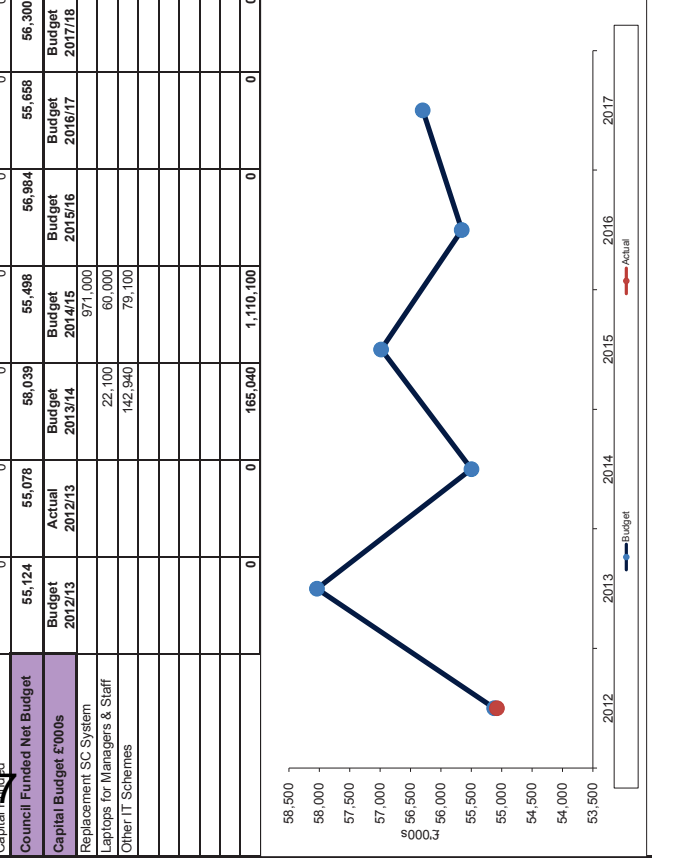
# **Community and Housing Department**

Adult Social Care		Planning Assumptions							The Corporate strategies your service contributes to	
CILR Linda Kirby Cabinet Member for Adult Social Care & Health		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		6513	6630	6729	6829	6920	7000	6820	6900	
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 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.		1600	1700	1800	1800	1900	1900	2000	2000	
There are eligibility criteria to define need and to keep this in line with resources as far as possible.		1960	1963	1957	2022	2047	2047	2047	2047	
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.		431	444	420.19	420.19	418.19	418.19	418.19	418.19	
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.										
Performance Indicator		2012/13(PT)	2013/14(PT)	2014/15(PT)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2016/17	2017/18	
% carers receiving services		28	28.5	28.5	28.5	28.5	28.5	28.5	28.5	
% people living at home after reablement		75	77	77	77	77	77	77	77	
No. of people on the Occupational Therapy waiting list		85	80	80	80	80	80	80	80	
% customers supported in the community		80	82	82	82	82	82	82	82	
% people with personal budgets		42	45	45	45	45	45	45	45	
weekly rate of delayed transfers of care from hospital (both Melton & NHS responsible)		7	6.5	6.5	6.5	6.5	6.5	6.5	6.5	
Performance Targets (T) & Provisional Performance Targets (PT)		2012/13(T)	2013/14(T)	2014/15(T)	2015/16(T)	2016/17(T)	2017/18(T)	2016/17	2017/18	
Measures will change in line with national Zero Based Review of Adult Social Care.										
Polarity										
Reporting cycle										
Indicator type										
Main impact if indicator not met										
Breach statutory duty										
Increased costs										
Increased waiting times										
Increased costs										
Government intervention										
Increased costs										

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 2017/18
Expenditure	82,430	82,248	81,775	77,102	78,237	77,071	77,911	78,237	77,071	77,911	77,911
Employees	15,177	15,223	15,405	14,464	14,509	14,324	14,339	14,509	14,324	14,339	14,339
Premises	492	501	500	481	489	497	505	489	497	505	505
Transport	1,468	1,475	1,390	1,167	1,188	1,209	1,230	1,188	1,209	1,230	1,230
Supplies & Services	3,925	3,635	3,682	3,914	3,965	4,010	4,055	3,965	4,010	4,055	4,055
3rd party payments	43,041	42,302	40,964	40,563	41,338	39,633	39,933	41,338	39,633	39,933	39,933
Transfer Payments	12,159	12,209	12,550	9,594	9,831	10,281	10,732	9,831	10,281	10,732	10,732
Support services	6,630	6,627	7,208	7,041	7,041	7,041	7,041	7,041	7,041	7,041	7,041
Depreciation	138	76	76	76	76	76	76	76	76	76	76
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 2017/18
Income	27,306	27,170	23,736	21,604	21,253	21,413	21,611	21,253	21,413	21,611	21,611
Government grants	7,109	6,895	131	135	109	71	71	109	71	71	71
Reimbursements	7,891	7,437	10,012	7,611	7,611	7,809	8,007	7,611	7,809	8,007	8,007
Customer & client receipts	8,963	9,298	10,276	10,424	10,424	10,424	10,424	10,424	10,424	10,424	10,424
Recharges	3,317	3,314	3,317	3,109	3,109	3,109	3,109	3,109	3,109	3,109	3,109
Reserves	226	226	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	55,124	55,078	58,039	55,498	56,984	55,658	56,300	56,984	55,658	56,300	56,300
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 2015/16	Budget 2016/17	Budget 2017/18	Budget 2017/18
Replacement SC System											
Laptops for Managers & Staff			22,100	60,000							
Other IT Schemes			142,940	79,100							



Summary of major budget etc. changes ~ 2014/15	
Growth - Placements - Demographic changes - £1m	
Growth for Concessionary fares increase - £0.243m	
Savings - £2.187m	
NHS Social Care - Transfer funds - £2.676m	
Better Care Fund - £0.623m	
<b>2015/16</b>	
Growth - Placements - Demographic changes - £1m	
Growth for Concessionary fares increase - £0.436m	
Savings - £2.014m	
<b>2016/17</b>	
BCF allocation increases to £11.254m.	
£5.4m of the total allocation will be spent on investments managed by the Council	
(i.e £2.9m spend carried forward from 2014/15 and £2.4m proposed new investments)	
<b>2017/18</b>	
Growth - Placements - Demographic changes - £1m	
Growth for Concessionary fares increase - £0.450m	
Savings - £2.328m	
Growth - Placements - Demographic changes - £1m	
Growth for Concessionary fares increase - £0.450m	
Savings - £0.322	



**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
<b>Project 1</b>	<b>Project Title:</b> 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).	To meet budget savings	4	2	8
Start date 2013-14	<b>Project Details:</b>					
End date 2017-18						
<b>Project 2</b>	<b>Project Title:</b> Restructuring supporting people	Continue the mainstreaming of the procurement process and reducing overall expenditure within these contracts (2014-15 Ref: CH11).	To meet budget savings	4	2	8
Start date 2014-15	<b>Project Details:</b>					
End date 2014-15						
<b>Project 3</b>	<b>Project Title:</b> Voluntary sector grants - reduction in infrastructure	Delivering efficiencies through reduction in voluntary organisations' overheads and back office costs (2014-15 Ref: ASC51).	To meet budget savings	4	2	8
Start date 2014-15	<b>Project Details:</b>					
End date 2014-15						
<b>Project 4</b>	<b>Project Title:</b> 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).	To meet budget savings	4	2	8
Start date 2014-15	<b>Project Details:</b>					
End date 2014-15						
<b>Project 5</b>	<b>Project Title:</b> Commissioning management restructure	Streamlining procurement and commissioning process (2014-15 Ref: ASC52).	To meet budget savings	3	1	3
Start date 2014-15	<b>Project Details:</b>					
End date 2014-15						
<b>Project 6</b>	<b>Project Title:</b> 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).	To meet budget savings	4	2	8
Start date 2013-14	<b>Project Details:</b>					
End date 2017-18						
<b>Project 7</b>	<b>Project Title:</b> Meals on wheels contract saving	Delivering efficiencies through contract negotiations (2014-15 Ref: ASC63).	To meet budget savings	4	2	8
Start date 2014-15	<b>Project Details:</b>					
End date 2014-15						
<b>Project 8</b>	<b>Project Title:</b> 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)	To meet budget savings	4	2	8
Start date 2014-15	<b>Project Details:</b>					
End date 2014-15						
<b>Project 9</b>	<b>Project Title:</b> Reablement (outcome - care packages)	Reduced reablement outcome care packages (2014-15 Ref: ASC45).	To meet budget savings	4	3	12
Start date 2014-15	<b>Project Details:</b>					
End date 2014-15						
<b>Project 10</b>	<b>Project Title:</b> Promoting independence	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enables to regain and maintain independence (2014-15 to 201617 Ref: CH2).	To meet budget savings	4	2	8
Start date 2014-15	<b>Project Details:</b>					
End date 2016-17						



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

Adult Social Care

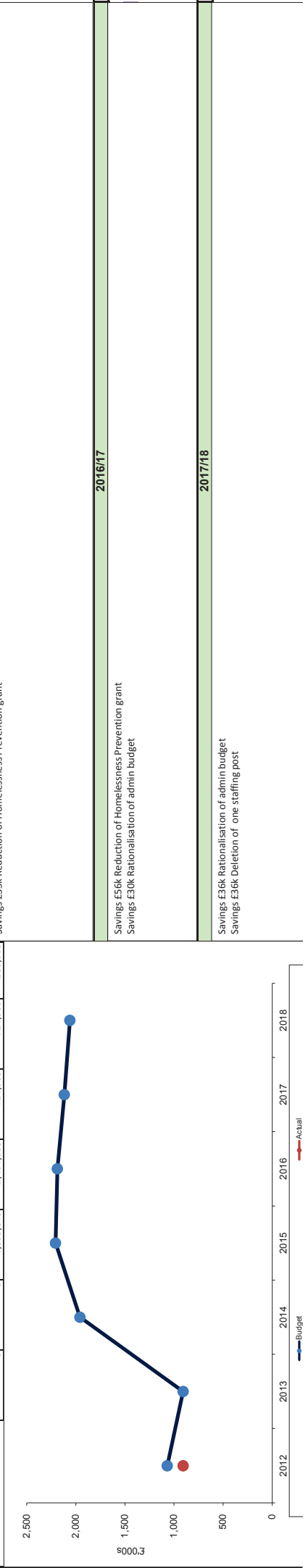
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Reviewed service packages	To meet budget savings		4	3	12
Start date 2013-14	<b>Project Details:</b> Review of care packages with a view to an overall average reduction in line with promoting independence (2014-15 Ref: ASC46).					
End date 2014-15		To meet budget savings		3	2	6
<b>Project 2</b>	<b>Project Title:</b> Additional reablement funding (PCT)					
Start date 2014-15	<b>Project Details:</b> Additional one off funding from PCT to support health related social care services (2014-15 Ref: ASC47).	To meet budget savings		4	2	8
End date 2014-15						
<b>Project 3</b>	<b>Project Title:</b> Access and assessment staffing restructure	To meet budget savings		3	2	6
Start date 2014-15	<b>Project Details:</b> 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		To meet budget savings		3	2	6
<b>Project 4</b>	<b>Project Title:</b> Transport efficiencies / transport					
Start date 2014-15	<b>Project Details:</b> Day service staff to become responsible for collecting customers and taking them home (2014-15 Ref: ASC49).	To meet budget savings		3	2	6
End date 2014-15						
<b>Project 5</b>	<b>Project Title:</b> Direct provisions - staffing restructure	To meet budget savings		3	2	6
Start date 2013-14	<b>Project Details:</b> Direct provisions - staffing restructure (2014-15 Ref: CH7).					
End date 2014-15		To meet budget savings		6	3	18
<b>Project 6</b>	<b>Project Title:</b> Below inflation uplift to third party suppliers					
Start date 2015-16	<b>Project Details:</b> 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).	To meet budget savings		4	2	8
End date 2016-17						
<b>Project 7</b>	<b>Project Title:</b> Realise benefits of new prevention programme	To meet budget savings		4	2	8
Start date 2016-17	<b>Project Details:</b> 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		To meet budget savings		4	2	8
<b>Project 8</b>	<b>Project Title:</b> Re-modelling and re-procuring the domiciliary care service					
Start date 2015-16	<b>Project Details:</b> 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).	To meet budget savings		4	2	8
End date 2017-18						
<b>Project 9</b>	<b>Project Title:</b> Remove Day Care Costs from Residential Customers	To meet budget savings		4	2	8
Start date 2014-15	<b>Project Details:</b> Cessation of day care costs from Residential customers (2014-15 Ref: CH12).					
End date 2014-15		To meet budget savings		3	1	3
<b>Project 10</b>	<b>Project Title:</b> All Saints Respite Extension					
Start date 2014-15	<b>Project Details:</b> Extend All Saints Respite Service offer to PD customers (2014-15 Ref: CH14).	To meet budget savings		3	1	3
End date 2014-15						

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Housing Needs and Enabling Services		Planning Assumptions							The Corporate strategies your service contributes to		
Cllr Nick Draper Cabinet Member for Community & Culture		Anticipated demand		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Enter a brief description of your main activities and objectives below		Housing advice, options, private tenants and landlords advice		11500	10500	10500	10500	11500	11500	Homelessness Strategy	
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.		Housing register applicants		8250	7000	7900	8850	7750	8700	Housing Strategy	
To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.		Housing options casework		1200	1350	1100	1100	1250	1250		
The purpose of this service is to		Demand for temporary accommodation		275	275	275	300	300	300		
- Prevent homelessness in accordance with statutory housing law		Anticipated non financial resources		25.5	26.5	26.5	24.5	24.5	23.5		
- Provide homes to people in housing need		Housing Needs Staff (FTE)		0	0	6.03	6.03	6.03	6.03		
- Plan for the future delivery of housing via general conformity with the London Housing Strategy		Environmental Health (Housing)									
- Formulate and deliver statutory housing strategies for the borough		Performance Indicator		Performance Targets (T) & Provisional Performance Targets (PT)		Polarity		Reporting cycle		Indicator type	
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes		No. of homelessness preventions		525	550	550	550	550	550	Business critical	
- Maximise supply of affordable homes with registered providers and private landlords		Highest no. of families in RB&B		87	100	100	100	100	100	Business critical	
- Provide care and housing support to vulnerable adults		Affordable homes delivered		7	7	10	10	10	10	Business critical	
- Relationship management between the council and stock transfer housing associations		Social housing lets		120	150	70	40	80	30	Outcome	
- Carry out a statutory duty to enforce Environmental Health (Housing) legislation		Rent deposit - new tenancies		420	450	410	370	390	380	Quarterly	
- Provide grant assistance for improvements and adaptations				125	90	90	90	90	90	Annual	

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 2018	2012/13(T)	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)
<b>Expenditure</b>	2,230	2,533	2,790	3,566	3,481	3,412	3,357		525	550	550	550	550	550
Employees	632	624	562	1,310	1,233	1,197	1,197		87	100	100	100	100	100
Premises	37	22	1	38	38	38	38		7	7	10	10	10	10
Transport	12	10	18	28	28	28	28		120	150	70	40	80	30
Supplies & Services	230	177	190	200	213	186	153		420	450	410	370	390	380
Transfer Payments	480	1,143	909	1,389	1,403	1,417	247		125	90	90	90	90	90
3rd party payments	604	266	480	338	303	247	247							
Transfer Payments	0	0	0	0	0	0	0							
Support services	235	291	230	277	277	277	277							
Depreciation	0	0	0	0	0	0	0							
<b>Revenue £'000s</b>	<b>Budget 2012/13</b>	<b>Actual 2012/13</b>	<b>Budget 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018</b>						
<b>Income</b>	1,161	1,626	832	1,359	1,293	1,294	1,296							
Government grants	1,001	1,594	798	1,140	1,140	1,140	1,140							
Reimbursements	0	0	0	0	0	0	0							
Customer & client receipts	30	92	34	147	148	149	151							
Recharges	0	0	0	0	0	0	0							
Reserves	130	19	0	67	0	0	0							
Capital Funded	0	0	0	0	0	0	0							
<b>Council Funded Net Budget</b>	<b>1,069</b>	<b>907</b>	<b>1,958</b>	<b>2,207</b>	<b>2,188</b>	<b>2,118</b>	<b>2,061</b>							

Summary of major budget etc. changes						
2014/15			2015/16			2016/17
Transfer of Environmental Health team from E&R £270k						
Savings - £92k Homelessness Prevention grant						
Temp Accom- Expenditure, Housing Benefit and Client contribution budget's increased						
Savings £35k Reduction of Homelessness Prevention grant						
Savings £56k Reduction of Homelessness Prevention grant						
Savings £30k Rationalisation of admin budget						
Savings £36k Rationalisation of admin budget						
Savings £36k Deletion of one staffing post						



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

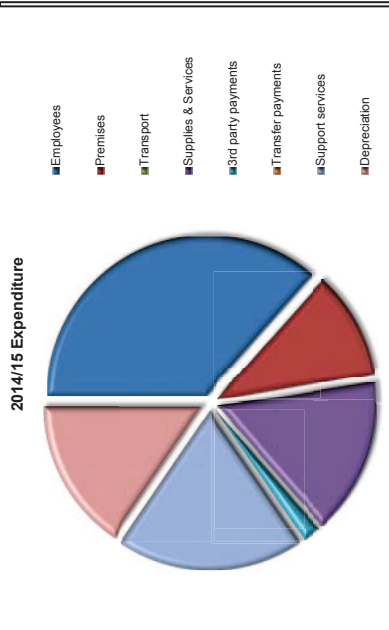
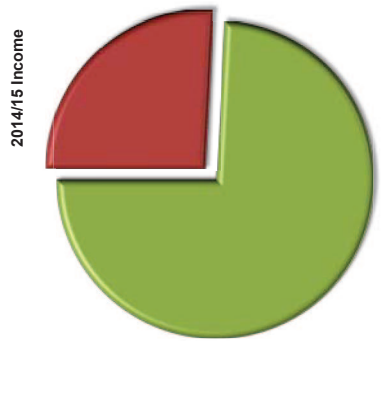
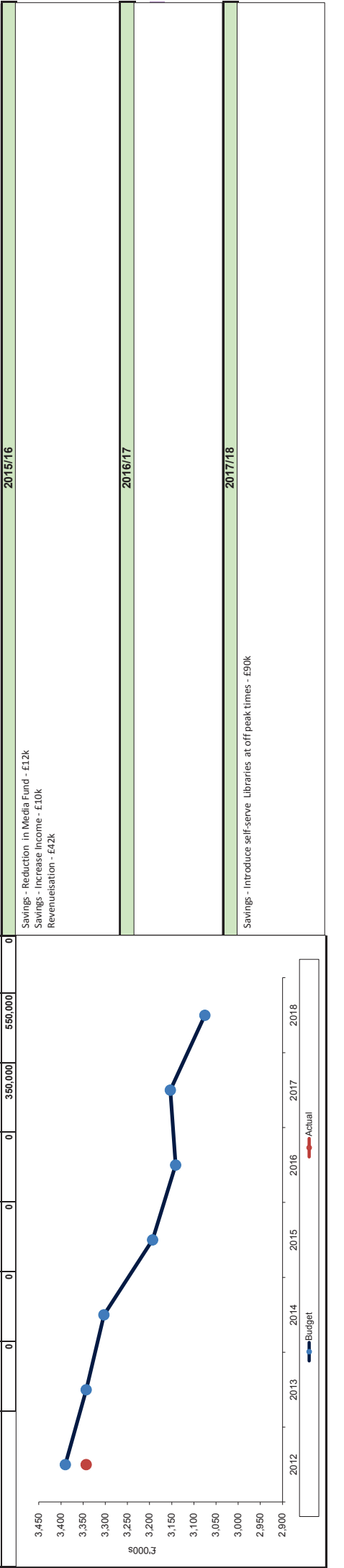
Housing Needs and Enabling Services

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Shared lives optimisation		To meet budget savings				
<b>Project 1</b>	Project Title: Project Details:	Optimise the use of Shared Lives thereby reducing the associated spend on Adult Social Care budget.		3	3	9
Start date	2013-14					
End date	2014-15					
<b>Project 2</b>		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					
<b>Project 3</b>		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					
<b>Project 4</b>		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					
<b>Project 5</b>		Review Housing Register and Nominations Policy				
Start date	2014-15	Review Housing Register and Nominations Policy.		1	1	1
End date	2014-15					
<b>Project 6</b>		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					
<b>Project 7</b>		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					
<b>Project 8</b>		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					
<b>Project 9</b>		Select one major outcome				0
Start date						
End date						
<b>Project 10</b>		Select one major outcome				0
Start date						
End date						

Libraries		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	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Enter a brief description of your main activities and objectives below		54,000	54,000	54,500	55,000	56,000	56,000	54,000	54,000	54,500	55,000	56,000	56,000
The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the needs of adults and children' according to the Public Libraries and Museums Act 1964.		100,000.00	105,000.00	110,000.00	110,000.00	110,000.00	110,000.00	100,000.00	105,000.00	110,000.00	110,000.00	110,000.00	110,000.00
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.		120,000	125,000	130,000	135,000	135,000	135,000	120,000	125,000	130,000	135,000	135,000	135,000
Certain aspects of the service must be provided for free: Free lending of books Free access to information Free library membership		1,100,000	1,150,000	1,150,000	1,200,000	1,200,000	1,200,000	1,100,000	1,150,000	1,150,000	1,200,000	1,200,000	1,210,000
The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction levels.		7	7	7	7	7	7	7	7	7	7	7	7
Performance indicator		144	144	144	144	144	144	144	144	144	144	144	144
No. of visitors accessing the library service online		95	95	95	95	95	95	95	95	95	95	95	95
Active users - peoples network terminal		54,000	54,000	54,500	55,000	56,000	56,000	54,000	54,500	55,000	56,000	56,000	56,000
% self service usage for stock transactions		143	180	180	180	180	180	143	180	180	180	180	180
Active volunteers in libraries		20	25	30	30	30	30	20	25	30	30	30	30
Partnership numbers		78	78	78	78	78	78	78	78	78	78	78	78
% customer satisfaction (ARS)		Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select

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	2013/14	2014/15	2015/16	
Expenditure	3,831	3,725	3,791	3,634	3,596	3,603	3,529	3,831	3,725	3,791	3,634	
Employees	1,337	1,297	1,316	1,327	1,305	1,306	1,216	1,337	1,297	1,316	1,327	
Premises	349	337	401	401	413	413	419	349	337	401	401	
Transport	3	3	4	4	4	4	4	3	3	4	4	
Supplies & Services	559	547	618	552	543	558	567	559	547	618	552	
3rd party payments	105	119	68	68	67	67	68	105	119	68	68	
Transfer payments	0	0	0	0	0	0	0	0	0	0	0	
Support services	907	867	814	689	689	689	689	907	867	814	689	
Depreciation	571	553	553	566	566	566	566	571	553	553	566	
Revenue £'000s												
Income	441	382	488	441	445	450	454	441	382	488	441	
Government Grants	0	0	0	0	0	0	0	0	0	0	0	
Reimbursements	82	47	120	114	114	114	114	82	47	120	114	
Customer client receipts	359	310	343	327	331	336	340	359	310	343	327	
Recharges	0	0	0	0	0	0	0	0	0	0	0	
Reserves	0	25	25	0	0	0	0	0	25	25	0	
Capital Fund	0	0	0	0	0	0	0	0	0	0	0	
Council Budget Net Budget	3,390	3,343	3,303	3,193	3,141	3,153	3,075	3,390	3,343	3,303	3,193	

Summary of major budget etc. changes		
2014/15	2015/16	2016/17
Savings - Reduction in Media Fund - £10k		
Corporate Services Cleaning contract savings - £15k		
Savings - Reduction in Media Fund - £12k		
Savings - Increase Income - £10k		
Revenue - £42k		



Performance Targets (T) & Provisional Performance Targets (PT)	
2012/13(T)	2013/14(T)
95,000	110,000
54,000	54,500
95	95
143	180
20	25
78	78
Select	Select

Performance Targets (T) & Provisional Performance Targets (PT)	
2014/15(T)	2015/16(PT)
150,000	135,000
56,000	56,000
95	95
180	180
292,570	292,570
30	30
78	78
Select	Select

Performance Targets (T) & Provisional Performance Targets (PT)	
2016/17(PT)	2017/18(PT)
150,000	150,000
56,000	56,000
95	95
180	180
292,570	292,570
30	30
78	78
Select	Select

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

**Libraries**

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME	Risk		
			Likelihood	Impact	
<b>Project 1</b>	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.	More efficient way of working	2	2	4
Start date 2013-14 End date 2015-16					
<b>Project 2</b>	Heritage Project  Monitor the Heritage Strategy and deliver expected outcomes. Complete Heritage Lottery Funded digitisation project 'Merton Memories' and launch new heritage website. Increase income from heritage services by providing online sales facilities.	Improved customer satisfaction	2	2	4
Start date 2013-14 End date 2015-16					
<b>Project 3</b>	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.	Select one major outcome	2	1	2
Start date 2013-14 End date 2015-16					
<b>Project 4</b>	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.	Improved resident well being	2	2	4
Start date 2013-14 End date 2016-17					
<b>Project 5</b>	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.	Improved customer satisfaction	2	2	4
Start date 2013-14 End date 2017-18					
<b>Project 6</b>	IT Projects  Tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system. Implement self-service libraries at off peak times in branch libraries.	Improved customer satisfaction	3	2	6
Start date 2013-14 End date 2017-18					
<b>Project 7</b>	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.	Improved resident well being	2	1	2
Start date 2013-14 End date 2016-17					
<b>Project 8</b>	Security services contract  Re-tender of contract and on-going monitoring of current performance against contract.	More efficient way of working	3	2	6
Start date 2015-16 End date 2015-16					
<b>Project 9</b>	Library redevelopments  Progress redevelopment plans where highlighted in Sites & Policies Development Plan. Investigate co-location opportunities with other council services and partners.	Improved customer satisfaction	3	2	6
Start date 2013-14 End date 2017-18					
<b>Project 10</b>	London Libraries Consortium  Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.	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.		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Anticipated non financial resources		154	148	146	146	147			
Staff (FTE)									
Performance indicator									
Number of accredited learners		1000	1000	1000	1000	1000	Business critical		
% achievement rate		95%	96%	96%	96%	96%	Business critical		
% retention rate		87%	88%	88%	88%	88%	Outcome		
% success rate		83%	84%	84%	84%	84%	Outcome		
Income target		612890	732890	732890	732890	732890	Business critical		
Number of commercial learners		300	500	600	600	600	Business critical		

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget		Budget		Budget		Budget		Budget		Main impact if indicator not met
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	
Expenditure	2,994	2,698	2,673	2,722	2,729	2,737	1000	1000	1000	1000	High
Employees	1,759	1,832	1,813	1,785	1,785	1,785	3000	3000	3000	3000	High
Premises	164	164	176	176	178	181	95%	96%	96%	96%	High
Transport	3	3	3	3	3	3	87%	88%	88%	88%	High
Supplies & Services	351	352	334	350	355	360	83%	84%	84%	84%	High
3rd party payments	0	0	0	0	0	0	612890	732890	732890	732890	High
Transfer Payments	0	0	0	0	0	0	300	500	600	600	High
Support services	232	250	286	311	311	311					
Depreciation	86	96	96	97	97	97					
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget					
Income	2,394	2,464	2,500	2,676	2,690	2,698					
Government grants	1,817	1,889	1,873	1,873	1,873	1,873					
Reimbursable grants	3	3	3	3	3	3					
Customer client receipts	564	569	624	803	817	825					
Recharges	0	0	0	0	0	0					
Reserves	0	0	0	0	0	0					
Capital Funded	0	0	0	0	0	0					
Council Funded Net Budget	210	234	173	39	32	31					

Summary of major budget etc changes											
2014/15											
£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											
2015/16											
£14k Savings To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short notice											
2016/17											
£8k Savings To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short notice											
2017/18											
Income and saving targets difficult to achieve due to the college received funding from 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
<p><b>Project 1</b> Introduction of New 24+ Loans</p> <p>Devise and implement an awareness raising campaign to promote the take up of the new 25+ Advanced Loans</p>		<p>To meet legislative requirements</p>		3	2	6
Start date	01/09/2013					
End date	31/07/2014					
<p><b>Project 2</b> MAE Commercial Business Plan</p> <p>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</p>		<p>Income generation</p>		3	2	6
Start date	01/01/2014					
End date	31/12/2015					
<p><b>Project 3</b> Widening Participation in Learning</p> <p>Update and implement the college widening participation strategy focused on increasing participation amongst disadvantaged localities within the borough.</p>		<p>Improved resident well being</p>		2	1	2
Start date	01/09/2013					
End date	31/07/2015					
<p><b>Project 4</b> Accommodation Strategy</p> <p>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</p>		<p>To meet legislative requirements</p> <p>Respond to growing school population</p>		3	2	6
Start date	01/01/2014					
End date	31/07/2015					
<p><b>Project 5</b> Virtual Learning Environment Strategy</p> <p>Outline a robust VLE model and implement a range of programmes and services via this medium</p>		<p>More efficient way of working</p>		2	1	2
Start date	01/01/2014					
End date	30/08/2014					
<p><b>Project 6</b> Increase the use of the E Learning Portal Moodle</p> <p>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</p>		<p>More efficient way of working</p>		2	1	2
Start date	01/10/2014					
End date	31/07/2015					
<p><b>Project 7</b> Adult Skills and Employability Scrutiny Action Plan Implementation</p> <p>Implement the key skills and employability elements of the scrutiny action plan</p>		<p>More efficient way of working</p>		2	1	2
Start date	01/11/2013					
End date	31/03/2016					
<p><b>Project 8</b></p> <p>Select one major outcome</p>		<p>Select one major outcome</p>				0
Start date						
End date						
<p><b>Project 9</b></p> <p>Select one major outcome</p>		<p>Select one major outcome</p>				0
Start date						
End date						
<p><b>Project 10</b></p> <p>Select one major outcome</p>		<p>Select one major outcome</p>				0
Start date						
End date						





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
<b>Project 1</b>	<b>Project Title:</b> 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.	Improved customer satisfaction	3	3	9
Start date	01/01/2014					
End date	01/04/2015					
<b>Project 2</b>	<b>Project Title:</b> 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.	More efficient way of working	3	2	6
Start date	01/01/2014					
End date	01/04/2015					
<b>Project 3</b>	<b>Project Title:</b> 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.	Improved resident well being	3	3	9
Start date	01/01/2014					
End date	01/04/2015					
<b>Project 4</b>	<b>Project Title:</b> 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.	Improved resident wellbeing	2	1	2
Start date	01/04/2014					
End date	31/03/2015					
<b>Project 5</b>	<b>Project Title:</b> 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.	Improved resident wellbeing	2	1	2
Start date	01/04/2014					
End date	31/03/2015					
<b>Project 6</b>	<b>Project Title:</b> 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.	Select one major outcome			0
Start date						
End date						
<b>Project 7</b>	<b>Project Title:</b> 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.	Improved Health and Wellbeing			0
Start date						
End date						
<b>Project 8</b>	<b>Project Title:</b> 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.	Improved Health and Wellbeing			0
Start date						
End date						
<b>Project 9</b>	<b>Project Title:</b> Drugs and Alcohol Prevention and Treatment		Select one major outcome			0
Start date						
End date						
<b>Project 10</b>	<b>Project Title:</b> Drugs and Alcohol Prevention and Treatment		Select one major outcome			0
Start date						
End date						

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# **Corporate Services Department**



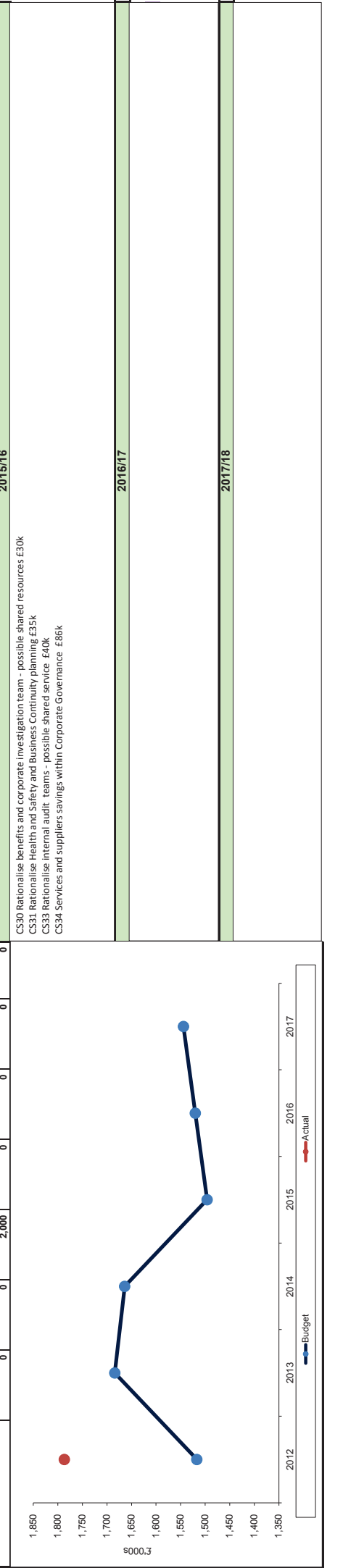
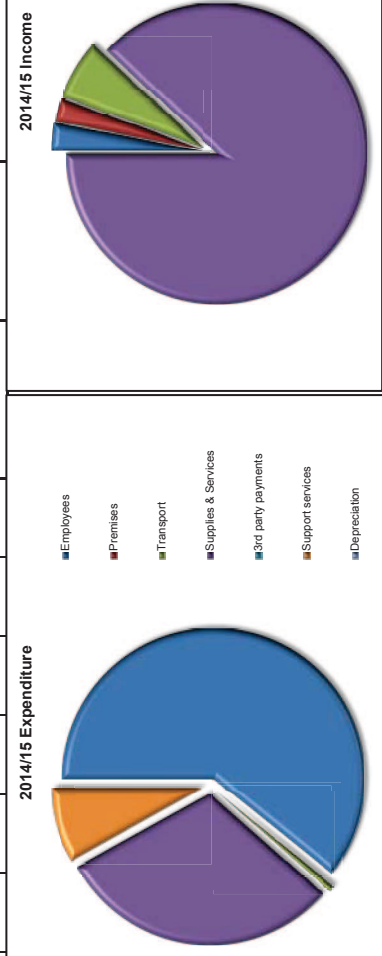
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

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

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
<b>Enter a brief description of your main activities and objectives below</b>													
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 Changes 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.													
<b>Anticipated demand</b>		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						
Officers		60	60	60	60	60	60						
Councillors		48	48	48	48	48	48						
<b>Anticipated non financial resources</b>													
Staff (FTE)		8	8	8	8	8	8						
Staff - LALO		0	0	0	0	0	0						
Staff - Election		150	150	150	150	150	150						
Staff - Canvas		30	28	26	24	24	24						
<b>Performance indicator</b>													
FOI - dealt with in time		90%	95%	95%	95%	95%	95%						
Complaints - dealt with in time		95%	95%	95%	95%	95%	95%						
Audits completed against plan		90%	90%	90%	90%	90%	90%						
Audit actions implemented by agreed date		90%	90%	90%	90%	90%	90%						
Completed planned H&S inspections		60	60	60	60	60	60						
Priority A H&S actions completed on time		75%	75%	85%	90%	90%	90%						
No. supplementary agencies issued		30	28	26	24	24	24						

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	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	4,068	4,167	4,018	4,031	3,869	3,897	3,926						
Government grants	2,347	2,462	2,344	2,449	2,344	2,344	2,344						
Reimbursements	5	4	5	5	5	5	5						
Transport	25	31	25	25	26	26	27						
Supplies & Services	1,350	1,048	1,166	1,228	1,170	1,198	1,226						
3rd party payments	341	622	416	324	324	324	324						
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						
Income	2,551	2,580	2,534	2,567	2,573	2,577	2,582						
Government grants	62	70	70	70	70	70	70						
Reimbursements	274	108	54	59	60	62	63						
Customer & client receipts	68	311	61	153	158	160	164						
Recharges	2,209	2,124	2,149	2,085	2,085	2,085	2,085						
Reserves	-225	-225	-225	-225	-225	-225	-225						
Capital Funded	0	0	0	0	0	0	0						
Council Funded Net Budget	1,517	1,787	1,684	1,684	1,496	1,520	1,544						
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18						
Cite Decision Making	0	0	2,000	2,000	0	0	0						

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												
2015/16												
CS30 Rationalise benefits and corporate investigation team - possible shared resources £30k												
CS31 Rationalise Health and Safety and Business Continuity planning £35k												
CS33 Rationalise internal audit teams - possible shared service £40k												
CS34 Services and suppliers savings within Corporate Governance £86k												
2016/17												
2017/18												



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
<b>Project 1</b>	<b>Project Title:</b> Support new intake of councillors	<b>Project Details:</b> 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
Start date	01/04/2013					
End date	31/03/2015					
<b>Project 2</b>	<b>Project Title:</b> 2013/17 implement individual electoral registration	<b>Project Details:</b> 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	9
Start date	01/04/2013					
End date	31/12/2016					
<b>Project 3</b>	<b>Project Title:</b> 2013/17 Administer statutory elections, referendums and ballots.	<b>Project Details:</b> 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	9
Start date	01/04/2013					
End date	31/03/2017					
<b>Project 4</b>	<b>Project Title:</b> Prepare for and implement changes to single fraud initiative	<b>Project Details:</b> 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	4
Start date	01/02/2014					
End date	31/03/2015					
<b>Project 5</b>	<b>Project Title:</b> Committee report workflow	<b>Project Details:</b> 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	1	2
Start date	01/06/2014					
End date	01/10/2014					
<b>Project 6</b>	<b>Project Title:</b> Scrutiny Improvement Programme	<b>Project Details:</b> To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities.	Improved reputation	2	1	2
Start date	01/04/2014					
End date	31/03/2015					
<b>Project 7</b>	<b>Project Title:</b> LLC service delivery	<b>Project Details:</b> Review of LLC service delivery; dependent on national directive	To meet legislative requirements	3	1	3
Start date	01/04/2014					
End date	31/03/2015					
<b>Project 8</b>	<b>Project Title:</b> Select one major outcome		Select one major outcome			0
Start date						
End date						
<b>Project 9</b>	<b>Project Title:</b> Select one major outcome		Select one major outcome			0
Start date						
End date						
<b>Project 10</b>	<b>Project Title:</b> Select one major outcome		Select one major outcome			0
Start date						
End date						





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

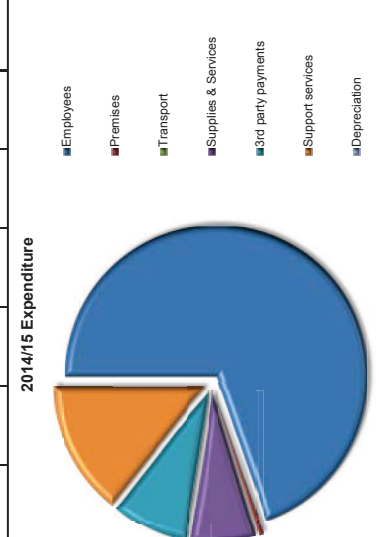
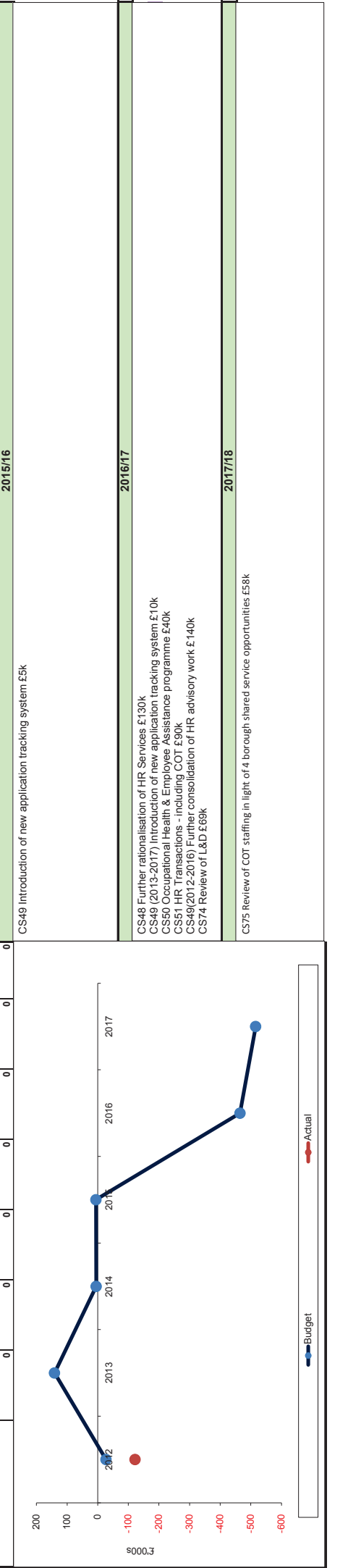
Customer Services

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

Human Resources		Anticipated demand					Planning Assumptions					The Corporate strategies your service contributes to																																		
Cllr Mark Allison Cabinet Member for Finance		Anticipated demand					Planning Assumptions					The Corporate strategies your service contributes to																																		
Enter a brief description of your main activities and objectives below		Employees in Merton for HR, payroll, advice, L&D, EAP etc					4,600					4,400			4,400																															
1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer		New recruits to be appointed					180					160			160																															
2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development		HR FTE					46.4					45.4			41.4																															
3) Provide HR business partner support across the Council		Anticipated non financial resources					2012/13					2013/14					2014/15					2015/16					2016/17					2017/18														
4) Produce HR metrics, analyse people-related problems and take appropriate actions		Select anticipated resources					80%					81%					82%					83%					83%					83%														
5) Produce HR strategies, policy frameworks and systems to support effective people management		Select anticipated resources					80%					81%					82%					83%					83%					83%														
		Performance indicator					Time to hire					90					90					90					90					90														
		Sickness absence (Average days per fte)					8					7					7					7					7					7														
		% Appraisals completed					98%					98%					98%					98%					98%					98%														
		% Members L&D satisfaction					80%					81%					82%					83%					83%					83%														
		Increased costs																																												
		Increased costs																																												
		Poor decision making																																												
		Poor decision making																																												

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	Actual 2017/18
Expenditure	2,882	2,907	3,242	3,133	3,140	2,674	2,629					
Employees	2,030	2,010	2,220	2,185	2,185	1,767	1,767					
Premises	17	5	17	15	15	15	15					
Transport	7	2	7	5	5	5	5					
Supplies & Services	238	383	210	218	222	152	161					
3rd party payments	108	174	255	262	262	230	230					
Support services	482	334	533	451	451	451	451					
Depreciation												
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	Actual 2017/18
Income	2,908	3,029	3,101	3,128	3,134	3,139	3,145					
Government grants												
Reimbursements	602	523	533	569	575	580	586					
Customer & client receipts	2,307	2,506	2,568	2,559	2,559	2,559	2,559					
Recharges												
Reserves												
Capital Funded												
Council Funded												
Net Budget	-37	-122	141	5	6	-468	-516					
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
	0	0	0	0	0	0	0	0	0	0	0	0

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	
CS74 Review of L&D £69k	
CS75 Review of COT staffing in light of 4 borough shared service opportunities £58k	

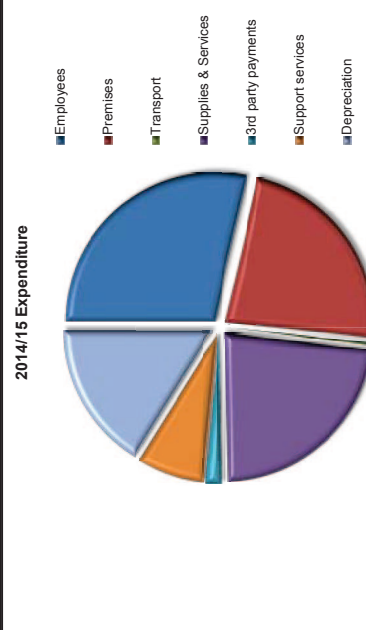
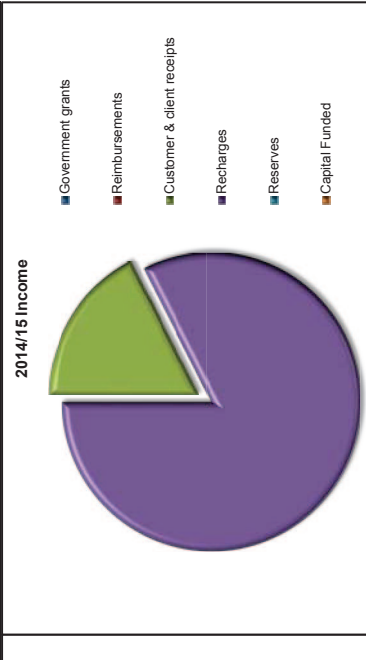


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

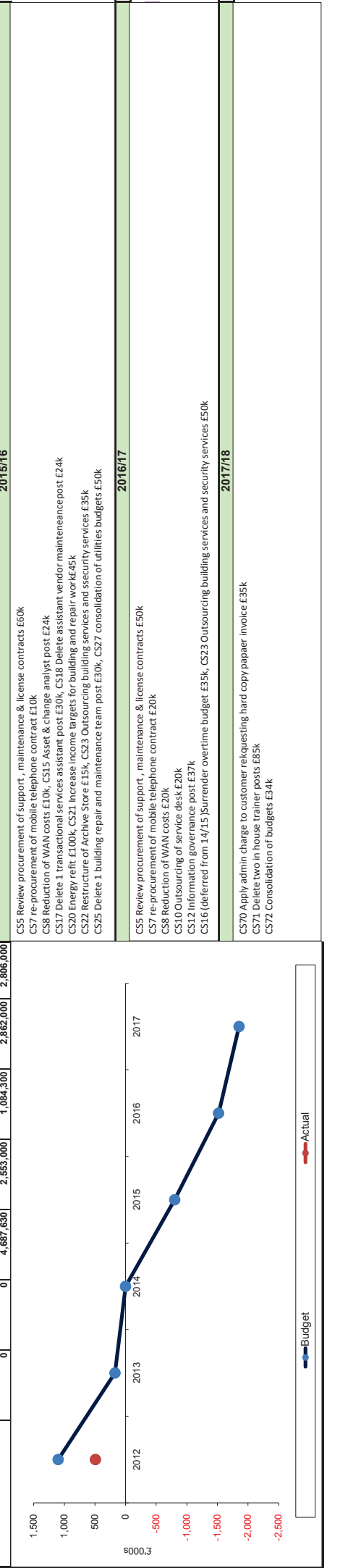
Human Resources

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
Project 1 Project Title: Project Details:		Select one major outcome				0
Project 2 Project Title: Project Details:		Select one major outcome				0
Project 3 Project Title: Project Details:		Select one major outcome				0
Project 4 Project Title: Project Details:		Select one major outcome				0
Project 5 Project Title: Project Details:		Select one major outcome				0
Project 6 Project Title: Project Details:		Select one major outcome				0
Project 7 Project Title: Project Details:		Select one major outcome				0
Project 8 Project Title: Project Details:		Select one major outcome				0
Project 9 Project Title: Project Details:		Select one major outcome				0
Project 10 Project Title: Project Details:		Select one major outcome				0

Infrastructure and Transactions		Anticipated demand					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		Repairs & Maintenance of Corporate Buildings (Revenue)													
Infrastructure and Transactions Division (I&T) is a support service made up of three functions which are:-		IT Service Calls													
IT Service Delivery - IT (SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications. Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.		Service Requests													
Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.		Transactions requested by departments													
Transactional Services incorporates Account Payable, Accounts Receivable, Carefirst Administration and Vendor Management. Ensuring prompt and accurate payment for all goods received. Maintaining accurate records of client contributions to Carefirst to enhance revenue received. Maintaining accurate records of client contributions to Carefirst to enhance correct invoicing and reduce queries. Vendor Maintenance database is controlled, accurate and cleaned. Providing training and support for all users of the systems required for payments or invoicing.		Anticipated non financial resources													
		FM (FTE)													
		Transactional Services (FTE)													
		IT Service Delivery (FTE)													
		Staff (Apprentices)													
		Performance indicator					Performance Targets (T) & Provisional Performance Targets (PT)					Indicator type			
		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Main impact if indicator not met	
		Repairs & Maintenance ratio of Reactive to Planned	60/40	50/50	40/60	30/70	30/70	Low	Annual	Increased costs					
		Total external fee income	175,000	200,000	225,000	235,000	245,000	High	Quarterly	Loss of income					
		CO2 emissions corporate buildings (tonnes)	4050	4,200	4,100	4,000	3,800	Low	Quarterly	Environmental issues					
		First time fix rate for IT Service Desk	62%	63%	64%	64%	65%	High	Monthly	Reduced service delivery					
		Customer Satisfaction - Incident resolution	85%	85%	90%	90%	90%	High	Monthly	Reduced customer service					
		Invoices paid within 30 days of receipt by LBM	89%	91%	93%	95%	95%	High	Monthly	Reduced service delivery					
		Carefirst invoices paid within 30 days from invoice date	87%	88%	88%	90%	92%	High	Monthly	Increased costs					



DEPARTMENTAL BUDGET AND RESOURCES		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
Revenue £'000s		11,901	14,042	11,968	11,815	10,394	10,098						
Expenditure		3,212	3,415	3,304	3,365	3,222	2,937	2,710					
Employees		2,936	3,249	2,938	2,733	2,185	2,010						
Premises		39	33	33	33	33	34						
Transport		2,002	3,003	2,628	2,687	2,620	2,439	2,338					
Supplies & Services		272	103	274	206	210	213	215					
3rd party payments		866	2,017	930	875	875	875	875					
Support services		1,674	1,522	1,685	1,916	1,916	1,916	1,916					
Depreciation		10,802	13,550	11,797	11,815	11,864	11,913	11,952					
Revenue £'000s		10,802	13,550	11,797	11,815	11,864	11,913	11,952					
Income		271	271	271	271	271	271	271					
Government grants		2,114	2,114	2,114	2,063	2,112	2,161	2,200					
Reimbursements		8,923	10,598	9,807	9,752	9,752	9,752	9,752					
Recharges		567											
Reserves													
Capital Funded													
Council Owned Net Budget		1,099	492	171	0	-803	-4,519	-1,854					



**Summary of major budget etc changes 2014/15**

CS5 Review procurement of support, maintenance & license contracts £29k  
 CS6 Consolidation of budgets £34k, CS7 re-procurement of mobile telephone contract £10k  
 CS9 Fallout of pay protection £15k, CS11 Deletion of van £5k, CS13 Cancellation of Escrow agreements £4k  
 CS14 Cancellation of TMobile contract £35k  
 CS19 Energy refit £100k  
 CS24 Delete Accommodation manager £46k  
 CS26 Renegotiation of corporate cleaning contract £39k

**2015/16**

CS5 Review procurement of support, maintenance & license contracts £60k  
 CS7 re-procurement of mobile telephone contract £10k  
 CS8 Reduction of WAN costs £10k, CS15 Asset & change analyst post £24k  
 CS17 Delete 1 transactional services assistant post £30k, CS18 Delete assistant vendor maintenance post £24k  
 CS20 Energy refit £100k, CS21 Increase income targets for building and repair work £45k  
 CS22 Restructure of Archive Store £15k, CS23 Outsourcing building services and security services £35k  
 CS25 Delete 1 building repair and maintenance team post £30k, CS27 consolidation of utilities budgets £50k

**2016/17**

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

**2017/18**

CS70 Apply admin charge to customer requesting hard copy paper invoice £35k  
 CS71 Delete two in house trainer posts £85k  
 CS72 Consolidation of budgets £34k

**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
<b>Project 1</b>	<b>Project Title:</b> 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.		1	2	2
Start date	01/04/2013					
End date	31/03/2015					
<b>Project 2</b>	<b>Project Title:</b> 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).		1	2	3
Start date	01/06/2014					
End date	31/03/2018					
<b>Project 3</b>	<b>Project Title:</b> 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.		2	3	6
Start date	01/12/2013					
End date	31/12/2014					
<b>Project 4</b>	<b>Project Title:</b> 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.		2	2	4
Start date	01/04/2012					
End date	31/12/2015					
<b>Project 5</b>	<b>Project Title:</b> 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.		1	2	2
Start date	01/10/2013					
End date	31/03/2015					
<b>Project 6</b>	<b>Project Title:</b> 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.		1	1	1
Start date	01/04/2007					
End date	01/04/2018					
<b>Project 7</b>	<b>Project Title:</b> 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.		2	2	4
Start date	01/07/2013					
End date	01/04/2015					
<b>Project 8</b>	<b>Project Title:</b> 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.		1	2	2
Start date						
End date						
<b>Project 9</b>	<b>Project Title:</b> 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.		2	2	4
Start date	01/10/2013					
End date	31/03/2015					
<b>Project 10</b>	<b>Project Title:</b> Select one major outcome					0
Start date						
End date						





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

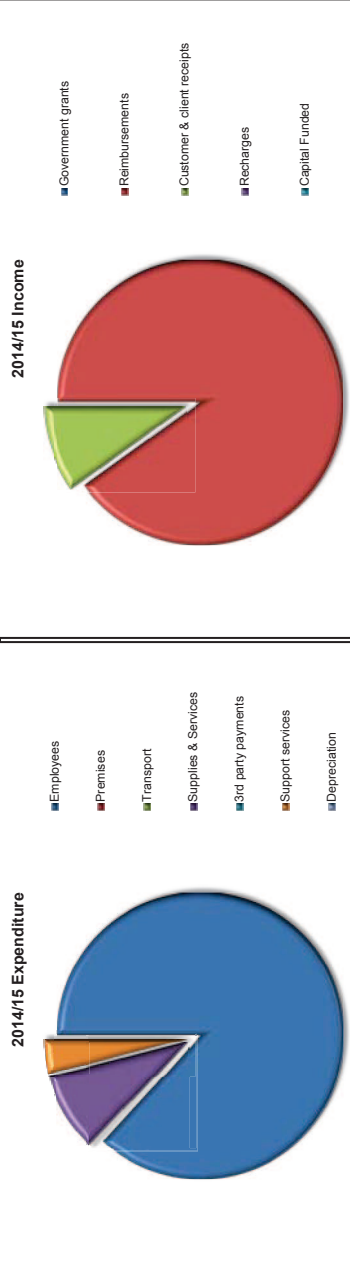
Resources

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Project 1</b>	<p><b>Evaluation of future funding levels</b></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>	<p>To meet legislative requirements</p>	2	2	4	
Start date						01/04/2013
End date	31/03/2018					
<b>Project 2</b>	<p><b>Financial systems re-engineering programme</b></p> <p>Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P &amp; 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>	<p>More efficient way of working</p>	3	3	9	
Start date						01/08/2013
End date	30/09/2015					
<b>Project 3</b>	<p><b>Develop and implement whole life costing for capital projects</b></p> <p>This project will be undertaken in four stages</p> <ol style="list-style-type: none"> <li>1) Develop a template to capture appropriate information</li> <li>2) Pilot the template on two selected schemes</li> <li>3) Amend the template</li> <li>4) Apply the template to selected schemes</li> </ol>	<p>More efficient way of working</p>	3	2	6	
Start date						01/09/2014
End date	31/03/2016					
<b>Project 4</b>	<p><b>Improve joint finance and business planning</b></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>	<p>More efficient way of working</p>	2	2	4	
Start date						01/18/14
End date	31/10/2014					
<b>Project 5</b>	<p><b>Evaluation of different models of funding the capital programme</b></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>	<p>Required to deliver options for the MTFS</p>	2	2	4	
Start date						01/07/2014
End date	31/03/2016					
<b>Project 6</b>	<p><b>Fully implement the new performance/risk management IT system</b></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"> <li>1) The transfer of risk registers will be completed by the end of May 2014</li> <li>2) The roll out of the system for use in monitoring local performance indicators</li> <li>3) The provision of screen icons to senior management for performance and risk information.</li> </ol>	<p>More efficient way of working</p>	2	2	4	
Start date						01/04/2014
End date	31/03/2015					
<b>Project 7</b>	<p><b>Capital Review</b></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>	<p>More efficient way of working</p>	2	2	4	
Start date						01/04/2014
End date	31/03/2015					
<b>Project 8</b>	<p><b>Recharge Review</b></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>	<p>More efficient way of working</p>	3	2	6	
Start date						01/04/2014
End date	31/03/2015					
<b>Project 9</b>	<p>Select one major outcome</p>	<p>Select one major outcome</p>			0	
Start date						
End date						
<b>Project 10</b>	<p>Select one major outcome</p>	<p>Select one major outcome</p>			0	
Start date						
End date						



Legal Services		Planning Assumptions							The Corporate strategies your service contributes to		
Cllr Mark Allison Cabinet Member for Finance		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18				
Enter a brief description of your main activities and objectives below		18602	18602	19337	19337	18,202	→				
Chargeable hours for Merton		18602	18602	19337	19337	18,202	→				
Chargeable hours for Richmond		18602	18602	19337	19337	18,202	→				
Chargeable hours for Sutton		26819	26819	26819	26819						
Chargeable hours for Kingston		16931	16931	16931	16931						
Anticipated non financial resources		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18				
Staff (FTE)		42.5	42.5	87.5	87.5	86.5	85.5				
Apprentices		0	1	1	0	0	→				
Select anticipated resources											
Select anticipated resources											
Performance indicator											
Chargeable hours											
Performance Targets (T) & Provisional Performance Targets (PT)		2012/13(T)	2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)				
Chargeable hours		37,204	36,404	82,424	82,424	→	→				
Polarity											
Indicator type											
Business critical											
Main impact if indicator not met											
Increased costs											

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
<b>Revenue £'000s</b>	<b>2,493</b>	<b>3,085</b>	<b>2,793</b>	<b>4,829</b>	<b>4,829</b>	<b>4,829</b>	<b>4,829</b>	<b>4,829</b>	<b>4,829</b>	<b>4,829</b>	<b>4,829</b>
Government grants	1,098	1,252	1,347	4,353	4,353	4,353	4,353	4,353	4,353	4,353	4,353
Reimbursements	135	576	135	476	476	476	476	476	476	476	476
Customer & client receipts	1,260	1,257	1,311								
Recharges											
Capital Funded	12	-35	20	-54	-54	-114	-134				
Councils/Other Net Budget											
<b>Capital Budget £'000s</b>	<b>0</b>	<b>0</b>	<b>226,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Legal Case Management											



## Summary of major budget etc changes 2014/15

2015/16		2016/17		2017/18	
Budget	Actual	Budget	Actual	Budget	Actual
0	0	0	0	0	0
226,100	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
<b>Project 1</b>	<p><b>Shared service</b></p> <p>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</p>	Project Title:	Improved customer satisfaction	2	2	4
Start date		Project Details:				
End date	31/03/2016					
<b>Project 2</b>	<p><b>Smarter Working</b></p> <p>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</p>	Project Title:	More efficient way of working	2	1	2
Start date		Project Details:				
End date	31/03/2016					
<b>Project 3</b>	<p><b>Delivering Savings</b></p> <p>To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond</p>	Project Title:	To meet budget savings			0
Start date		Project Details:				
End date	31/03/2018					
<b>Project 4</b>		Project Title:	Select one major outcome			0
Start date		Project Details:				
End date						
<b>Project 5</b>		Project Title:	Select one major outcome			0
Start date		Project Details:				
End date						
<b>Project 6</b>		Project Title:	Select one major outcome			0
Start date		Project Details:				
End date						
<b>Project 7</b>		Project Title:	Select one major outcome			0
Start date		Project Details:				
End date						
<b>Project 8</b>		Project Title:	Select one major outcome			0
Start date		Project Details:				
End date						
<b>Project 9</b>		Project Title:	Select one major outcome			0
Start date		Project Details:				
End date						
<b>Project 10</b>		Project Title:	Select one major outcome			0
Start date		Project Details:				
End date						

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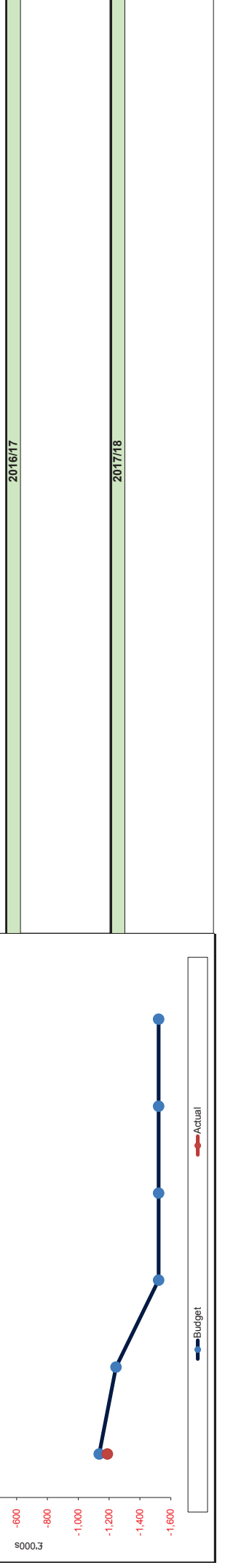
# **Environment and Regeneration Department**

Commercial Services (Waste Operations) Cllr 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	
Enter a brief description of your main activities and objectives below	731	983	1183	1333	1403		Waste Management Plan
Residual contracts	508	643	993	1354	1724		Climate Change Strategy
Dry recycling contracts	1163	1213	1273	1338	1408		Medium Term Financial Strategy
Commercial pest control work							
<b>Anticipated non-financial resources</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	
Staff (FTE)	13	14	13	13	13		
Transport	6	6	6	6	6		
<b>Performance indicator</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	
Total income from commercial waste	£1.4m	£1.45m	£1.5m	£1.5m	£1.6m	£1.65m	Business critical
Pest control income	£150,000	£160,000	£160,000	£165,000	£170,000	£170,000	Business critical
% Commercial waste contract cancellations	10	9	8	7	7	7	Outcome

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	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Expenditure</b>	<b>719</b>	<b>385</b>	<b>777</b>	<b>723</b>	<b>723</b>	<b>723</b>	<b>723</b>	<b>723</b>	<b>723</b>	<b>723</b>	<b>723</b>	<b>723</b>	
Employees	406	291	400	357	357	357	357	357	357	357	357	357	
Premises	6	0	6	6	6	6	6	6	6	6	6	6	
Transport	208	23	205	128	128	128	128	128	128	128	128	128	
Supplies & Services	62	32	62	62	62	62	62	62	62	62	62	62	
3rd party payments	0	0	0	0	0	0	0	0	0	0	0	0	
Transfer payments	0	0	0	0	0	0	0	0	0	0	0	0	
Support services	38	38	103	172	172	172	172	172	172	172	172	172	
Depreciation	1	1	1	0	0	0	0	0	0	0	0	0	
<b>Revenue £'000s</b>	<b>Budget 2012/13</b>	<b>Actual 2012/13</b>	<b>Budget 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2012/13</b>	<b>Budget 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>
Income	1,855	1,574	2,022	2,245	2,245	2,245	2,245	2,245	2,245	2,245	2,245	2,245	
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	1,855	1,574	2,022	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	2,238	
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	
<b>Council Funded Net Budget</b>	<b>-1,136</b>	<b>-1,189</b>	<b>-1,245</b>	<b>-1,522</b>	<b>-1,522</b>	<b>-1,522</b>	<b>-1,522</b>	<b>-1,522</b>	<b>-1,522</b>	<b>-1,522</b>	<b>-1,522</b>	<b>-1,522</b>	<b>-1,522</b>
<b>Capital Budget £'000s</b>	<b>Budget 2012/13</b>	<b>Actual 2012/13</b>	<b>Budget 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2012/13</b>	<b>Budget 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>
	0	0	0	0	0	0	0	0	0	0	0	0	0

2014/15 Expenditure			2014/15 Income		
Category	Value	Percentage	Category	Value	Percentage
Employees	357	20%	Government grants	0	0%
Premises	6	0%	Reimbursements	0	0%
Transport	128	7%	Customer & client receipts	1,574	87%
Supplies & Services	62	4%	Recharges	0	0%
3rd party payments	0	0%	Reserves	0	0%
Transfer payments	0	0%	Capital Funded	0	0%
Support services	172	10%			
Depreciation	1	0%			

Summary of major budget etc. changes 2014/15	
Category	Value
ER25	-£250K
EN15	-£20K
EN17	-£26K



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

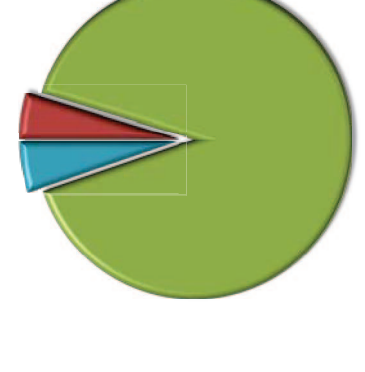
Commercial Services (Waste Operations)

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

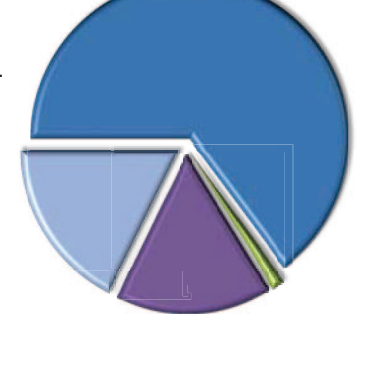
Development and Building Control	Planning Assumptions						The Corporate strategies your service contributes to	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2017/18	2017/18
<b>Cllr Andrew Judge Cabinet Member for Sustainability &amp; Regeneration</b>	Anticipated demand						Asset Management Plan	
Enter a brief description of your main activities and objectives below	enforcement cases						Unitary Development Plan	
<b>Building Control</b>	Planning applications (economy dependant)						Core Planning Strategy	
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.	BC applications (economy dependant)						Community Plan	
<b>Development Control</b>	Tree applications						Housing Strategy	
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.	Anticipated non financial resources						Central Government	
	Staff (FTE)						E. Merton & Mitcham Neighbourhood Renewal	
	36						Local Development Framework	
	39						Capital Programme	
	37						Main impact if indicator not met	
	Performance Targets (T) & Provisional Performance Targets (PT)						Reduced service delivery	
	2012/13(T)	2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)	Quality	
	60	60	45	35	30	30	Quality	
	65	65	50	40	35	35	Quality	
	80	80	75	60	55	55	Quality	
	35	35	40	50	55	55	Perception	
	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	Business critical	
	85	80	75	75	75	75	Perception	
	80	80	75	45	45	45	Quality	
	600	600	550	300	300	300	Quality	
	Number of enforcement cases closed						Quality	

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget		Actual		Budget		Budget		Budget		Budget	
	2012/13	2013/14	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2014/15	2015/16	2016/17	2017/18
<b>Expenditure</b>	2,330	2,436	2,483	2,483	2,433	2,423	2,071	2,071	2,423	2,071	2,071	2,071
Employees	1,864	1,873	1,873	1,873	1,850	1,270	1,218	1,218	1,270	1,218	1,218	1,218
Premises	2	2	2	2	2	2	2	2	2	2	2	2
Transport	32	32	32	32	32	32	32	32	32	32	32	32
Supplies & Services	248	302	306	306	386	386	386	386	386	386	386	386
3rd party payments	0	0	0	0	0	0	0	0	0	0	0	0
Transfer payments	2	2	2	2	2	2	2	2	2	2	2	2
Support services	486	536	514	431	431	431	431	431	431	431	431	431
Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
<b>Revenue £'000s</b>	<b>2,144</b>	<b>2,054</b>	<b>1,993</b>	<b>2,054</b>	<b>2,061</b>	<b>2,261</b>	<b>2,261</b>	<b>2,261</b>	<b>2,061</b>	<b>2,261</b>	<b>2,261</b>	<b>2,261</b>
Government grants	103	0	0	0	0	0	0	0	0	0	0	0
Reimbursable grants	106	67	134	96	96	96	96	96	96	96	96	96
Customer/client receipts	1,935	1,404	1,816	1,859	2,059	2,059	2,059	2,059	2,059	2,059	2,059	2,059
Recharges	0	0	0	0	0	0	0	0	0	0	0	0
Reserves	0	122	104	106	106	106	106	106	106	106	106	106
Capital funded	0	0	0	0	0	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>186</b>	<b>843</b>	<b>429</b>	<b>372</b>	<b>372</b>	<b>-138</b>	<b>-190</b>	<b>-190</b>	<b>-190</b>	<b>-190</b>	<b>-190</b>	<b>-190</b>

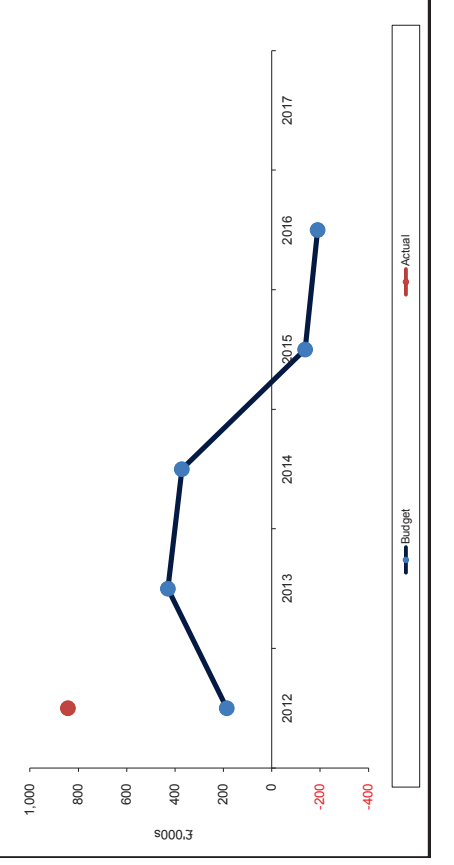
2014/15 Income



2014/15 Expenditure



Summary of major budget etc. changes											
2014/15						2015/16					
EN06=E73K HPDG grant expires June 2014( 2 DC officers)											
EN07=E200K; EN09=E40K; EV03=E80K; EV04=E30K; EV05=E30K; EV06=E80K; EV07=E50K 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
<b>Project 1</b>	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
End date		2014-15				
<b>Project 2</b>	Project Title:  Project Details:  This is introducing mobile and home working to the teams.	2014-15	Mobile/Home working	2	2	4
End date		2014-15				
<b>Project 3</b>	Project Title:  Project Details:  Introduction of CLL IT system, either M3 or bespoke bolt on.	2014-3	Select one major outcome	3	2	6
End date		2014-5				
<b>Project 4</b>	Project Title:  Project Details:		Select one major outcome			0
End date						
<b>Project 5</b>	Project Title:  Project Details:		Select one major outcome			0
End date						
<b>Project 6</b>	Project Title:  Project Details:		Select one major outcome			0
End date						
<b>Project 7</b>	Project Title:  Project Details:		Select one major outcome			0
End date						
<b>Project 8</b>	Project Title:  Project Details:		Select one major outcome			0
End date						
<b>Project 9</b>	Project Title:  Project Details:		Select one major outcome			0
End date						
<b>Project 10</b>	Project Title:  Project Details:		Select one major outcome			0
End date						





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

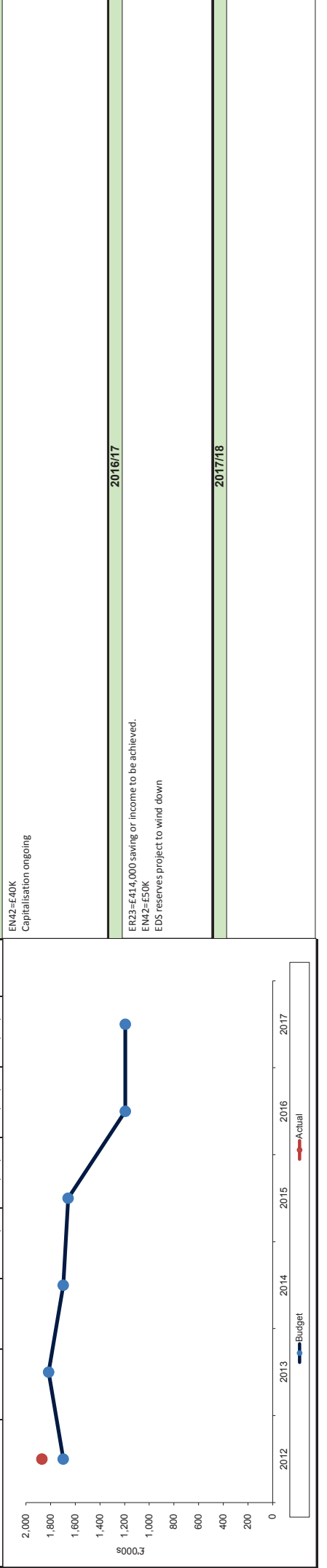
Environmental Health, Trading Standards & Licensing

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Development of shared 'regulatory' service		To meet budget savings		2	3	6
Project 1	Project Title:					
Start date	Project Details:					
End date						
2012						
2014						
Project 2	Project Title:	Implementation of 'Flexible Working' across section		2	1	2
Start date	Project Details:					
End date						
2014						
2015						
Project 3	Project Title:	Roll-out of London-wide 'Feeding Stuffs' Protocol		2	2	4
Start date	Project Details:					
End date						
2014						
2015						
Project 4	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'		2	3	6
Start date	Project Details:					
End date						
2014						
2015						
Project 5	Project Title:	Launch 'Healthier Workplace Commitment' with Public Health England		2	2	4
Start date	Project Details:					
End date						
2014						
2015						
Project 6	Project Title:	Investigation of contaminated land at Marlowe Square		2	2	4
Start date	Project Details:					
End date						
2013						
2015						
Project 7	Project Title:	Improve Air Quality in Willow Lane Industrial Estate		3	2	6
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	2015/16	2016/17	2017/18
<b>Enter a brief description of your main activities and objectives below</b>		Population		203,247	206,822	211,569	216,806	214,229	214,229	216,806
To deliver the council's regeneration plans, prioritising areas for regeneration and investment and to:		Actual businesses in borough		7,500	7,700	7,900	8,100	8,100	8,100	8,100
<ul style="list-style-type: none"> <li>develop new spatial planning policies to support regeneration objectives</li> <li>develop site assembly requirements to support regeneration and development</li> </ul>		Anticipated non financial resources		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
<ul style="list-style-type: none"> <li>develop sustainable development policies to support Merton's commitment to carbon reduction</li> <li>develop urban design frameworks to support regeneration and increase design quality in the borough</li> <li>develop projects as set out in our Economic Development and Climate Change Strategies and the Regeneration Delivery Plan</li> <li>attract developer and inward investment, public sector funding and support to deliver our regeneration.</li> </ul>		Staff (FTE)		24	28	27	27	27	27	
<ul style="list-style-type: none"> <li>to develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm</li> <li>deliver regeneration projects in Mitcham and Colliers Wood using the Mayor of London's Funding</li> <li>adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (1MO).</li> <li>Lead on Major Planning Developments (AFC Wimbledon / YMCA / Colliers Wood Tower)</li> <li>LBM lead on emerging estate regeneration proposals in partnership with Circle MPH</li> </ul>		Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)						
<ul style="list-style-type: none"> <li>to develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm</li> <li>deliver regeneration projects in Mitcham and Colliers Wood using the Mayor of London's Funding</li> <li>adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (1MO).</li> <li>Lead on Major Planning Developments (AFC Wimbledon / YMCA / Colliers Wood Tower)</li> <li>LBM lead on emerging estate regeneration proposals in partnership with Circle MPH</li> </ul>		New homes target (number per year)		370	320	411	411	411	411	
<ul style="list-style-type: none"> <li>to develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm</li> <li>deliver regeneration projects in Mitcham and Colliers Wood using the Mayor of London's Funding</li> <li>adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (1MO).</li> <li>Lead on Major Planning Developments (AFC Wimbledon / YMCA / Colliers Wood Tower)</li> <li>LBM lead on emerging estate regeneration proposals in partnership with Circle MPH</li> </ul>		Town centre vacancy rates (% of units vacant)		12	10	10	10	9	8	
<ul style="list-style-type: none"> <li>to develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm</li> <li>deliver regeneration projects in Mitcham and Colliers Wood using the Mayor of London's Funding</li> <li>adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (1MO).</li> <li>Lead on Major Planning Developments (AFC Wimbledon / YMCA / Colliers Wood Tower)</li> <li>LBM lead on emerging estate regeneration proposals in partnership with Circle MPH</li> </ul>		Lic. mode share for walking + cycling (% inc from 35-40% base 2012)		0.00	0.40	0.2	0.2	0.2	0.2	
<ul style="list-style-type: none"> <li>to develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm</li> <li>deliver regeneration projects in Mitcham and Colliers Wood using the Mayor of London's Funding</li> <li>adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (1MO).</li> <li>Lead on Major Planning Developments (AFC Wimbledon / YMCA / Colliers Wood Tower)</li> <li>LBM lead on emerging estate regeneration proposals in partnership with Circle MPH</li> </ul>		Emissions reduction from buildings (% from 2009 baseline)		4.0	6.5	9.0	11.5	12.0	12.5	
<ul style="list-style-type: none"> <li>to develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm</li> <li>deliver regeneration projects in Mitcham and Colliers Wood using the Mayor of London's Funding</li> <li>adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (1MO).</li> <li>Lead on Major Planning Developments (AFC Wimbledon / YMCA / Colliers Wood Tower)</li> <li>LBM lead on emerging estate regeneration proposals in partnership with Circle MPH</li> </ul>		Reduction in KS1's road traffic accidents (Number of incidents)		56	54	44	39	37	34	
<ul style="list-style-type: none"> <li>to develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm</li> <li>deliver regeneration projects in Mitcham and Colliers Wood using the Mayor of London's Funding</li> <li>adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (1MO).</li> <li>Lead on Major Planning Developments (AFC Wimbledon / YMCA / Colliers Wood Tower)</li> <li>LBM lead on emerging estate regeneration proposals in partnership with Circle MPH</li> </ul>		Modal increase in cycling (% increase)		2	3	4	5	7	10	
<ul style="list-style-type: none"> <li>to develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm</li> <li>deliver regeneration projects in Mitcham and Colliers Wood using the Mayor of London's Funding</li> <li>adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (1MO).</li> <li>Lead on Major Planning Developments (AFC Wimbledon / YMCA / Colliers Wood Tower)</li> <li>LBM lead on emerging estate regeneration proposals in partnership with Circle MPH</li> </ul>		Number of new jobs created through EDS&SAP		New	150	300	450	600	0	
<ul style="list-style-type: none"> <li>to develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm</li> <li>deliver regeneration projects in Mitcham and Colliers Wood using the Mayor of London's Funding</li> <li>adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (1MO).</li> <li>Lead on Major Planning Developments (AFC Wimbledon / YMCA / Colliers Wood Tower)</li> <li>LBM lead on emerging estate regeneration proposals in partnership with Circle MPH</li> </ul>		*Of new jobs created, number that are apprentices		New	40	60	80	100	0	
<ul style="list-style-type: none"> <li>to develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm</li> <li>deliver regeneration projects in Mitcham and Colliers Wood using the Mayor of London's Funding</li> <li>adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (1MO).</li> <li>Lead on Major Planning Developments (AFC Wimbledon / YMCA / Colliers Wood Tower)</li> <li>LBM lead on emerging estate regeneration proposals in partnership with Circle MPH</li> </ul>		Number of new businesses created as part of EDS/MSSS (Cumulative)		New	50	100	200	300	0	

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	2014/15 Expenditure
Expenditure	2,927	3,140	2,987	2,987	2,987	2,573	2,573				
Employees	1,104	1,157	1,046	1,046	1,046	632	632				
Premises	126	275	289	270	270	270	270				
Transport	6	3	9	9	9	9	9				
Supplies & Services	719	610	808	808	808	808	808				
3rd party payments	555	644	751	445	445	445	445				
Transfer payments	0	0	0	0	0	0	0				
Support services	344	378	363	287	287	287	287				
Depreciation	73	73	122	122	122	122	122				
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	2014/15 Income
Income	1,229	1,269	1,282	1,289	1,329	1,379	1,379				
Government grants	218	0	0	0	0	0	0				
Reimbursements	691	285	118	114	114	114	114				
Customer & client receipts	272	362	306	306	346	396	396				
Recharges	0	0	0	0	0	0	0				
Reserves	48	602	958	869	869	869	869				
Capital Funded	1,698	1,871	1,816	1,698	1,658	1,194	1,194				
Council Funded Net Budget	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	2014/15 Income
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 2015/16	Budget 2016/17	Budget 2017/18	2014/15 Income
Regeneration Partnerships			829,660	6,790,860	3,878,000	1,037,000					
Plans and Projects			74,090	70,000							

Summary of major budget etc changes											
2014/15											
EN41=E40K Rediscover Mitcham and Colliers Wood MRF Capital Spend to increase HPDGC 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											
2015/16											
EN42=E40K Capitalisation ongoing											
2016/17											
ER23=E414,000 saving or income to be achieved. EN42=E50K EDS reserves project to wind down											
2017/18											



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

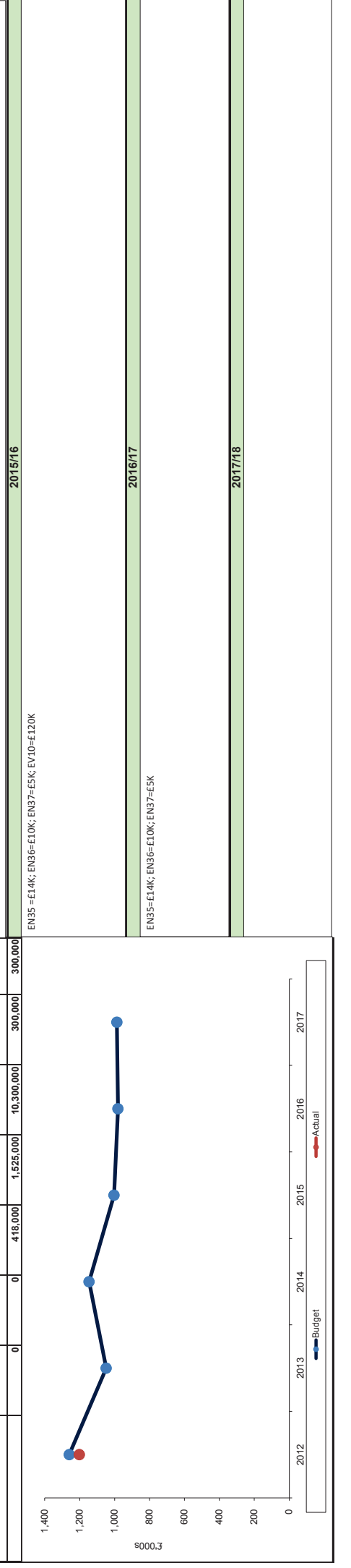
Future Merton

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> 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					
<b>Project 2</b>	<b>Project Title:</b> 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					
<b>Project 3</b>	<b>Project Title:</b> 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					
<b>Project 4</b>	<b>Project Title:</b> 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					
<b>Project 5</b>	<b>Project Title:</b> 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					
<b>Project 6</b>	<b>Project Title:</b> 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					
<b>Project 7</b>	<b>Project Title:</b> 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					
<b>Project 8</b>	<b>Project Title:</b> 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					
<b>Project 9</b>	<b>Project Title:</b> 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						
<b>Project 10</b>	<b>Project Title:</b> 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						

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	
<b>Enter a brief description of your main activities and objectives below</b>		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.								Open Spaces Strategy
Deliver Merton's contribution to major sports, arts & cultural events.								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, cemenites, allotments, activity programmes; pavilions; hall, etc). We will also contribute towards the new Health and Well-being duties.								Voluntary Sector Strategy
Over the next four years we will transform our services by:								
<ul style="list-style-type: none"> <li>using improved technology especially in the area of online bookings, self-service, communications and sales &amp; marketing</li> <li>making the watersports centre technologically operational</li> <li>re-negotiate the leisure centre contract</li> <li>deliver grants, commissions and raising funds in partnership and in accordance with the Culture &amp; Sport Framework</li> <li>reducing costs, increase income and be more cost effective.</li> </ul>								
<b>Anticipated demand</b>		203,247	206,038	208,822	211,569	214,229	216,806	
Population								
Number of Children & Young People aged 8-17 in west of borough								
Population of most disadvantaged wards								
<b>Anticipated non financial resources</b>								
Staff (FTE)		17.77	14	13	15.3	15.3	15.3	
Accommodation		7	7	7	7	7	7	
Voluntary Services		20	20	20	20	20	20	
Staff seasonal		30	30	30	30	30	30	
<b>Performance indicator</b>								
<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>		2012/13(T)	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	
Income generated £ - Merton Active Plus		52,000	40,000	46,000	61,000	66,000	67,650	Business critical
Income £ from Watersports Centre		358,960	375,660	392,460	402,460	412,460	422,770	Output
Income £ from Morden Assembly Hall		17,230	20,230	24,230	26,550	28,550	29,260	Output
14-25 yr old Fitness Centre Participation at leisure centres		56,350	57,480	90,000	95,000	100,000	100,000	Output
External funding £ - Capital & Revenue		250,000	100,000	100,000	100,000	100,000	100,000	Business critical
% residents rating Leisure & Sports facilities Good to Excellent		48.0	48.5	49.0	49.5	50.0	50.5	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	Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15
Expenditure	2,899	2,297	2,025	2,088	1,974	1,981	1,987	Expenditure	2,899	2,297	2,025	2,088
Employees	837	827	680	685	687	690	692	Employees	837	827	680	685
Premises	12	46	27	22	22	22	22	Premises	12	46	27	22
Transport	11	12	13	12	12	12	12	Transport	11	12	13	12
Supplies & Services	908	388	343	288	288	288	288	Supplies & Services	908	388	343	288
3rd party payments	194	248	244	286	170	174	178	3rd party payments	194	248	244	286
Transfer Payments	8	2	10	5	5	5	5	Transfer Payments	8	2	10	5
Support services	450	344	268	361	361	361	361	Support services	450	344	268	361
Depreciation	479	430	430	433	433	433	433	Depreciation	479	430	430	433
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15
Income	1,640	1,095	977	942	971	1,000	1,000	Income	1,640	1,095	977	942
Government grants	11	7	0	0	0	0	0	Government grants	11	7	0	0
Reimbursements	560	312	43	51	56	61	61	Reimbursements	560	312	43	51
Customer client receipts	448	454	500	554	578	602	602	Customer client receipts	448	454	500	554
Recharges	621	329	427	337	337	337	337	Recharges	621	329	427	337
Reserves	0	0	0	0	0	0	0	Reserves	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	Capital Funded	0	0	0	0
<b>Council Funded Net Budget</b>	<b>1,259</b>	<b>1,202</b>	<b>1,048</b>	<b>1,146</b>	<b>1,003</b>	<b>981</b>	<b>987</b>	<b>Council Funded Net Budget</b>	<b>1,259</b>	<b>1,202</b>	<b>1,048</b>	<b>1,146</b>
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15
Morden Park Pool	0	0	0	1,000,000	10,000,000	0	0	Morden Park Pool	0	0	0	1,000,000
Other	0	0	418,000	525,000	300,000	300,000	300,000	Other	0	0	418,000	525,000
	0	0	418,000	1,525,000	10,300,000	300,000	300,000		0	0	418,000	1,525,000

Summary of major budget etc changes 2014/15		2015/16		2016/17		2017/18	
ER04=£29K; ER05=£15K; EN33=£33K; EN35=£11K; EN36=£15K; EN38=£4K;							
EN35 =£14K; EN36=£10K; EN37=£5K; EV10=£120K							
EN35=£14K; EN36=£10K; EN37=£5K							
EN35=£14K; EN36=£10K; EN37=£5K							



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
<b>Project 1</b>	Project Title: Increasing participation in culture, sport and physical activity	Improved resident well being			
Start date	2014				
End date	2016-17		2	2	4
<b>Project 2</b>	Project Title: Increasing participation & engagement in the arts, cultural and well-being activities	Improved resident well being			
Start date	2014				
End date	2016-17		2	2	4
<b>Project 3</b>	Project Title: Leisure Centres Contract	To meet budget savings			
Start date	2014				
End date	2016-17		2	2	4
<b>Project 4</b>	Project Title: Morden Park Pool & Wimbledon Park Watersports Centre	Improved resident well being			
Start date	2014				
End date	2017-18		4	2	8
<b>Project 5</b>	Project Title: Implementation of Online Leisure & Cultural Bookings	More efficient way of working			
Start date	2012				
End date	2015-16		2	2	4
<b>Project 6</b>	Project Title: Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings			
Start date	2012				
End date	2016-17		2	2	4
<b>Project 7</b>	Project Title: St Mark's Academy School - Community Use	Improved resident well being			
Start date	2012				
End date	2016-17		2	1	2
<b>Project 8</b>	Project Title: Cultural Framework Implementation	Improved resident well being			
Start date	2012				
End date	2015-6		2	1	2
<b>Project 9</b>	Project Title: Develop the boroughs involvement in Ride London	Improved reputation			
Start date	2012				
End date	2016-17		2	2	4
<b>Project 10</b>	Project Title: External Funding & Inward Investment Opportunities	Income generation			
Start date	2012				
End date	2016-17		2	1	2





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

Parking

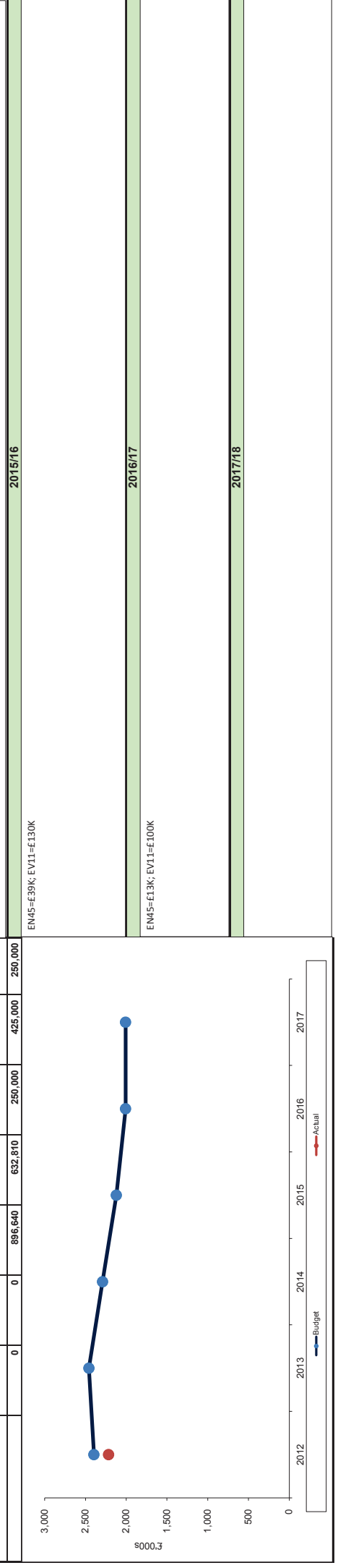
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Project Details:	Review the existing bus lane cameras Review the capability of the current bus lane cameras with the intention of introducing vehicle recognition cameras; this will improve the quality of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



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
Enter a brief description of your main activities and objectives below		Increased sport pitch demand											
The service manages, maintains and develops Merton's parks & open spaces including the management of a cemetery service, and a varied programme of events from small community to large commercial ones. There are currently in excess of 100 separate sites. The team also manages allotments and works with allotment societies to assist them self-manage wherever possible. The service is becoming increasingly efficient and commercial in the way it manages its sports and other lettings and is moving to a position where community groups and organisations contribute directly to front-line delivery, including self-management of assets. The current TOM transformation process will emphasise and further embed these principles.		Attendance at major community outdoor events (No. of people)											
		Number of funerals at LBM cemeteries											
Anticipated non financial resources		Anticipated non financial resources											
Staff (FTE)		Staff (FTE)											
Accommodation units		Accommodation units											
Transport vehicles		Transport vehicles											
Performance indicator		Performance indicator											
Residents % satisfaction with parks & green spaces		Residents % satisfaction with parks & green spaces											
Young peoples % satisfaction with parks & green spaces		Young peoples % satisfaction with parks & green spaces											
Total LBM cemeteries income £		Total LBM cemeteries income £											
Total outdoor events income £		Total outdoor events income £											
Number of outdoor events in parks		Number of outdoor events in parks											
Increase % income from sports bookings		Increase % income from sports bookings											
Volunteer input in parks management (No. of groups)		Volunteer input in parks management (No. of groups)											

DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	
	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13(T)	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)
Expenditure	2,083	2,153	1,981	2,002	2,072	1,972	1,972	70	71	72	73	74	75
Employees	624	612	539	539	715	715	715	69	70	71	72	73	74
Transport	217	233	217	243	243	243	384,000	384,000	443,000	456,000	469,000	484,000	484,000
Supplies & Services	481	457	435	494	490	490	289,000	305,000	316,000	328,000	341,000	351,000	351,000
3rd party payments	1	1	1	49	49	49	5	5	5	5	5	5	5
Transfer payments	7	7	7	7	7	7	110	120	130	130	130	130	130
Support services	1,107	1,172	1,471	1,460	1,460	1,460	5	3	3.75	3.75	3.75	3.75	3
Depreciation	98	94	94	85	85	85	New	25	30	35	40	45	45
Revenue £'000s	2,222	3,045	2,287	2,965	3,000	3,013	110	120	130	130	130	130	130
Income	2,222	3,045	2,287	2,965	3,000	3,013	289,000	305,000	316,000	328,000	341,000	351,000	351,000
Government grants	76	22	53	53	53	53	5	5	5	5	5	5	5
Reimbursements	225	116	44	48	48	48	5	5	5	5	5	5	5
Customer client receipts	1,662	1,649	1,728	2,319	2,354	2,367	110	120	130	130	130	130	130
Recharges	259	1,140	487	570	570	570	5	3	3.75	3.75	3.75	3.75	3
Reserves	0	118	-25	-25	-25	-25	New	25	30	35	40	45	45
Capital Funded	2,396	2,216	2,458	2,290	2,121	2,008	5	3	3.75	3.75	3.75	3.75	3
Council Funded Net Budget	2,396	2,216	2,458	2,290	2,121	2,008	5	3	3.75	3.75	3.75	3.75	3

Summary of major budget etc. changes		
2014/15	2015/16	2016/17
EN45=£39K; EV11=£130K	EN45=£39K; EV11=£130K	EN45=£13K; EV11=£100K
EN45=£56K	EN45=£56K	EN45=£56K



2012 2013 2014 2015 2016 2017

Legend: Budget (Blue line), Actual (Red dot)

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
<b>Project 1</b>		<b>Management of parks &amp; open spaces</b>				
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					
<b>Project 2</b>						0
Start date		Project Title:				
End date		Project Details:				
<b>Project 3</b>		<b>Management of allotments</b>				
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					
<b>Project 4</b>		<b>Management of bowling greens</b>				
Start date	2012	Review and transformation of the current bowls provisions in Merton		2	2	4
End date	Ongoing					
<b>Project 5</b>		<b>Morley Park (development of new open space)</b>				
Start date	2012	Project Title:				
End date	31/12/2016	Project Details:		3	2	6
<b>Project 6</b>		<b>Car parking fees in key parks</b>				
Start date	2012	Project Title:				
End date	2015	Project Details:		4	2	8
<b>Project 7</b>		<b>Commercialisation of grounds and sports services</b>				
Start date	2012	Project Title:				
End date	Ongoing	Project Details:		2	2	4
<b>Project 8</b>		<b>New cemetery extensions</b>				
Start date	2012	Project Title:				
End date	31/12/2015	Project Details:		2	3	6
<b>Project 9</b>		<b>Development of new sporting hub at Joseph Hood Rec</b>				
Start date	2012	Project Title:				
End date	31/12/2017	Project Details:		3	2	6
<b>Project 10</b>		<b>New pavilion &amp; facilities at Dundonald Rec</b>				
Start date	01/01/2014	Project Title:				
End date	31/12/2015	Project Details:		3	2	6



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

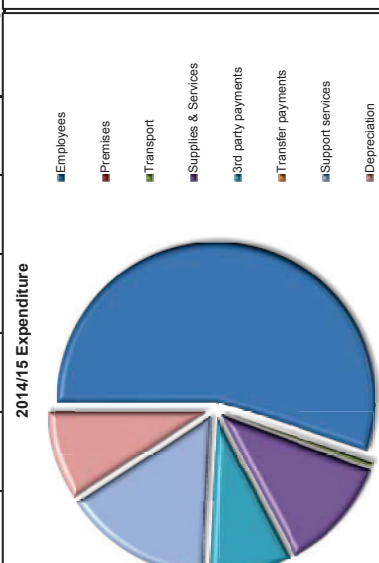
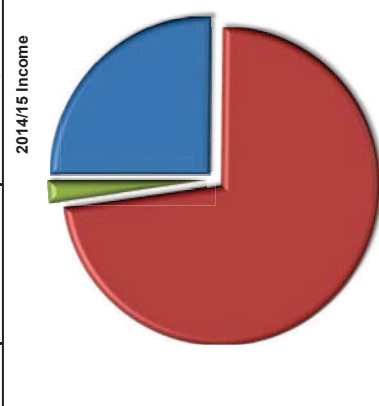
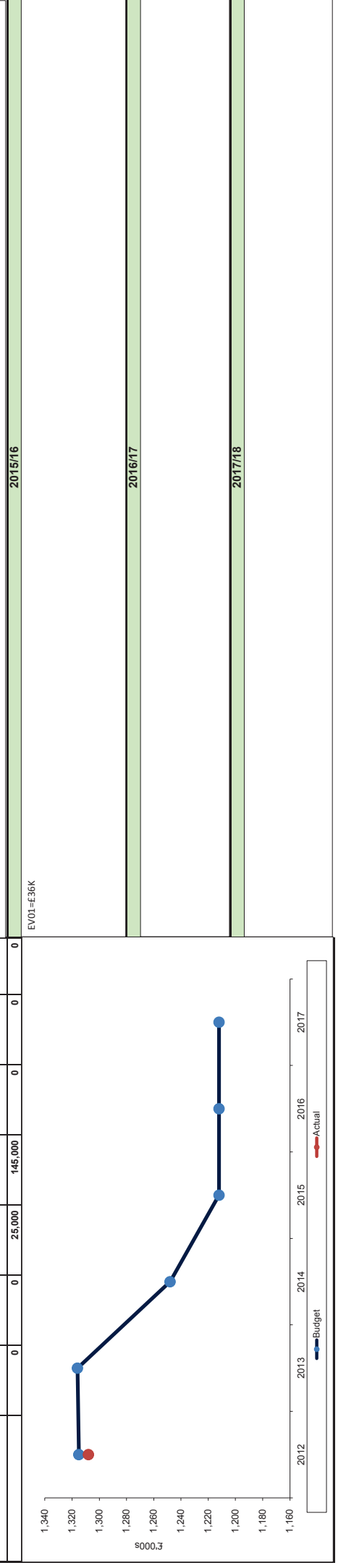
Property

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>2012</b>	<b>Project Title:</b>	<b>Integrated Project Team</b>			
Start date		<b>Project Details:</b>	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	2	2	4
End date	on going					
<b>Project 2</b>	<b>2012</b>	<b>Project Title:</b>	<b>Asset Management Plan</b>			
Start date		<b>Project Details:</b>	This is the creation of a plan which will help to maximise all the property held by the council	1	2	2
End date	on going					
<b>Project 3</b>		<b>Project Title:</b>				
Start date		<b>Project Details:</b>	Select one major outcome			0
End date						
<b>Project 4</b>		<b>Project Title:</b>				
Start date		<b>Project Details:</b>	Select one major outcome			0
End date						
<b>Project 5</b>		<b>Project Title:</b>				
Start date		<b>Project Details:</b>	Select one major outcome			0
End date						
<b>Project 6</b>		<b>Project Title:</b>				
Start date		<b>Project Details:</b>	Select one major outcome			0
End date						
<b>Project 7</b>		<b>Project Title:</b>				
Start date		<b>Project Details:</b>	Select one major outcome			0
End date						
<b>Project 8</b>		<b>Project Title:</b>				
Start date		<b>Project Details:</b>	Select one major outcome			0
End date						
<b>Project 9</b>		<b>Project Title:</b>				
Start date		<b>Project Details:</b>	Select one major outcome			0
End date						
<b>Project 10</b>		<b>Project Title:</b>				
Start date		<b>Project Details:</b>	Select one major outcome			0
End date						

Safer Merton		Planning Assumptions					The Corporate strategies your service contributes to	
Cllr Edith-Joan Macauley Cabinet Member for Engagement & Equality		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
Enter a brief description of your main activities and objectives below		550	600	600	600	600	600	Adult Treatment Plan
Safer Merton is a partnership of the statutory, voluntary and business sector partners who work together to combat crime & disorder and increase safety & the perceptions of safety, within the borough. The team consists of Voluntary Sector and Police and Health funded staff. The delivery of Crime and Disorder reduction is achieved through a range of interventions such as		203,247	206,038	206,822	211,569	214,229	216,806	Anti Social Behaviour
<ul style="list-style-type: none"> <li>Tackling anti social behaviour and domestic violence</li> <li>Managing Neighbourhood Watch</li> <li>Drugs and alcohol abuse commissioning</li> <li>The provision of school officers, CCTV and offender work</li> <li>Other support and commissioned services are part of the teams remit as well as ensuring that the council is compliant with legislation.</li> <li>The service is managed through the council, and delivered by Police officers, joint health staff, voluntary sector and community.</li> <li>The Statutory duty of the council consists of: <ul style="list-style-type: none"> <li>A duty to establish a crime and disorder partnership</li> <li>Complete an annual strategic assessment and agree a plan with partners in response</li> <li>Respond to and deal with crime and disorder through evidence based analytical work</li> <li>Delivering Anti-Social Behaviour actions and interventions</li> <li>Specific duties around Domestic Violence.</li> </ul> </li> </ul>		105	117	129	141	153	171	Central Government
Anticipated non financial resources		205	250	275	275	275	275	Children & Young persons Plan
Staff (FTE)		24	25	22	22	22	22	Community Plan
Performance Indicator		2012/13(T)	2013/14(T)	2014/15(T)	2015/16(T)	2016/17(T)	2017/18(T)	Crime & Disorder (partnership plan)
% of ASB cases closed in line with the national standard time		95	95	95	95	95	95	E. Merton & Mitcham Neighbourhood Renewal
Proportion who successfully complete treatment and do not re present		33	34	35	36	37	37	
% of residents worried about ASB (ARS)		43	42	41	40	39	39	
% of residents worried about crime (ARS)		45	44	43	42	41	41	
No. Multi Agency Risk Assessment cases (domestic abuse)		52	51	50	49	48	48	
No. of One Stop Shop sessions		105	117	129	141	153	153	
No. of Local Multi Agency Problem Solving meetings		46	46	46	46	46	46	
% of residents worried about drug users (ARS)		27	27	27	27	27	27	
% of residents feeling well informed about tracking ASB (ARS)		34	33	32	31	30	30	
		29	30	31	32	33	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	2012/13(T)	2013/14(T)	2014/15(T)	2015/16(T)
Expenditure	3,203	3,080	3,204	1,526	1,490	1,490	1,490	95	95	95	95
Employees	1,101	895	1,012	840	840	840	840	95	95	95	95
Premises	5	4	4	2	2	2	2	33	34	35	36
Transport	7	2	7	7	7	7	7	43	42	41	40
Supplies & Services	161	201	179	179	143	143	143	45	44	43	42
3rd party payments	1,467	1,455	1,598	1,29	1,29	1,29	1,29	52	51	50	49
Transfer payments	0	0	0	0	0	0	0	105	117	129	141
Support services	358	420	330	230	230	230	230	46	46	46	46
Depreciation	104	104	104	139	139	139	139	27	27	27	27
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	34	33	32	31
Income	1,888	1,772	1,888	278	278	278	278	29	30	31	32
Government grants	322	260	317	70	70	70	70	95	95	95	95
Reimbursements	1,464	1,610	1,539	202	202	202	202	46	46	46	46
Customer client receipts	76	5	6	6	6	6	6	27	27	27	27
Recharges	0	0	0	0	0	0	0	34	33	32	31
Reserves	26	-103	26	0	0	0	0	30	30	30	30
Capital Funded								33	33	33	33
Council Funded Net Budget	1,315	1,308	1,316	1,248	1,212	1,212	1,212				

Summary of major budget etc. changes		2014/15		2015/16		2016/17		2017/18	
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18		
	25,000		25,000	145,000	0	0	0		



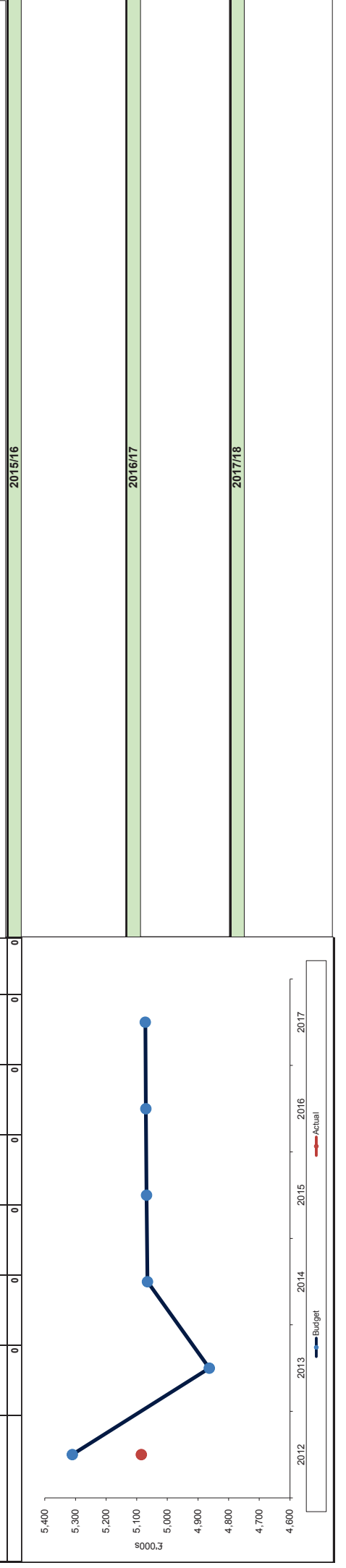
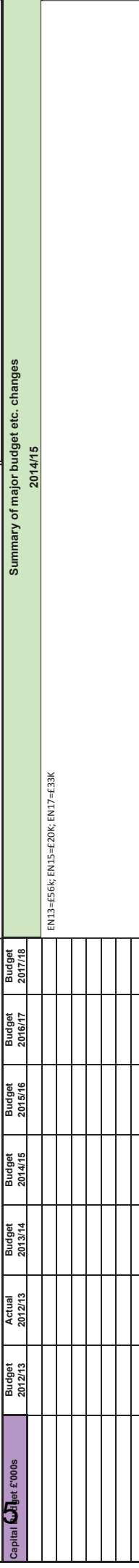
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Safer Merton

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Project 1</b>	Project Title: Project Details: Finding ways to limit the impact of the loss of grants from Central government and Mayors office	<b>2013</b>	To meet legislative requirements	4	2	8
Start date		on going				
End date						
<b>Project 2</b>	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)	<b>2012</b>	To meet legislative requirements	4	3	12
Start date		on going				
End date						
<b>Project 3</b>	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
<b>Project 4</b>	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
<b>Project 5</b>	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
<b>Project 6</b>	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
<b>Project 7</b>	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
<b>Project 8</b>	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
<b>Project 9</b>	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
<b>Project 10</b>	Project Title: Project Details: Select one major outcome		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	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	203,247	206,038	208,822	211,569	214,229	216,806
Street Cleaning: to improve the street scene by maintaining the public highway, collecting fly tips, removing litter, detritus, graffiti, fly posting and keeping quilles clean. Enforcement: to improve the street scene by education, advice and enforcement, reducing fly tipping, litter, dog fouling, abandoned vehicles, graffiti and fly posting; and collecting stray dogs.		80,890	80,890	81,000	81,400	81,800	82,100	80,890	80,890	81,000	81,400	81,800	82,100
Winter Gritting: delivering an efficient service in accordance with Highways section priorities.		102	133	127	127	127	127	102	133	127	127	127	127
Objectives		26	26	26	26	26	26	26	26	26	26	26	26
<ul style="list-style-type: none"> <li>fulfil the council's statutory responsibilities in respect of street cleansing</li> <li>maximise efficiencies through co-ordinated and partnership working</li> <li>provide value for money services that meet the needs of residents and businesses</li> <li>champion the needs of the service users</li> <li>improve our customer information and improve feedback</li> <li>protect and care for the welfare and development of our employees, the environment, our customers and the local community in which we operate</li> <li>provide a safe and supportive environment for all our employees and strive for outstanding health and safety performance</li> <li>provide a customer focussed approach to service design and improvement</li> <li>improve levels of satisfaction with services provided.</li> </ul>													
Performance Indicator		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
% Residents satisfied with street cleanliness		56	58	60	62	62	63	56	58	60	62	62	63
% Sites surveyed below standard for litter		9	8.5	7.5	7	7	6	9	8.5	7.5	7	7	6
% Sites surveyed below standard for Detritus		13	12.5	12	11.5	11	10.5	13	12.5	12	11.5	11	10.5
% Sites surveyed below standard for graffiti		6	5.5	5.0	4.5	4.0	4	6	5.5	5.0	4.5	4.0	4
% Sites surveyed below standard for weeds		15	14.50	14.00	13.50	13.00	12	15	14.50	14.00	13.50	13.00	12
Number of fly tips reported		3500	3300	3200	3100	3000	3000	3500	3300	3200	3100	3000	3000
Days lost through sickness per FTE		14	12	10	10	10	9	14	12	10	10	10	9
% Sites surveyed below standard for flyposting		1	1	1	1	1	1	1	1	1	1	1	1
No. Town Centre FPN's Issued		250	750	1000	1000	800	800	250	750	1000	1000	800	800

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	5,540	5,960	5,094	5,296	5,299	5,301	5,303	5,303	5,303	5,303	5,303	5,303
Employees	3,451	3,003	3,593	3,913	3,913	3,913	3,913	3,913	3,913	3,913	3,913	3,913
Premises	24	24	24	24	24	24	24	24	24	24	24	24
Transport	687	613	289	492	492	492	492	492	492	492	492	492
Supplies & Services	167	132	167	160	160	160	160	160	160	160	160	160
3rd party payments	150	62	152	139	142	144	146	146	146	146	146	146
Transfer payments	0	0	0	0	0	0	0	0	0	0	0	0
Support services	1,076	1,120	1,057	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168	1,168
Depreciation	5	5	6	6	6	6	6	6	6	6	6	6
Revenue £'000s	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Income	230	275	231	231	231	231	231	231	231	231	231	231
Government grants	0	0	0	0	0	0	0	0	0	0	0	0
Reimbursments	0	38	0	0	0	0	0	0	0	0	0	0
Customer/client receipts	230	237	231	231	231	231	231	231	231	231	231	231
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	5,310	5,085	4,863	5,065	5,068	5,070	5,072	5,072	5,072	5,072	5,072	5,072



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

Street Cleaning

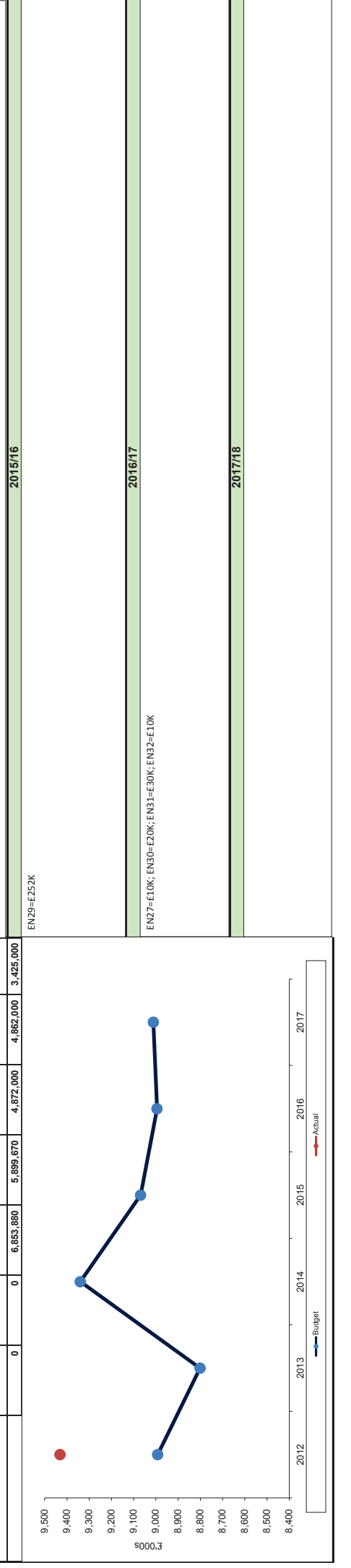
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Project 1</b>	Project Title: Introduce mobile working	Project Details: This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.	More efficient way of working	2	2	4
Start date 2012						
End date 2015						
<b>Project 3</b>	Project Title: Public value review of street cleansing and enforcement	Project Details: Public value review of street cleansing and enforcement	Improved customer satisfaction	2	2	4
Start date 2013						
End date 2014						
<b>Project 4</b>	Project Title: Introduce timed commercial waste collections in town centres	Project Details: Introduce time banded waste collections in town centres starting with Wimbledon town centre	To meet legislative requirements	2	2	4
Start date 2013						
End date 2015						
<b>Project 5</b>	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						
<b>Project 6</b>	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						
<b>Project 7</b>	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						
<b>Project 8</b>	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						
<b>Project 9</b>	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						
<b>Project 10</b>	Project Title: Select one major outcome	Project Details: Select one major outcome	Select one major outcome			0
Start date						
End date						



CILR Andrew Judge Cabinet Member for Sustainability & Regeneration	Traffic & Highways				Planning Assumptions					The Corporate strategies your service contributes to							
	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18			
<p>Enter a brief description of your main activities and objectives below</p> <p>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.</p> <p>The main aims of the service are:</p> <ul style="list-style-type: none"> <li>ensure the safe and expeditious movement of all traffic on the Highway Network.</li> <li>improve the Public Realm.</li> <li>improve the quality of life of local residents</li> <li>improve the quality of life of local residents</li> </ul> <p>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.</p> <p>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.</p>	11,443	12,113	11,420	11,427	11,856	11,792	11,808	12,673	12,673	12,673	12,673	12,673	12,673	12,673	12,673		
	Expenditure	1,927	1,892	1,622	1,931	1,543	1,544	1,544	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	
	Employees	1,210	1,282	1,274	1,138	1,138	1,108	1,108	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	
	Premises	105	125	128	131	131	131	131	5.600	5.600	5.600	5.600	5.600	5.600	5.600	5.600	
	Supplies & Services	497	157	252	328	327	307	307	11,650	11,650	11,650	11,650	11,650	11,650	11,650	11,650	
	Transfer payments	0	2,048	2,073	2,058	2,074	2,059	2,075	40.5	40.5	40.5	40.5	40.5	40.5	40.5	40.5	
	Support services	1,322	1,633	1,294	1,259	1,259	1,259	1,259	38	38	38	38	38	38	38	38	
	Depreciation	4,936	4,936	4,936	5,384	5,384	5,384	5,384									
	Revenue £'000s	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	2012/13(T)	2013/14(T)	2014/15(T)	2015/16(T)	2016/17(T)	2017/18(T)	2018/19(T)	2019/20(T)	2020/21(T)
	Income	2,451	2,652	2,619	2,787	2,787	2,797	2,797	85	100	100	100	100	100	100	100	100
Government grants	125	189	0	0	0	0	0	87	89	91	93	93	93	93	93	93	
Reimbursements	802	304	624	837	837	847	847	100	100	100	100	100	100	100	100	100	
Customer client receipts	859	974	1,436	1,453	1,453	1,453	1,453	98	98	98	98	98	98	98	98	98	
Recharges	665	965	559	497	497	497	497	30	32	35	37	38	38	38	38	38	
Reserves	250	250	250	250	250	250	250	96	96	96	96	96	96	96	96	96	
Capital Funded	0	0	0	0	0	0	0	90%	90%	92%	95%	95%	95%	95%	95%	95%	
<b>Council Funded Net Budget</b>	<b>8,992</b>	<b>9,431</b>	<b>8,801</b>	<b>9,340</b>	<b>9,069</b>	<b>8,995</b>	<b>9,011</b>	80%	80%	82%	85%	85%	85%	85%	85%	85%	

DEPARTMENTAL BUDGET AND RESOURCES		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
Revenue	8,992	9,431	8,801	9,340	9,069	8,995	9,011	8,992	9,431	8,801	9,340	9,069	8,995
Expenditure	1,927	1,892	1,622	1,931	1,543	1,544	1,544	1,927	1,892	1,622	1,931	1,543	1,544
Net Budget	7,065	7,539	7,179	7,409	7,526	7,451	7,467	7,065	7,539	7,179	7,409	7,526	7,451

Summary of major budget etc. changes		2014/15		2015/16		2016/17		2017/18	
Capital Budget	0	0	0	0	0	0	0	0	0
Revenue	8,992	9,431	8,801	9,340	9,069	8,995	9,011	8,992	9,431
Expenditure	1,927	1,892	1,622	1,931	1,543	1,544	1,544	1,927	1,892
Net Budget	7,065	7,539	7,179	7,409	7,526	7,451	7,467	7,065	7,539



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

Traffic & Highways

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



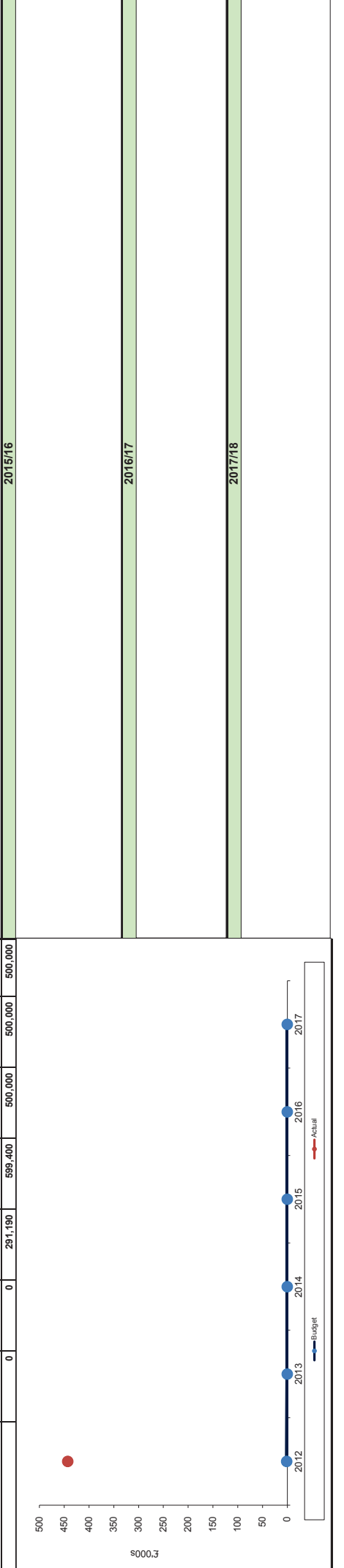
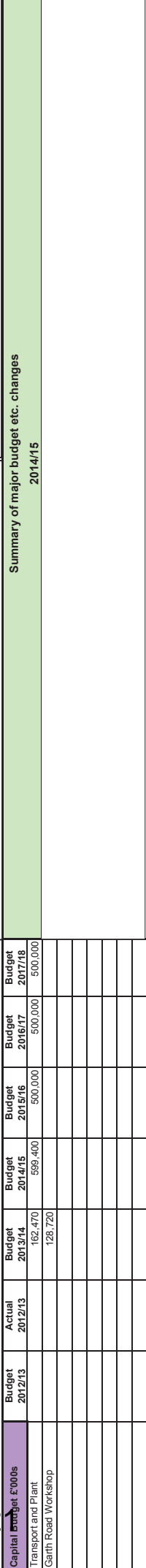
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Transport - Commissioning

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Project 1</b>	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	More efficient way of working	2	2	4
2012						
<b>Project 2</b>	Project Title: Passenger Transport 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 Framework	To meet budget savings	2	2	4
2014						
<b>Project 3</b>	Project Title: Project Details:	Project Title: Project Details:	Select one major outcome			0
Start date						
<b>Project 4</b>	Project Title: Project Details:	Project Title: Project Details:	Select one major outcome			0
Start date						
<b>Project 5</b>	Project Title: Project Details:	Project Title: Project Details:	Select one major outcome			0
Start date						
<b>Project 6</b>	Project Title: Project Details:	Project Title: Project Details:	Select one major outcome			0
Start date						
<b>Project 7</b>	Project Title: Project Details:	Project Title: Project Details:	Select one major outcome			0
Start date						
<b>Project 8</b>	Project Title: Project Details:	Project Title: Project Details:	Select one major outcome			0
Start date						
<b>Project 9</b>	Project Title: Project Details:	Project Title: Project Details:	Select one major outcome			0
Start date						
<b>Project 10</b>	Project Title: Project Details:	Project Title: Project Details:	Select one major outcome			0
Start date						

The Corporate strategies your service contributes to	Planning Assumptions					2017/18
	2012/13	2013/14	2014/15	2015/16	2016/17	
Children & Young persons Plan	85,000	85,000	85,000	80,000	80,000	80,000
Community Plan	70,000	70,000	70,000	70,000	70,000	70,000
Social Inclusion Strategy	200	200	200	200	200	200
Local Transport Plan	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Anticipated non financial resources	86	60	54	54	54	54
Staff (FTE)	51	46	46	46	46	46
Anticipated demand	93,500	85,000	85,000	80,000	80,000	80,000
C&P Passenger journeys	61,700	70,000	70,000	70,000	70,000	70,000
CS&F passenger Journeys - in house	220	200	200	200	200	200
Maintenance repair of fleet vehicles						

Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)										Indicator type	Reporting cycle	Polarity	Main impact if indicator not met	
	2012/13(T)	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2012/13(T)	2013/14(T)	2014/15(T)	2015/16(PT)					2016/17(PT)
% MOT Vehicle pass rate	95	95	95	95	95	95	95	95	95	95	95	Quarterly	High	Outcome	Reduced customer service
Average % Passenger vehicles in use	65	65	65	70	70	70	65	65	70	70	70	Quarterly	High	Unit cost	Increased costs
% In house journey that meet timescales	85	85	85	85	85	85	85	85	85	85	85	Quarterly	High	Outcome	Increased costs
% Client user satisfaction	97	97	97	97	97	97	97	97	97	97	97	Annual	High	Outcome	Reduced uptake of service



**Transport - Passenger Fleet Service**

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

Enter a brief description of your main activities and objectives below

Merton Transport Services provides transport and fleet support. We provide transport for adults and children who have special needs. Working in conjunction with our partners at Special Educational Needs (SEN) and Adult Social Care offering transport support. We operate a fleet of welfare vehicles that are fully accessible by all. Transport can be provided to day centres and schools as well as other journeys as required.

Full fleet management is provided to support the councils fleet of vehicles. This includes all servicing, repairs, maintenance and Operators Licence requirements. In addition, we assist client departments such as Waste Services, in developing vehicle specifications and advise on vehicle types to enable solutions for operational problems to be resolved.

**Objectives**

- Merton Transport Services will provide a comprehensive and efficient transport service.
- We will support user departments including Community & Housing, Childrens Schools and Families, Waste Operations and all other departments that require transport support.
- We will ensure legal compliance with regard to all statutory requirements for road transport services including Operators Licence requirements.

Revenue £'000s	DEPARTMENTAL BUDGET AND RESOURCES					
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
<b>Expenditure</b>	3,653	4,326	3,795	3,055	3,055	3,055
Employees	1,686	1,920	1,664	1,446	1,446	1,446
Premises	49	39	34	42	42	42
Transport	739	1,151	915	1,061	1,061	1,061
Supplies & Services	35	80	63	57	57	57
3rd party payments	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0
Support services	1,148	1,136	1,119	449	449	449
Depreciation	0	0	0	0	0	0
<b>Revenue £'000s</b>	<b>Budget 2012/13</b>	<b>Actual 2012/13</b>	<b>Budget 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>
Income	3,652	3,883	3,795	3,055	3,055	3,055
Government grants	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0
Customer client receipts	2,575	2,787	2,713	3,055	3,055	3,055
Recharges	1,077	1,096	1,082	0	0	0
Reserves	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0
<b>Council Budgeted Net Budget</b>	<b>1</b>	<b>443</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Capital budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Transport and Plant	0	162,470	589,400	500,000	500,000	500,000	500,000
Garth Road Workshop	0	128,720					
	0	0	291,190	659,400	500,000	500,000	500,000

Year	Budget	Actual
2012	0	0
2013	0	0
2014	0	0
2015	291,190	659,400
2016	500,000	500,000
2017	500,000	500,000

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

Transport - Passenger Fleet Service

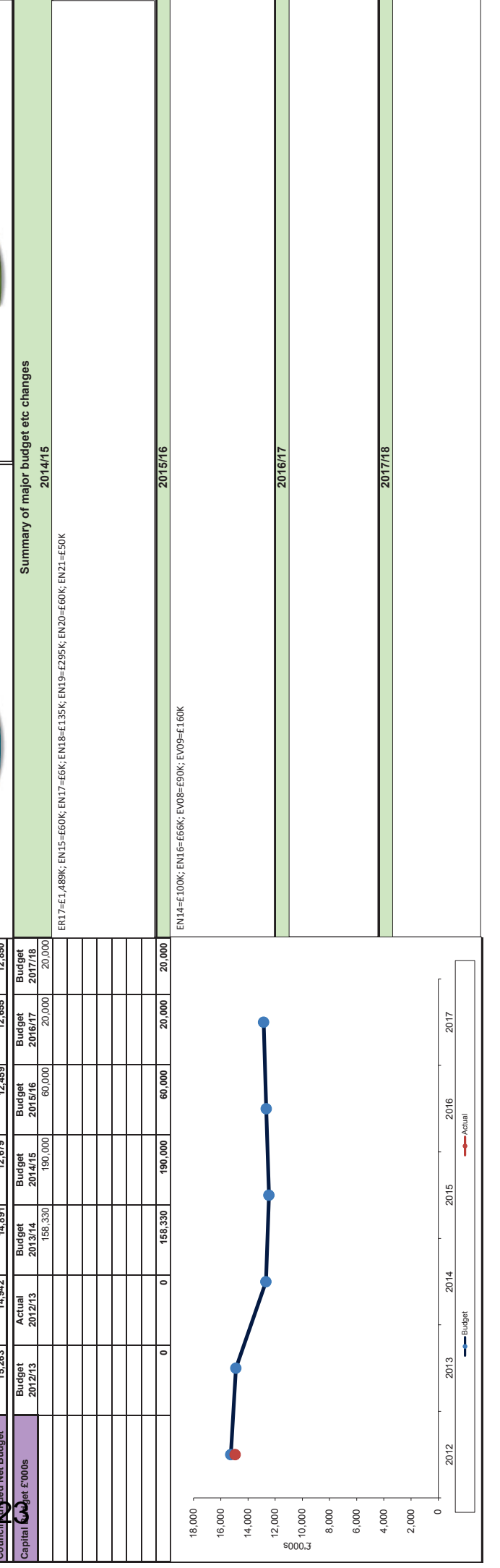
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Project 1</b>	Project Title: Project Details:	Project Title: Project Details:	Project Title: Project Details:	2	2	4
Start date	2012					
End date	on going					
<b>Project 2</b>	Project Title: Project Details:	Project Title: Project Details:	Project Title: Project Details:	2	2	4
Start date	2012					
End date	2014-15					
<b>Project 3</b>	Project Title: Project Details:	Project Title: Project Details:	Project Title: Project Details:			0
Start date						
End date						
<b>Project 4</b>	Project Title: Project Details:	Project Title: Project Details:	Project Title: Project Details:			0
Start date						
End date						
<b>Project 5</b>	Project Title: Project Details:	Project Title: Project Details:	Project Title: Project Details:			0
Start date						
End date						
<b>Project 6</b>	Project Title: Project Details:	Project Title: Project Details:	Project Title: Project Details:			0
Start date						
End date						
<b>Project 7</b>	Project Title: Project Details:	Project Title: Project Details:	Project Title: Project Details:			0
Start date						
End date						
<b>Project 8</b>	Project Title: Project Details:	Project Title: Project Details:	Project Title: Project Details:			0
Start date						
End date						
<b>Project 9</b>	Project Title: Project Details:	Project Title: Project Details:	Project Title: Project Details:			0
Start date						
End date						
<b>Project 10</b>	Project Title: Project Details:	Project Title: Project Details:	Project Title: Project Details:			0
Start date						
End date						

Waste Management	Planning Assumptions											The Corporate strategies your service contributes to		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Cllr Judy Saunders Cabinet Member for Performance &amp; Implementation</b>														
<b>Enter a brief description of your main activities and objectives below</b>	Waste Management Plan													
As a unitary authority, Werton 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.	Performance Management Framework													
Objectives	London wide strategy													
● provide efficient and accessible services to all of our customers, including those with specific needs.	Climate Change Strategy													
● 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.														
<b>Anticipated demand</b>	Population	203,247	206,038	208,822	211,569	214,229	216,806	219,383	221,960	224,537	227,114	229,691	232,268	234,845
	Increased housing density	80,890	80,890	81,000	81,400	81,800	82,100	82,500	82,900	83,300	83,700	84,100	84,500	84,900
	Household waste tonnage	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000
<b>Anticipated non financial resources</b>	Staff (FTE)	97	107	110.5	107.5	107.5	107.5	107.5	107.5	107.5	107.5	107.5	107.5	107.5
	Transport	33	31	31	29	29	29	29	29	29	29	29	29	29
<b>Performance indicator</b>														
	% Household waste recycled	40	42	43	44	45	45	45	45	45	45	45	45	45
	% Residents satisfied with refuse collection	72	74	76	78	78	78	78	78	78	78	78	78	78
	Residual waste kg per household pa	525	512	504	496	483	483	483	483	483	483	483	483	483
	% Municipal solid waste landfilled	49	48	47	46	46	46	46	46	46	46	46	46	46
	Number of missed bins per 100,000	70	60	55	50	45	45	45	45	45	45	45	45	45
	Total waste arising from households	875	874	873	872	868	868	868	868	868	868	868	868	868
	Days lost from through sickness per FTE	14	12	10	10	9	9	9	9	9	9	9	9	9
	% Residents satisfied with recycling facilities	70	73	76	79	79	79	79	79	79	79	79	79	79

Performance Targets (T) & Provisional Performance Targets (PT)		2014/15		2015/16		2016/17		2017/18	
2012/13(T)	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	2019/20(PT)	2020/21(PT)	2021/22(PT)
40	42	43	44	45	45	45	45	45	45
72	74	76	78	78	78	78	78	78	78
525	512	504	496	483	483	483	483	483	483
49	48	47	46	46	46	46	46	46	46
70	60	55	50	45	45	45	45	45	45
875	874	873	872	868	868	868	868	868	868
14	12	10	10	9	9	9	9	9	9
70	73	76	79	79	79	79	79	79	79

2014/15 Expenditure		2014/15 Income	
Government grants	1,374	Government grants	1,374
Reimbursements	288	Reimbursements	288
Customer & client receipts	140	Customer & client receipts	140
Recharges	308	Recharges	308
Reserves	638	Reserves	638
Capital Funded	0	Capital Funded	0
<b>Total</b>	<b>2,440</b>	<b>Total</b>	<b>2,440</b>

DEPARTMENTAL BUDGET AND RESOURCES										
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
<b>Revenue £'000s</b>	16,140	16,158	15,763	14,053	13,833	14,029	14,224	14,419	14,614	14,809
<b>Expenditure</b>	3,313	4,092	3,465	3,632	3,504	3,577	3,438	3,309	3,182	3,055
Employees	1,058	1,053	1,228	1,182	1,180	1,178	1,176	1,174	1,172	1,170
Premises	1,990	1,910	1,910	1,910	1,910	1,910	1,910	1,910	1,910	1,910
Transport	513	580	573	590	590	590	590	590	590	590
Supplies & Services	8,557	7,885	8,395	6,073	5,949	6,074	6,200	6,200	6,200	6,200
Bid party payments	2	2	2	2	2	2	2	2	2	2
Transfer payments	1,659	1,607	1,321	1,360	1,360	1,360	1,360	1,360	1,360	1,360
Support services	441	361	361	627	627	627	627	627	627	627
Depreciation	0	0	0	0	0	0	0	0	0	0
<b>Revenue £'000s</b>	15,263	14,942	14,591	12,679	12,459	12,655	12,850	13,045	13,240	13,435
<b>Income</b>	877	1,216	872	1,374	1,374	1,374	1,374	1,374	1,374	1,374
Government grants	0	147	0	288	288	288	288	288	288	288
Reimbursements	0	115	0	140	140	140	140	140	140	140
Customer & client receipts	274	460	274	308	308	308	308	308	308	308
Recharges	603	641	598	638	638	638	638	638	638	638
Reserves	0	-147	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0
<b>Council Budgeted Net Budget</b>	<b>15,263</b>	<b>14,942</b>	<b>14,591</b>	<b>12,679</b>	<b>12,459</b>	<b>12,655</b>	<b>12,850</b>	<b>13,045</b>	<b>13,240</b>	<b>13,435</b>
<b>Capital Budget £'000s</b>	0	0	158,330	190,000	60,000	20,000	20,000	20,000	20,000	20,000



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
<b>Project 1</b>	<b>2012</b>	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
	<b>2014</b>					
<b>Project 2</b>	<b>2013</b>	Project Title: <b>Improved enforcement regime to support time-banding in town centres</b>  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
	<b>2014</b>					
<b>Project 3</b>	<b>2014</b>	Project Title: <b>Mobile technology including GPS and in cab monitors</b>		3	2	6
	<b>2015</b>					
<b>Project 4</b>	<b>2015</b>	Project Title: <b>Double shift garden waste collection vehicles reduce 2 x vehicles</b>  Issues with disposal licences may cause a delay to the commencement date of this project.		3	2	6
	<b>2016</b>					
<b>Project 5</b>		Project Title:  Project Details:				0
<b>Project 6</b>		Project Title:  Project Details:				0
<b>Project 7</b>		Project Title:  Project Details:		3	2	6
<b>Project 8</b>		Project Title:  Project Details:		3	2	6
<b>Project 9</b>		Project Title:  Project Details:				0
<b>Project 10</b>		Project Title:  Project Details:				0



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# **Section F**

## **List of Revenue Savings 2013/17**

## **REVENUE SAVINGS 2013-17**

Contained in Appendix 9 of the Cabinet Report

# **Section G**

# **Revenue Estimates**

# **2013-14**

Contained as Appendix 10 of the Report

# **Glossary of Terms & List of Acronyms**

<b>BUSINESS PLAN - GLOSSARY OF TERMS</b>
<p><b>ANNUAL MINIMUM REVENUE PROVISION</b></p> <p>The council is required to pay off an element of the accumulated General Fund capital spend each financial year through a revenue charge, as required by the Local Government and Housing Act 1989.</p>
<p><b>ASSET MANAGEMENT PLAN / REVIEW</b></p> <p>An Asset Management Plan (AMP) is a tactical plan for managing an organisation's infrastructure and other assets to deliver an agreed standard of service. This information is reviewed annually.</p>
<p><b>BALANCES</b></p> <p>Balances are maintained to meet expenditure pending the receipt of income and to provide a cushion against expenditure being higher or income lower than expected. Contributions to balances can be either a planned contribution from the revenue budget or a transfer of any revenue surplus at the year end. The maintenance of an appropriate level of balances is a fundamental part of prudent financial management.</p>
<p><b>BORROWING STRATEGY</b></p> <p>A borrowing strategy set up the parameters within which money may be borrowed by the Authority. These parameters are designed to manage the risk taken by the authority within best practice.</p>
<p><b>BUDGET</b></p> <p>Statement of the spending plans for the year.</p>
<p><b>CAPITAL EXPENDITURE</b></p> <p>Expenditure on the acquisition of a fixed asset or expenditure, which adds to, and not merely maintains, the value of an existing fixed asset.</p>
<p><b>CAPITAL FINANCING REQUIREMENT (CFR)</b></p> <p>Is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources i.e. a measure of the underlying borrowing need.</p>
<p><b>CAPITAL PROGRAMME</b></p> <p>Is documentation which summarises the outcome of priority allocations contained in the capital strategy and details individual schemes for approval by Council / Cabinet.</p>
<p><b>CAPITAL PROGRAMME BOARD</b></p> <p>The Capital Programme Board ensures:</p> <ul style="list-style-type: none"> <li>• that the overall capital investment strategy is consistent with strategic objectives, is affordable within the revenue budget strategy, examining potential funding options.</li> <li>• that bids are submitted in accordance with set framework and guidelines (including business cases, value for money and options appraisal) and prioritised in accordance of agreed criteria</li> <li>• compiles and manages a multi-year capital programme for consideration by CMT and approval by Cabinet</li> <li>• oversees the Council's Accommodation and disposals strategy.</li> </ul>
<p><b>CAPITAL PROJECTS / SCHEMES</b></p> <p>Capital Projects / Schemes is the level at which Member approval is obtained.</p>
<p><b>CAPITAL RECEIPTS</b></p> <p>Proceeds from the sale of fixed assets and repayments of capital grants and loans. These are divided into reserved and usable parts.</p>

**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****CAPITAL MONITORING**

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

**CAPITAL STRATEGY**

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

**CASH FLOW MANAGEMENT**

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

**CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA)**

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

**CODE OF PRACTICE LOCAL AUTHORITY ACCOUNTING**

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

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

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

**COLLECTION FUND**

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

**COMMUNITY ORGANISATION**

An organisation with benevolent or philanthropic purposes.

**COMPACT**

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

**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****COMPREHENSIVE SPENDING REVIEW (CSR)**

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

**CONTINGENCY**

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

**CORPORATE AND DEMOCRATIC CORE**

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

**CORPORATE GOVERNANCE**

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

**COUNCIL TAX**

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

**COUNTRY LIMITS**

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

**CREDIT APPROVAL**

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

**CREDITORS**

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

**COUNCIL'S BORROWING REQUIREMENT**

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

**COUNTERPARTIES**

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

**COUNTERPARTIES DOWNGRADES**

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

**CORPORATE BONDS**

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

**COUPON**

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



**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****CREDITWORTHINESS**

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

**DEBTORS**

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

**DEBT RESCHEDULING**

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

**DEPRECIATION**

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

**COUNTERPARTY DOWNGRADES**

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

**EARMARKED CAPITAL REOURCES / GRANTS**

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

**FINANCIAL INSTRUMENT**

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

**FINANCIAL YEAR**

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

**FIXED ASSETS**

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

**FTSE 100**

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

**GENERAL FUND**

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

**GOVERNMENT GRANTS**

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

**GROSS EXPENDITURE**

The total expenditure of a fund or account.

**GROUP LIMITS**

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

**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****HOUSING REVENUE ACCOUNT (HRA)**

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

**INTERNATIONAL FINANCIAL REPORTING STANDARD (IFRS)**

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

**INVESTMENT POLICY**

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

**INVESTMENT STRATEGY**

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

**INVESTMENT TREASURY INDICATOR AND LIMIT**

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

**LENDERS OPTION BORROWERS OPTION (LOBO)**

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

**LEVY**

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

**LIABILITIES**

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

**LOCALISM ACT 2011**

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

**MERTON 2015 BOARD**

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

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

**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****MINIMUM REVENUE PROVISION**

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

**NON-DOMESTIC RATE (NDR)**

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

**NON-SPECIFIED INVESTMENTS**

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

**OPERATIONAL BOUNDARY**

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

**PENSION FUND**

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

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

**PERFORMANCE MANAGEMENT FRAMEWORK**

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

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

**PRECEPTS**

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

**PRIVATE FINANCE INITIATIVE (PFI)**

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

**PROCUREMENT BOARD**

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

**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****PROFILE**

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

**PROVISIONS**

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

**PRUDENTIAL CODE OF BORROWING**

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

**RESCHEDULING OF DEBT**

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

**RESERVES**

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

**REVENUE EXPENDITURE**

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

**REVENUE MONITORING**

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

**RISK MANAGEMENT**

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

**SECTION 151 OFFICER**

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

**SECURITISATION**

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

**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****SPECIFIED INVESTMENTS**

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

**SUPER OUTPUT AREA**

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

**SUPPORT SERVICES**

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

**SUPPORTED CAPITAL EXPENDITURE**

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

**TAX INCREMENTAL FINANCING**

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

**TREASURY MANAGEMENT**

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

**TREASURY MANAGEMENT PRACTICES / TREASURY MANAGEMENT CODE OF PRACTICE**

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

**USEFUL LIFE**

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

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME**

**Aggregate start-up funding assessment**

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

**Baseline funding level**

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

**Billing authority**

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

**Billing authority business rates baseline**

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

**Central share**

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

**Efficiency Support Grant**

A grant awarded to local authorities who, in 2013-14 and 2014-15, would otherwise see a reduction of more than 8.8 per cent of their revenue spending power.

**Estimated Business Rates Aggregate**

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

**Floor damping**

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

**Formula funding**

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



**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...**

**Individual authority business rates baseline**

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

**Individual authority start-up funding assessment**

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

**Levy**

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

**Local government spending control total**

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

**Local share**

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

**Major precepting authority**

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

**Major precepting authority shares**

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

**Multiplier**

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

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...**

**New Burdens**

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

**National Non-Domestic Rates 1 Form (NNDR1)**

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

**Proportionate Share**

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

**Rate reliefs**

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

**Relative Needs Formulae**

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

**Reset**

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

**Reset period**

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

**Revenue Support Grant**

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

**Ring-fenced grant**

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



**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...**

**Safety net**

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

**Safety net payment**

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

**Safety net payment on account**

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

**Safety net threshold**

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

**Service tiers**

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

**Spending Power**

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

**Tariffs and top-ups**

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

**Tariff authority**

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

**Tariff payment**

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

**Top-up authority**

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

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...**

**Top-up payment**

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

**Transitional protection payment**

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

**BUSINESS PLAN – LIST OF ACRONYMS**

<b><u>Acronym</u></b>	<b><u>Definition</u></b>
AD	Assistant Director
ADASS	Association of Directors of Adult Social Services
Apps	Applications
ASB	Anti Social Behaviour
ASC	Adult Social Care
ASH	Our miscellaneous income, invoicing and recovery system
BC	Building Control
BESD	Behavioural Emotional and Social Difficulties
BME	Black Minority Ethnic
C & YP	Children and Young People
CAF	Common Assessment framework
CAMHS	Child and Adolescent Mental Health Services
CC	Children's Centre
CC	Children's Centre
CCTV	Close Circuit Television
CEN	Creative Environmental Networks
CEO	Civil Enforcement Officer
CFR	Capital Financing Requirement
CIPFA	Chartered Institute Public Finance and Accountancy
CMT	Corporate Management Team
CNEA	Clean Neighbourhood and Environment Act
COM	Current Operating Model
CPD	Centre for Professional Development
CPD	Continuing Professional Development
CPZ	Controlled Parking Zone
CRB	Criminal Records Bureau
CRM	Customer Relationship Management
CSC	Children's Social Care
CSF	Children Schools & Families
CYP	Children and Young People
CYPP	Children and Young peoples Plan
DC	Development Control
DEFRA	Department for Environment Food and Rural Affairs
DFG	Disabled Facilities grant

<b><u>Acronym</u></b>	<b><u>Definition</u></b>
DMT	Departmental Management Team
DSG	Dedicated Schools Grant
E&R	Environment and Regeneration
EA	Equality Analysis
EAL	English as an Additional Language
EH	Environmental Health
EIA	Equalities Impact Assessment
EIG	Early Intervention Grant
ERTG	Enforcement Review Task Group
ESOL	English for Speakers of Other Languages
EU	European Union
EY	Early Years
FACS	Fair Access to Care Services
FM	Facilities Management
FOI	Freedom Of Information
FPN	Fixed Penalty Notice
FTE	Full Time Equivalent
GLA	Greater London Authority
HB	Housing Benefits
HC&OP	Healthier Communities and older People
HCA	Homes and Community Agency
HNES	Housing Needs and Enabling Services
HRRC	Household Reuse and Recycling Centre
ICT	Information and Communications Technology
IFRS	International Financial Reporting Standard
IP	Intellectual Property
IT	Information Technology
iTrent	Our new payroll system
JD	Job Description
K	£ Thousand
L & D	Learning and Development
LA	Local Authority
LAC	Looked After Children
LALO	Local Authority Liaison Officer
LATS	Landfill Allowances and Trading Scheme
LB	London Borough
LBM	London Borough of Merton
LCGS	London Councils Grant Scheme
LDD	Learning Development and Diversity
LGA	Local Government Association
LLC	Local Land Charges
LSC	Learning Skills Council
LSCB	Local Safeguarding Children's Board
LSP	Local Strategic Partnership
LOBO	Lenders Option Borrowers Option
MAE	Merton Adult Education
MARAC/DV	Multi Agency Risk Assessment Case Conference / Domestic Violence

<b><u>Acronym</u></b>	<b><u>Definition</u></b>
MCIL	Merton Centre for Independent Living
MIS	Management Information System
MP	Member of Parliament
MRP	Minimum Revenue Provision
MSLT1&2	Merton's Senior Leadership Team Levels 1 and 2
MTFS	Medium Term Financial Strategy
MVSC	Merton Voluntary Service Council
NEET	Not in Education Employment or Training
NNDR	National Non Domestic Rate
O&S	Overview and Scrutiny
OJEU	Official Journal of the European Union
OT	Occupational Therapy
PATAS	Parking And Traffic Appeals Service
PC	Police Constable
PCN	Penalty Charge Notice
PCT	Primary Care Trust
PFI	Private Finance Initiative
PM&R	Pavement Maintenance and Repair
PM&R	Pavement Maintenance and Repair
PPD	Public Protection and Development
PPP	Policy Planning and Performance
PRS	Private Rented Sector
PVI	Private Voluntary and Independent
QA	Quality Assurance
SC	Sustainable Communities
SEN	Special Educational Needs
SEND	Special Educational Needs and Disabilities
SFA	Skills Funding Agency
SLA	Service Level Agreement
SLA	Service Level Agreements
SLWP	South West London Partnership
SME	Subject Matter Expert
SMT	Senior Management team
SOAs	Super Output Areas
SSQ	School Standards and Quality
SW	South West
SWLSG	South West London and St George's Mental Health NHS Trust
TBC	To Be Confirmed
TEC	Transport and Environment Committee
TFL	Transport For London
TOM	Target Operating Model
TUPE	The Transfer of Undertaking (Protection of Employment) Regulations
VAT	Value Added Tax
VLE	Virtual Learning Environment
VS	Voluntary Sector
YOT	Youth Offending Team

# Merton Council

Business Plan 2014 / 2018



Corporate Services  
London Borough of Merton  
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## SECTION 2: GENERAL FUND REVENUE BUDGET AND COUNCIL TAX STRATEGY

### 1. Background to Financial Planning

- 1.1 The approach to Medium Term Financial Planning provides a great deal of flexibility in decision making and enables the impact of alternative options to be modeled. This has assisted with progress towards a balanced budget over the four year plan.
- 1.2 The MTFS has been re-priced and rolled forward a year so that each year from 2014/15 to 2017/18 starts from the approved budget 2013/14 and is built up showing the cumulative effect of variations over the period. The initial re-priced MTFS was reported to Cabinet on 16 September 2013 as follows:-

**Table 1: Initial Re-priced MTFS**

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
<b>Departmental Base Budget '13/14</b>	<b>151,915</b>	<b>151,915</b>	<b>151,915</b>	<b>151,915</b>
Departmental Budget Changes	(12,017)	(10,241)	(8,365)	(4,070)
<b>Re-Priced Departmental Budget</b>	<b>139,898</b>	<b>141,674</b>	<b>143,550</b>	<b>147,845</b>
Treasury/Capital financing	15,539	15,821	14,158	16,128
Other Corporate items	3,514	(4,071)	(4,452)	(4,452)
Levies	645	645	645	645
<b>Sub-total: Corporate provisions</b>	<b>19,698</b>	<b>12,395</b>	<b>10,351</b>	<b>12,321</b>
<b>BUDGET REQUIREMENT</b>	<b>159,596</b>	<b>154,069</b>	<b>153,901</b>	<b>160,166</b>
<b>TOTAL FUNDING</b>	<b>(159,291)</b>	<b>(146,925)</b>	<b>(143,585)</b>	<b>(142,611)</b>
<b>GAP (Cumulative)</b>	<b>305</b>	<b>7,144</b>	<b>10,316</b>	<b>17,555</b>
- Use of Reserves	(305)	(5,447)	0	0
<b>Sub-total</b>	<b>0</b>	<b>1,697</b>	<b>10,316</b>	<b>17,555</b>
- Savings – 2013/14 shortfall	0	(1,697)	(3,239)	(4,936)
- New Savings Target	0	0	(7,077)	(12,619)
<b>Gap</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 1.3 Since then, reports to Cabinet on 21 October 2013, 11 November 2013, 9 December 2013, and 20 January 2014 have presented updated information to Members, setting out the financial implications as assumptions have been reviewed and decisions made.
- 1.4 The decisions made in respect of each element of the MTFS impact on the overall financial position of the Authority and need to be taken into account as part of an overall package of decisions to balance the budget over 2014-18. In addition to the normal review of the base position, an appraisal of options and variables has been undertaken this year which has enabled the impact of different scenarios to be modeled, in particular, in relation to estimated funding scenarios

arising from the Government's Spending Review 2013 and Autumn Statement, as well as forecasting resources from the Business Rate Retention Scheme, and the impact of technical issues such as the Pension Fund Revaluation.

## 1.5 Setting a Balanced Budget

1.5.1 Resource and expenditure projections have been continually updated throughout the year to inform Members and officers of the overall position for 2014-2018. A four-year forward plan is presented, but it is still a legal requirement that a balanced (i.e. fully funded) budget is achieved for 2014/15. There are a number of ways in which a balanced budget is achieved:

- Reducing expenditure/costs;
- Identifying new savings or additional income;
- Adjusting the level of Council Tax ;
- Using unallocated reserves as a temporary measure pending the implementation of the options above.

1.5.2 Budget savings and growth proposals have been formulated within the overall constraints of the resource projections. The proposals have been approved in principle by the Cabinet and then considered by Overview and Scrutiny Panels as part of the scrutiny process. Scrutiny Panels have met again during January 2013 and their feedback on the Council's spending proposals is set out in a separate report elsewhere on the agenda for this meeting.

1.5.3 The Medium Term Financial Strategy (MTFS) for the Council supports the achievement of the business plan and any financial implications arising from the agreed plan are included in financial planning for 2014/15 and beyond. The MTFS brings together all of the key elements relating to the Council's financial position which are reflected in the General Fund, and the Capital Programme. The detailed MTFS is included in Appendix 7.

## 1.6 Review of previous year's Savings

1.6.1 As with previous years, the business planning process is a multi-year approach and this includes a review of total expenditure and income over the period 2014-18.

1.6.2 Cabinet on 11 November 2013 and 9 December 2013 considered revisions to current savings proposals . The overall impact of these proposed amendments on the MTFS is as follows:-

**Table 2: Revisions to current savings**

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
Children, Schools & Families	0	0	0	0	0
Corporate Services	141	52	(256)	0	(63)
Environment & Regeneration	914	(500)	(414)	0	0
Community & Housing	350	(350)	0	0	0
<b>Total</b>	<b>1,405</b>	<b>(798)</b>	<b>(670)</b>	<b>0</b>	<b>(63)</b>
<b>Total - Cumulative</b>	<b>1,405</b>	<b>607</b>	<b>(63)</b>	<b>(63)</b>	

- 1.6.3 The current MTFs includes the following amounts in respect of the full year effects of previous year's savings.

**Table 3: Full Year Effects of previous years savings**

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
Children, Schools & Families	(860)	(631)	(250)	0	(1,741)
Corporate Services	(1,650)	(749)	(886)	0	(3,285)
Environment & Regeneration	(3,339)	(1,102)	(853)	0	(5,294)
Community & Housing	(2,465)	(764)	(1,608)	0	(4,837)
<b>Total</b>	<b>(8,314)</b>	<b>(3,246)</b>	<b>(3,597)</b>	<b>0</b>	<b>(15,157)</b>
<b>Total - Cumulative</b>	<b>(8,314)</b>	<b>(11,560)</b>	<b>(15,157)</b>	<b>(15,157)</b>	

- 1.6.4 One of the key objectives is to balance the budget and one of the shortcomings of the process in the past, which the Council has started to address in recent years, has been the inability to look over a long-term period and identify significant savings over more than one year.

- 1.6.5 The Business planning framework aims to enable strategic resource allocation and investment decisions to be made that allow for services to transform and change at different times in the future and which would otherwise be very difficult to plan under an annual planning framework.

## 1.7 Growth

- 1.7.1 The MTFs agreed by Council in March 2013 currently includes a net £1m p.a. for adult social care placements. This has been included for prudent planning purposes but greater rigour is required to demonstrate this need for future years alongside options to manage the spending pressure, which has the potential to be an option to help balance the budget. This will also now need to be reviewed alongside the Better Care Fund and future joint working with health. However, it is envisaged that an element of growth within people services will be required in response to the increasing population.



- 1.7.2 The growth included in the MTFS is summarised in the following table:

**Table 4: Growth Contained with the Current MTFS**

<b>Revised Growth</b>	<b>2014/15 £m</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>
People Services (cumulative)	1.000	2.000	2.000	2.000
<b>Total (cumulative)</b>	<b>1.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>

## 2. Local Government Finance Settlement 2014-16

- 2.1 The financial projections in the report to Cabinet on 20 January 2014 were based on the information as announced in the provisional Local Government Finance Settlement on 18 December 2013. Information in this report has been updated as more information has become available. The Final Local Government Finance Settlement figures were published on 5 February 2014. There was a small increase in RSG in 2014/15 of £9,000.
- 2.2 Details of the Final Local Government Settlement are included in Appendix 2.
- 2.3 A summary of the Council Tax Base calculation, and the resource implications arising from current business rates projections, is provided in Appendix 3.

## 3. Review of Corporate and Technical Provisions

- 3.1 Previous reports to Cabinet have set out the details and assumptions on which the budget has been formulated. The latest information is set out in the following paragraphs.
- 3.2 Review of Technical and Corporate Provisions
- 3.2.1 Technical and corporate adjustments incorporated in the MTFS have been reported to Cabinet throughout the business planning process for 2014/15.
- 3.2.2 The key assumptions included in the MTFS have been continually reviewed and updated as the budget process has developed. It should be noted that any one-off adjustments will need to be addressed in future years. The latest information is set out in the following paragraphs:-
- 3.3 Inflation
- 3.3.1 Predicting the level of inflation over a four year period with accuracy is not easy, particularly in the current economic climate and given the size of the Council's budget can lead to large variances if the actual inflation levels vary from the assumptions.

### 3.3.2 Pay

The latest estimates of pay inflation are:-

**Table 5: Estimates of pay inflation**

	2014/15	2015/16	2016/17	2017/18
Pay inflation in MTFS (%)	1%	1%	1.5%	1.5%
Estimate (cumulative £000)	807	1,614	2,825	4,035

There has been a pay freeze for the past three years. A 1% pay increase for 2013/14 has been agreed. The council has also agreed to implement the London Living wage for permanent and temporary staff. The Government has stipulated that it wants to restrict public sector pay awards to an average of 1% for 2014/15 (Autumn Statement 2011) and in the recent Spending Round 2013, the government announced that public sector pay awards will also be limited to an average of up to 1 per cent in 2015-16.

#### Pay Claim 2014/15

The UNISON NJC Committee have agreed to consult its members on the following two alternative options for the proposed 2014/15 NJC pay claim:

#### Option 1

The Living Wage (LW) hourly rate to be the minimum pay rate, with an equivalent percentage increase on all other spinal column points; or

#### Option 2

A flat rate increase of £1 an hour on all pay points, which would achieve the current Living Wage as the bottom NJC spinal column point.

Unison's claim proposes to increase the lowest local government pay scale of £6.45 an hour to the non-London living wage level of £7.45. This represents a 15.5% increase and option 1 proposes an equivalent increase on all other spinal column points. Under Option 2, the increase for the lowest pay scale level would be applied to other pay scales as a monetary increase of £1. This would result in an average increase of about 8.2%.

The local government employers are currently consulting local authorities over an offer for employees in England, Wales and Northern Ireland, and a response is expected in mid-February.

### 3.3.3 Prices

CPI annual inflation stands at 2.0% in December 2013, which is down from 2.1% in November 2013. The main reasons for the fall were a

reduction in the prices for food and non-alcoholic beverages and recreational goods & services. These were partially offset by an upward contribution from motor fuels. The overall price increase for gas and electricity in December 2013 was slightly larger than the rises a year earlier resulting in a small upward contribution to inflation.

CPIH, the new measure of consumer price inflation including owner occupiers' housing costs, grew by 1.9% in the year to December 2013, unchanged from November 2013. Owner occupiers' housing costs increased by 0.1% between November and December 2013.

RPI annual inflation stands at 2.7% in December 2013, up from 2.6% in November 2013.

#### Outlook for inflation:

On 6 February 2014, the Bank of England's Monetary Policy Committee (MPC) voted to maintain the Bank Base Rate at 0.5%. The Committee also voted to continue with its programme of asset purchases totalling £375 billion, financed by the issuance of central bank reserves.

The MPC reached its decisions in the context of the monetary policy guidance announced alongside the publication of the August 2013 Inflation Report. The MPC's latest economic projections are set out in the latest Inflation Report published on 13 November 2013.

The MPC's projections are underpinned by four key judgements:

1. global growth strengthens gradually, driven by the advanced economies
2. the domestic recovery becomes increasingly entrenched as the headwinds to demand lessen
3. slack in the economy is eroded only gradually, despite the recovery in demand
4. inflation returns to the target as the impetus from import prices abates, and a gradual rise in productivity growth attenuates domestic price pressures

The MPC minutes for the February decision are to be published on 22 February 2014. In reaching its previous decision the MPC noted "that monetary conditions in the United Kingdom had tightened as financial asset prices reacted to further evidence that the domestic recovery was robust and, in particular, news that unemployment was falling more quickly than market participants had expected. There were further signs that global growth prospects had improved as the recovery continued in the United States and became more firmly entrenched in some other advanced economies. It was likely that risks to the outlook had become more balanced, although clear headwinds remained, particularly in the euro area, where growth remained weak and inflation low."

It is now likely that the unemployment rate would reach the 7% threshold materially earlier than previously expected.

Regarding the immediate policy decision, the Committee considered developments on the month in the context of the three knockouts that would override the policy guidance announced in August.

- The fall in CPI inflation to 2.0% in December, after more than four years above the target, was welcome, and had been accompanied by downside news about the near-term prospects for inflation.
- Sterling had appreciated a little further and was almost 3% higher than at the time of the November Inflation Report. Global inflationary pressures were weak and commodity prices had remained subdued.
- With continued slack in the labour market and low productivity growth, nominal pay growth had remained weak. There was, therefore, no reason to alter the Committee’s judgement that medium-term inflation expectations remained sufficiently well anchored.

Looking beyond the immediate policy decision, the MPC noted that “while the recovery was becoming more firmly entrenched, productivity growth had been disappointing, and unemployment had fallen faster than expected. Inflation had returned to the 2% target, however, and cost pressures were subdued. They therefore saw no immediate need to raise Bank Rate even if the 7% unemployment threshold were to be reached in the near future. Moreover, it was likely that the headwinds to growth associated with the aftermath of the financial crisis would persist for some time yet and that inflationary pressures would remain contained. Consequently when the time did come to raise Bank Rate, it would be appropriate to do so only gradually.”

The latest inflation and unemployment forecasts for the UK economy, based on a summary of independent forecasts are set out in the following table:-

**Table 6: UK economy forecasts**

Source: HM Treasury - Forecasts for the UK Economy (January 2014)			
	Lowest %	Highest %	Average %
2013 (Quarter 4)			
CPI	2.0	2.7	2.2
RPI	2.5	3.2	2.7
LFS Unemployment Rate	7.1	7.8	7.4
2014 (Quarter 4)			
CPI	1.7	3.3	2.3
RPI	2.3	4.0	3.0
LFS Unemployment Rate	6.4	7.5	6.9

Clearly where the level of inflation during the year exceeds the amount provided for in the budget, this will put pressure on services to stay within budget and will require effective monitoring and control.

The current assumptions regarding price inflation incorporated into the MTFS are

**Table 7: Price inflation assumptions in MTFS**

	2014/15	2015/16	2016/17	2017/18
Price inflation in MTFS (%)	1.5%	1.5%	1.5%	1.5%
Estimate (cumulative £000)	2,250	4,500	6,750	9,000

Given the downward trend for inflation and analysts recent forecasts for it to continue to fall in the coming months, it is anticipated that the current provision in the MTFS is adequate. Clearly, this will be treated as a cash limit and if the level of inflation during the year exceeds the amount provided for in the budget, this will put pressure on services to stay within budget and will require effective monitoring and control.

#### 3.3.4 Inflation > 1.5% on volatile budgets

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

**Table 8: Inflation exceeding 1.5%**

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Inflation exceeding 1.5%	576	1,008	1,008	1,008

The cash limiting strategy is not without risks but if current levels of inflation were applied un-damped across the period then the budget gap would increase by c.£5m by 2017/18.

#### 3.3.5 Income

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

**Table 9: Income based on a 2% per annum increase**

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Income based on 2% p.a. increase				
Income	669	1,339	2,008	2,676

### 3.6 Collection Fund

- 3.6.1 The Collection Fund is a statutory fund separate from the General Fund. It accounts for income from Council Tax and from NNDR (Business Rates). In preparing the budget for 2013/14, the estimated surplus on the Collection Fund as at 31 March 2013 was £3.284m arising from Council Tax and this was to be shared £0.739m to the GLA and £2.545m to Merton. The actual surplus as at 31 March 2013 was £6.365m to be shared £1.378m to the GLA and £4.987m to Merton.
- 3.6.2 Due to the introduction of the Business Rates Retention Scheme last year, it will now be necessary to estimate a separate surplus/deficit arising from business rates. This is calculated as Part 4 of the NNDR1 2014/15 return to Central Government. Any surplus/deficit on the Collection Fund due to NNDR is shared 50% to Central Government, 30% to Merton and 20% to the GLA.
- 3.6.3 A more detailed summary of the calculations relating to the Collection Fund is included in Appendix 3 together with a copy of Merton's NNDR1 form for 2014/15.
- 3.6.4 The financial implications are summarised in the following table:-

**Table 10: Financial implications on Collection Fund**

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

- 3.6.5 The net impact is a surplus of £4.236m and this will be incorporated into the budget 2014/15 and the MTFs 2014-18.

### 3.7 Pension Fund

- 3.7.1 By law the Superannuation Fund is valued every 3 years. The new valuation is based on the position at 31<sup>st</sup> March 2013 and is implemented in the 2014/15 financial year. The fund has shown an increase in funding level from 84% to c.89%. This is because the growth in the value of assets has exceeded the growth in liabilities. The actuary will be certifying contributions based on the agreed deficit funding period, i.e. Merton has completed the first 3 years of an agreed 15 deficit repayment period. In calculating the deficit repayment plan the actuary includes a loss of investment income as interest due at a rate of 5.9% p.a. This

means that an additional 40% to 55% is added to the cost of the deficit repayment. For those authorities who have adopted very long term repayment periods the interest can substantially more than double the cost. This means that front loading repayments can give a significant benefit in overall payments and the level of repayment that will be required by the time the next revaluation is implemented in 2017/18. This issue has been referred to in previous cabinet reports.

### 3.8 Concessionary Fares – 2014/15 Freedom Pass Settlement and Taxicards

3.8.1 Both of these schemes are administered by London Councils on behalf of London boroughs. At its meeting on 12 December 2013, London Councils' Transport and Environment Committee (TEC) considered the Concessionary Fares 2014/15 Settlement and following the outcome of negotiations with transport operators (Transport for London (TfL), the Association of Train Operating Companies (ATOC) and independent bus operators) regarding compensation for carrying concessionary passengers in 2014/15.

3.8.2 The latest estimate for the cost of Freedom Passes to Merton in 2014/15 is £8,851,663.

3.8.3 For taxicards, it was previously agreed by London councils that the formula by which the TfL allocation to each borough is calculated would be brought in over a 3 year transitional period to avoid sudden large increases or reductions to boroughs' budgets. 2014/15 is the first year where TfL's budget will be allocated 100% by the formula.

The figures apportioned by the formula each year are based on:

- The number of people in each borough receiving Higher Rate Mobility Component of the Disability Living Allowance
- The number of people in each borough over 65 years of age
- The number of 'active' Taxicard members, defined as those who have taken at least one trip over a 12 month period

The projected cost of taxicards to Merton for 2014/15 is £169,541.

3.8.4 The overall estimates for 2014/15 are set out in the following table



**Table 11: Freedom Pass and Taxicard estimates for 2014/15**

Freedom Passes and Taxicards 2014/15	
<u>Budget 2013/14</u>	£
Freedom Passes	8,613,910
Taxicards	165,230
Total Budget 2013/14	8,779,140
Increase allowed for in MTFS in 2014/15	436,000
<b>Total Provision 2014/15 in latest draft MTFS</b>	<b>9,215,140</b>
<b><u>Latest Details from London Councils</u></b>	
Charge to Merton for Freedom Passes	(8,851,663)
Charge to Merton for Taxicards	(169,541)
<b>Latest Estimated Cost for 2014/15</b>	<b>(9,021,204)</b>
<b>Estimated Surplus Provision in MTFS</b>	<b>193,936</b>

The MTFS will be adjusted to reflect this latest estimate.

### 3.9 Contingency

3.9.1 The budget approved for 2013/14 includes provision of £1.5m as a contingency to meet unforeseen cost and demand pressures, particularly those arising as the economy recovers from the recession.

3.9.2 There is also a need for additional temporary resources for Children, Schools and Families to be able to respond to the Children and Families Bill, extended statutory duties associated with 0-25 agenda and transition. This need will be kept under quarterly review.

### 3.10 Bad Debt Provision

3.10.1 The bad debt provision is calculated on the basis of an examination of debts within the council's financial systems to assess the probability of their collection. Due to effective and proactive debt management it is not considered that an increase in contribution will be necessary for 2014/15, even under the current economic circumstances. The level of provision will be kept under review within the MTFS.

### 3.11 Local Authority Better Care Fund and Mental Health S75 Agreement

3.11.1 The Council's budget for 2013/14 includes provision of £2.676m expenditure funded by the NHS Social Care transfer allocation.

3.11.2 In 2014/15 an additional £0.623m BCF Fund has been allocated to Merton. Therefore total BCF for Merton is £3.2m, of which £0.247m is ring-fenced for investments carried out by MCCG .



3.11.3 In 2015/16 the BCF allocation increases to £11.254m. The fund will be put into a pooled budget under S75 governance arrangements with MCCG. The Council and MCCG have developed and agreed a joint plan for the fund signed off by the Health & Wellbeing board. Nevertheless, low council tax was one of the priorities agreed by Council in its motion of 13 July 2011 – the ‘July Principles’.

3.11.4 Better Care plan templates are to be submitted to NHS England by 14 February 2014 and Final templates are due to be submitted by 4 April 2014.

3.11.5 In 2015/16 The Better Care Fund will also contain two capital funds:-

- Disabled Facilities Grant - £528k
- Social Care Capital Grant - £416k

### 3.12 S75 Mental Health Agreement

3.12.1 The Council and the Trust have for the last 10 years, been managing a partnership agreement to facilitate the provision of services to adults and older people with a mental illness. The agreement has been reviewed and is now being renewed under a S75 pooled fund agreement.

3.12.2 The service will be provided by the Trust as lead provider.

#### 3.12.3 Contributions to Pooled Fund: 1 April 2014 to 31 March 2015

The Council’s contribution to the Pooled Fund will be £1,684,000.

The Council’s contribution to the Non Pooled Fund will be £1,220,000

The Trust’s contribution to the Pooled Fund will be £2,765,000

3.13.4 The draft budget included in this report includes provision for the Council’s contributions. A full report will be presented to Cabinet for approval in March.

### 3.13 Summary of Corporate and Technical Adjustments

3.13.1 The financial implications of the corporate and technical adjustments discussed in this report are summarised in Appendix 4.

## 4. **Departmental Savings Proposals 2014-18 and Service Planning**

4.1 In allocating savings targets for each Department, Cabinet has aimed to protect front-line services and services to the vulnerable in line with the 2011 ‘July principles’. Weightings for each department; Corporate Services, Environment and Regeneration, Community and Housing, and Children, Schools and Families in the ratio (100%) : (100%) : (67%) : (50%), have been applied which reduces the impact on Adult Social

Care, Children's Social Care and vulnerable groups. At its meeting on 16 September 2013, Cabinet agreed the following departmental savings targets, based on controllable budgets:-

**Table 12: Savings targets agreed by Cabinet on 16 September 2013**

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

- 4.1 Service departments reviewed their services and identified savings proposals which were considered by Cabinet on 9 December 2013 and Scrutiny Panels and the Commission in January 2014. The progress made so far is summarised in the following table:-

**Table 13: Savings identified up to January 2014**

<b>IDENTIFIED SAVINGS BY DEPARTMENT</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>Total £000s</b>
Community and Housing	321	814	484	<b>1,619</b>
Children, Schools and Families	150	7	564	<b>721</b>
Environment and Regeneration	935	225	125	<b>1,285</b>
Corporate Services	291	417	493	<b>1,201</b>
<b>Total Savings</b>	<b>1,697</b>	<b>1,463</b>	<b>1,666</b>	<b>4,826</b>
<b>Total Cumulative Savings</b>	<b>1,697</b>	<b>3,160</b>	<b>4,826</b>	

- 4.3 Based on the savings identified, there is the following (shortfall)/surplus against the targets:

**Table 14: (Shortfall)/surplus in savings currently identified**

<b>(SHORTFALL)/SURPLUS</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>Total £000s</b>
Community and Housing	(170)	(1,678)	(1,609)	(3,457)
Children, Schools and Families	(115)	(1,337)	(565)	(2,017)
Environment and Regeneration	290	(3,051)	(2,627)	(5,388)
Corporate Services	(5)	(1,090)	(772)	(1,867)
<b>Total Savings</b>	<b>0</b>	<b>(7,156)</b>	<b>(5,573)</b>	<b>(12,729)</b>
<b>Total Cumulative Savings</b>	<b>0</b>	<b>(7,156)</b>	<b>(12,729)</b>	

4.4 Where departments have not met their target or put forward options that are deemed not to be acceptable then the shortfall will be carried forward future year's budget processes to be made good.

4.5 Feedback from the Scrutiny Process:-

4.5.1 Comments from the Overview and Scrutiny Commission on 30 January 2014 are provided in a separate report on the agenda for this meeting.

4.5.2 Cabinet are asked to review the feedback from the Scrutiny process and make recommendations as appropriate.

4.6 Financial Implications of Changes arising from response to Scrutiny

4.6.1 The draft MTFs shown in Appendix 7 does not include the impact of any changes recommended by Overview and Scrutiny Commission. If Cabinet decide to accept any or all of the recommendations the MTFs reported to Council will be amended to reflect this.

5. **Budgetary Control 2013/14**

5.1 The revenue budgetary control information contained in the table below summarises the corporate position using the latest available information as at 31<sup>st</sup> December 2013 as shown in a separate report on the agenda for this meeting. As at 31<sup>st</sup> December 2013, there is a forecast underspend for the Council of £1.070m, net of the amount set aside to fund capital expenditure, balancing the budget reserve and the ring-fenced carry forward for Public Health in future years.

5.2 The underspend of £1.070m is made up as follows –

- departmental underspend                      £1.756m
- corporate overspend                              (£0.686m)

5.3 Sound financial management and continued robust challenge are resulting in lower levels of forecast spend at year-end. Where appropriate these reduced projections are being incorporated into the Medium Term Financial Strategy for 2014-18.

## 6. Capital Financing and Treasury Management

### Treasury Management, Capital Financing and Investment Income:

- 6.1 Details are included in Section 5 of this report. Capital financing costs are derived from the draft capital programme which is discussed in Section 4 and estimated revenue funding is built into the MTFs for the level of borrowing that is expected.
- 6.2 There have been a number of issues related to managing and financing the capital programme and these have been reported throughout the year.
- 6.3 The main issues relate to:-
- Schools
  - revenue financing implications arising from slippage, re-profiling of the programme, reductions/deletions and growth in the programme

### 6.5 Revenuisation and Other Revenue Contributions to Capital

There has been an ongoing review of classification of expenditure which has previously been budgeted for in the capital programme but has subsequently turned out to be revenue in nature. However, it is important that this expenditure takes place and amounts identified that were formerly included in the capital programme that need to be funded from revenue have been identified. There are also a variety of assets with a short economic life within the capital programme. In 2013/14 these will be revenued and funded via a combination of any treasury management under spending in year and drawing down of earmarked reserves. This will provide a more sustainable medium term position. In 2014/15 it is proposed that provisions are set aside for re-enlisting such short life assets supplemented by earmarked reserves. The overall change in provision in the MTFs for revenuisation and other revenue contributions to capital since last year is summarised in the following table:-

**Table 15: Summary of Revenuisation/Revenue funding of capital**

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Change (cumulative)	(122)	(2,353)	(2,522)	(2,522)

### 6.6 Revenue implications arising from slippage, re-profiling and reductions/amendments and growth in the programme

Details relating to how the capital programme has changed from that approved by Council in March 2013 to the capital programme for 2014-18 are discussed in Section 4 of this report and related appendices.

The capital programme has continued to be subject to major review as part of monthly monitoring and the process of developing the Business Plan for 2014-18.

- 6.7 In addition to reviewing the capital programme, focus has also been maintained on the treasury management aspects of funding the programme, to improve forecasts of available funding and to minimise as far as possible the costs of funding capital. This has included improved cash flow forecasting to enable the programme to be funded from internal resources for as long as possible to take advantage of current low levels of interest. Work is also continuing to ensure that grants and contributions are utilised effectively and this work will continue into the closing of accounts process for 2013/14 to ensure that the revenue impact of the capital programme is minimised in 2014/15 and beyond.
- 6.8 The revenue budget implications of the capital programme 2014-18 compared to those included in the MTFs approved by Council in March 2013 are summarised in the following table:-

**Table 16: Summary of Capital Financing Costs and movement since 2013/14**

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Budgeted Capital financing costs of Programme approved by Council 6/03/2013	14,362	15,359	16,869	18,343
Change arising from recalculation of charges and review and re-profiling of capital programme as set out in Section 4	(781)	(1,151)	(1,031)	(301)
Estimated capital financing costs of Capital Programme 2014-18	13,581	14,208	15,838	18,042

- 6.9 The analysis of the budget for capital financing costs and investment income is set out in the following table:-

**Table 17: Details of Budgets for capital financing costs**

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
MRP	7,411	7,819	8,894	10,214
Interest	6,692	6,692	7,109	8,003
<b>Capital financing costs</b>	<b>14,103</b>	<b>14,511</b>	<b>16,003</b>	<b>18,217</b>
Investment Income	(522)	(303)	(165)	(175)
<b>Net</b>	<b>13,581</b>	<b>14,208</b>	<b>15,838</b>	<b>18,042</b>

## 7 GENERAL FUND BALANCES AND RESERVES

- 7.1 In determining an appropriate level of general fund balances previously, an analysis of the overall expenditure of the authority had been prepared. An updated version of this analysis has been prepared and is attached as Appendix 11. The overall level of balances is summarised below and compares with current GF balances of £18.838m as shown in the final accounts for 2012/13.

	Min	Medium	Max
	£m	£m	£m
Level of balances	12.59	19.31	26.17

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

	£m
Net spending	8.1
Safety Net	2.4
Appeals	4.0
Level of balances	14.5

- 7.3 The average level of General Fund balances for outer London boroughs for 2012/13 was £15.4m, with a low of £7.8m and a high of £32.8m.
- 7.4 There has been a regular quarterly update on the use of earmarked reserves for 2013/14 reported through to Cabinet as part of the financial monitoring report. An initial review of their use over the MTFS has been undertaken as is shown in Appendix 8. **This shows the level of earmarked reserves falling from £34.5m to £9.5m.**
- 7.5 The average level of earmarked reserves for outer London boroughs for 2011/12 was £45.5m, with a low of £5.5m and a high of £75.5m.

## 8. Revenue Support Grant and Baseline Funding (Non-Domestic Rates)

- 8.1 In 2013/14 there was a fundamental change in the funding methodology for local government services. This has an ongoing impact in 2014/15

and beyond and it still the case that the new procedures are not completely finalised and are taking time to bed in. Although this resulted in some delays in receiving key information from the Government it has now been possible to produce estimates of business rates receivable for 2014/15. A summary is provided in Appendix 3.

- 8.2 The overall changes in formula grant compared to 2013/14, the base estimate for 2014/15 and the funding announced in the Final Local Government Finance Settlement are summarised in the following table:-

**Table 18: Changes in Local Government Finance Settlement**

	2013/14 £000	Original 2014/15 £000	Final 2014/15 £000
RSG	47,221	39,301	39,738
NNDR	32,020	32,379	33,253
NNDR - Section 31 Grant	0	0	1,118
<b>Total</b>	<b>79,241</b>	<b>71,680</b>	<b>74,109</b>

## 9. Council Tax Strategy

- 9.1 In the Annual Residents Survey 2013, the residents' personal concerns over the level of council tax have continued to reduce and currently stand at 24%. The Residents' Survey for 2013 took place from 9 September 2013 until 13 October 2013.

### 9.2 Council Tax and Council Tax Freeze Grant

- 9.2.1 On 26 June 2013 the Chancellor of the Exchequer announced as part of the Spending Round 2013 that the government will provide additional grant funding to support councils that freeze Council Tax in both 2014/15 and 2015/16.

- 9.2.2 This funding will be built into the spending review baseline for future years. Funding for previous year's freeze grants is incorporated into the local government settlement total for future years.

The indicative allocations for 2014/15 and 2015/16 are:

2014/15	£858,073
2015/16	£868,436

### 9.2.3 Capping of Council Tax increases

The Localism Act 2011 introduced a power for the Secretary of State for Communities and Local Government to issue principles that define what



should be considered as excessive Council Tax, including proposed limits. The principles are subject to approval by the House of Commons.

- 9.2.4 From 2013 onwards, any council that wishes to raise its Council Tax above the limits that apply to them will have to hold a referendum. The result of the referendum will be binding.
- 9.2.5 On 5 February 2014 the Minister for Local Government introduced the report on Council Tax Referendums. Under section 52ZB of the Local Government Finance Act 1992 each billing authority and precepting authority must determine whether its relevant basic amount of council tax for a financial year is excessive. If an authority's relevant basic amount of council tax is excessive a referendum must be held in relation to that amount.

Under section 52ZC of the 1992 Act the question of whether an authority's relevant basic amount of council tax is excessive must be decided in accordance with a set of principles determined by the Secretary of State. The principles for a financial year must be set out in a report which must be laid before and approved by the House of Commons. If the report for a financial year is not approved on or before the date on which the local government finance report for the same year is approved by the House of Commons, no principles have effect for that year and accordingly no authority's relevant basic amount of council tax is capable of being excessive for that year.

For 2014-15, the relevant basic amount of council tax of an authority such as Merton which is excessive if the authority's relevant basic amount of council tax for 2014-15 is 2%, or more than 2%, greater than its relevant basic amount of council tax for 2013-14.

The final referendum principles will then be subject to the approval of the House of Commons. In addition, subject to approval by Parliament of the Local Audit and Accountability Bill, which is currently before Parliament, the principles will include levies and will therefore be based on the level of Band D Council Tax. This will mean the principle will relate to the actual increase which appears on people's bills.

#### 9.2.5 Special expenses

All special items (other than parish precepts) are included in an authority's basic amount of council tax. Therefore, the average of all an authority's special items (including its special expenses) over the whole of its area is the amount that will be used to judge eligibility for the grant.

Any proposed council tax increase by Wimbledon and Putney Conservators would therefore be taken into account in assessing whether Merton is eligible for Council Tax Freeze Grant.



## 10. Council Tax Base

10.1 Cabinet on 9 December 2013 agreed the Council Tax Base calculation for 2014/15. Details of the calculation are included as Appendix 3.

10.2 For 2014/15 the Council Tax Base has been calculated as:-

<b>Council Tax Base 2014/15</b>	<b>68,087.4</b>
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10.3 A separate council tax base calculation has been produced for the properties covered by the Wimbledon and Putney Common Conservators (WPCC) area. For 2014/15 the Council Tax Base for Wimbledon and Putney Commons Conservators has been calculated as:-

<b>WPCC Council Tax Base 2014/15</b>	<b>10,708.8</b>
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## 11. Greater London Authority Precept and Other Levies

11.1 The Greater London Authority (GLA) sets a budget for itself and each of the four functional bodies: Transport for London, the London Development Agency, the Metropolitan Police Authority, and the London Fire and Emergency Planning Authority. These budgets together form the consolidated budget.

11.2 On 20 December 2013, the Mayor published his 2014-15 draft revenue budget and capital spending plan for consultation. This includes the budget proposals for the GLA (Mayor and Assembly), the Mayor's Office for Policing and Crime (MOPAC), the London Fire and Emergency Planning Authority (LFEPA), Transport for London (TfL) and the London Legacy Development Corporation (LLDC).

The budget proposes a reduction in the Mayor's Band D council tax precept of £4.00 (1.3 percent) from £303.00 to £299.00 in 2014-15 for council taxpayers in the 32 London boroughs.

11.4 The budget comprises of £218.88 to support the Mayor's Office for Policing and Crime, £49.76 for the London Fire and Emergency Planning Authority, £28.03 for the GLA (Mayor and Assembly) and £2.33 for Transport for London (TfL).

11.5 The timetable is demanding for both the GLA and the London boroughs that it precepts upon. All London boroughs were required to provide details of their NNDR1 returns and council tax base to the GLA by 31 January 2014.

11.6 The GLA budget timetable for 2014/15 is:-

20 Dec. 2013	Mayor's consultation budget published
15 Jan. 2014	Deadline for consultation responses
29 Jan. 2014	Mayor's draft budget presented to London Assembly
14 Feb. 2014	Mayor presents final draft budget to London Assembly
28 Feb. 2014	Statutory deadline for the Mayor to approve his precept and council tax requirement and notify London billing authorities
28 Feb. 2014	Statutory deadline for the Mayor to approve the final Capital Spending Plan for 2012-13 and notify the Secretary of State for Communities and Local Government.

11.7 The Assembly can amend and agree an alternative budget by a two-thirds majority so the draft precept of £299.00 could change as a result.

## 11.8 Other Levies

11.8.1 The Council is required by statute to pay certain levies to the organisations listed below. The levies for 2013/14 are still to be confirmed but the latest estimates are set out in the following table:-

**Table 19: Other Levies**

	2013/14 £000	2014/15 £000	2014/15 Change %
London Pension Fund Authority	268	266	0.7
Lee Valley Regional Park	220	TBA	
Environment Agency	157	157	0.0

## 11.9 Wimbledon and Putney Commons Conservators (WPCC)

11.9.1 A separate precept is levied in respect of those residents of properties bordering the Wimbledon and Putney Commons. The amount is calculated on the basis of the amount levied by the Commons Conservators and the Band D Council Tax in respect of the WPCC precept in 2014/15 will be £293,184.23, an increase of £24,669.52 from the 2013/14 levy of £268,514.71.

**Table 20: Wimbledon and Putney Commons Conservators Precept**

	2013/14 £000	2014/15 £000	Change %
Wimbledon & Putney Commons Conservators	269	293	9.2%

11.9.2 Although the total cost of the precept to Merton has increased by 9.2%, the average Band D cost to a council taxpayer in the WPCC area has reduced from £27.84 in 2013/14 to £27.38 in 2014/15. The reason for the

cost increase to Merton is due to the rise in Council Tax Base, relative to Kingston and Wandsworth, who are also subject to this levy.

- 11.10 Announcements of levies/precepts are still awaited and the net overall change in levies will be managed within the overall inflation provision. This information is needed in order to be able to work out the change in the Council's council tax excluding the change in levies/precepts.

## 12. CONCLUSIONS

- 12.1 It is a statutory requirement that the council sets a balanced budget in 2014/15. Also, as indicated in paragraph 9.2, the Government has announced that £0.858m council tax freeze grant (equivalent to 1% council tax increase) will be available if the council decides to freeze or reduce its council tax in 2014/15.
- 12.2 The Government measure this by requiring local authorities to complete a Council Tax Requirement Form (CTR) which has to be returned by a deadline set by the Government. The DCLG have advised that final versions of the form and documentation will be dispatched as soon as possible after the Local Government Finance Settlement 2014-15 has been approved by Parliament.
- 12.3 The measure used to assess whether a local authority is eligible to receive council tax freeze grant is the year on year change in the average level of council tax. The average level of council tax for Merton includes the additional council tax payment made in respect of those properties in the Wimbledon and Putney Commons Conservators area. In 2013/14 the average council tax for Merton was £1,106.56.
- 12.4 The Medium Term Financial Strategy assumes that all of the corporate provisions, proposals for growth and proposals for savings, in 2014/15 discussed in this report are agreed and if this is the case, the following financial position is achieved:-

**Table 21: Average Band D Council Tax**

<b>Average Council Tax Calculation at Band D</b>	<b>2013/14 £m</b>	<b>2014/15 £m</b>
Budget Requirement	164.261	162.542
RSG + Business Rates	(79.241)	(72.991)
Section 31 Grant (NNDR)	0	(1.118)
New Homes Bonus	(2.724)	(3.199)
PFI Grant	(4.797)	(4.797)
Council Tax Freeze Grant	(0.835)	(0.858)
Collection Fund Surplus	(2.545)	(4.236)
Council Tax Requirement	74.119	75.343
Council Tax Base	66,981.2	68,087.4
<b>Average Council Tax</b>	<b>1,106.56</b>	<b>1,106.56</b>

- 12.5 The calculation of Band D council tax for properties outside the Wimbledon and Putney Commons Conservators area is as follows:

**Table 22: Council Tax calculation**

<b>Council Tax Calculation Band D</b>	<b>2013/14 £m</b>	<b>2014/15 £m</b>
Budget requirement	164.261	162.542
WPCC	(0.269)	(0.293)
RSG + Business Rates (inc. S.31 grant)	(79.241)	(74.109)
New Homes Bonus	(2.724)	(3.199)
PFI Grant	(4,797)	(4.797)
Council Tax Freeze Grant	(0.835)	(0.858)
Collection Fund Surplus	(2.545)	(4.236)
Balance to be met from Council Tax	73.850	75.050
Implied Council Tax (Band D)	1,102.55	1,102.26

- 12.2 The implications for the level of Council Tax on a Band D property, including the GLA precept are set out as follows:-

**Table 23: Band D Council Tax**

<b>Council Tax at Band D</b>	<b>2013/14 £</b>	<b>2014/15 £</b>	<b>% change from 2013/14</b>
Merton (exc. WPCC)	1,102.55	1,102.26	(0.03)%
GLA Precept (Provisional)	303.00	299.00	(1.32)%
<b>Implied Council Tax at Band D</b>	<b>1,405.55</b>	<b>1,401.26</b>	<b>(0.31)%</b>

- 12.3 A summary Statement of Council Tax requirements and balances based on the proposals set out in this report is attached as Appendix 6, and a revised MTFs summary incorporating the proposed changes set out in this report is provided at Appendix 7.

### 13. Risk Management

- 13.1 The management of risk is strategically driven by the Corporate Risk Management Group. This is the central hub of a number of council mechanisms for risk management including a Corporate Key Strategic Risk Register, departmental risk registers and project risk registers. The group collates on a quarterly basis the headline departmental risks and planned mitigation activity from each department, project and partnership, to be put forward for discussion at CMT. Reports on risk are made through the General Purposes to cabinet and council. Developing

a corporate business plan and setting a balanced budget 2014-18 and beyond has been highlighted as a key strategic risk on the corporate risk register.

13.2 Currently £9.315 million of savings are being progressed for 2013-14, coupled with a further £19.983m of savings identified for 2014-18. Current practice is to monitor delivery of savings as part of the monthly Business Plan Monitoring, it is envisaged that given the size of the savings target over the next three years, additional mechanisms may need to be established to monitor more transformational and longer term projects.

#### 14. Summary

14.1 Taking into account the changes that have taken place since the Cabinet meeting in January, before taking into account any changes that Cabinet are minded to make following the feedback from Scrutiny, the budget gap in the MTFS has changed to the following:-

**Table 24: Cumulative MTFS Gap 2014-2018**

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m
MTFS gap (cumulative)	0	0	6.585	14.585

14.2 There is still much to be done to be able to set a balanced budget over the period of the MTFS. There is also a high level of uncertainty about RSG and Business Rates funding in the future.

#### 15. Future Years

15.1 As indicated in the updated MTFS there is a gap between the forecast level of resources and budget requirements for 2016/17 and 2017/18 which will need to be addressed if balanced budgets are to be set for those years. The updated MTFS is set out in Appendix 7.

15.2 The budget process for 2015/16 will commence in the new financial year.

15.3 Some of the options available to the Council to eliminate the budget gaps include:-

- Savings – reduction/deletion of services
- Savings – efficiencies including procurement
- Income – increase in fees and charges/new sources of income
- Council Tax increase
- Use of balances

## **16. Positive Assurance Statement**

- 16.1 Section 25(2) of the Local Government Act 2003 requires the Chief Financial Officer of an authority to report on:
- (a) the robustness of the estimates made for the purposes of the calculations, and
  - (b) the adequacy of the proposed financial reserves.
- 16.2 In doing so, the Director of Corporate Services has had particular regard to the guidance offered by the Chartered Institute of Public Finance and Accountancy and the views of the Council's external auditor.
- 16.3 One of the Council's stated priorities is to keep council tax low. To achieve this, the Council must have regard to the major risks to its financial position and in particular:
- The current economic position
  - Whether budget setting and monitoring processes are robust and effective
  - Demand pressures on the budget
  - Identifying and achieving cost and income improvements
  - Risks to Government funding levels
  - Risks to other income streams
- 16.4 Local government finance issues have been dominated in recent times by cuts in government funding and pressure to keep council tax increases down. Alongside this the longer term position is also made more uncertain by the changes in the way Government Funding is calculated and the "localisation" of Council Tax Benefit with a lower level of Government funding. Although the MTFs shows significant progress to date towards a balanced budget over the medium term, the longer term position remains extremely challenging. Members should also note that freezing Council Tax levels produces a permanent real terms reduction in Council Tax yield.
- 16.5 With relatively low allowance for demand growth, uncertainty over Government funding, increased concerns over income funding streams, and the need to achieve challenging savings targets, the risks inherent in the revenue budget are inevitably increased. The Council has sufficient reserves to deal with such a position in the short term and will be reviewing transformation of the authority to identify further saving opportunities over the next four year budgeting period.
- 16.6 The Council's reserves and their usage is linked to both the capital and revenue budget. A list of the current reserves held by the Council is attached at Appendix 8. Although reserves are likely to reduce overall, this is a result of their use for the purposes they were established. The overall level therefore remains adequate.

- 16.7 It should be noted that the Pension Fund Reserve is, in common with many other Pension Funds, showing a large deficit. The Council has a long term recovery plan for the fund and expects employer funding requirements to be improved by the outcome of the Governments proposed changes to public sector pension schemes; however, the impact of this has been delayed by no changes until April 2014. Balancing this, the expected reducing numbers contributing to the fund will increase pressure on employer contribution rates. Officers will be continuing discussions with the fund's actuary and the Council's Pension Fund Committee on how best to address this position in the longer term.
- 16.8 Chief Officers have reviewed their budgets in line with departmental finance officers and are confident that the budgets set for their services are robust and with the corporate contingency will meet the strategic objectives and performance targets set out in the Business Plan.
- 16.9 In summary, it is the view of the Chief Financial Officer (being the Director of Corporate Services) that the estimates are robust for the purposes of the required budget/council tax calculations and that the Council's reserves are adequate.

## 17. **Business Rates Retail Reliefs**

- 17.1 The Government announced in the Autumn Statement on 5 December 2013 that it will provide from the 1 April 2014 two new retail reliefs to businesses.

Retail Property Discount - a relief of up to £1,000 to all occupied retail properties with a rateable value of £50,000 or less in each of the years 2014-15 and 2015-16. It is estimated that approximately 1,200 businesses will qualify for this relief.

- 17.2 In guidance issued central government consider shops, restaurants, cafes and drinking establishments to include properties that are being used for the sale of goods to visiting members of the public. The full qualifying criteria is detailed within the policy (Appendix 12(a)).
- 17.3 Retail Premises Re-Occupation Discount - provide a 50% discount for 18 months for those businesses that move into retail premises that have been empty for a year or more. This is available for businesses which move into empty premises between 1st April 2014 and 31st March 2016. It is not possible to forecast how many businesses will qualify for this discount. The full qualifying criteria is detailed within the policy (Appendix 12(b))
- 17.4 In order to make this process as simple as we can for businesses where we are satisfied that the qualifying criteria is met the discounts will be granted without a formal application. In some instances we will have to

ask businesses to provide more details regarding the services they provide.

- 17.5 Once the discount has been granted businesses will be required to confirm in writing that they meet the criteria and State Aid De Minimis limits have not been exceeded.
- 17.6 Central government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003) as it expects authorities to grant relief to qualifying ratepayers.