

## Cabinet

**Date: 20 October 2014**

**Subject: Business Plan 2015-19**

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

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

**Contact Officer:** Paul Dale

### **Urgent report:**

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

### **Recommendations:**

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

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### **1. Purpose of report and executive summary**

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

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

## **Details**

### **2. Medium Term Financial Strategy 2015-19**

#### **2.1 Background**

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

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

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

#### **2.3 Review of Assumptions**

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

##### **2.3.1 Pay**

The current assumptions regarding pay inflation incorporated into the MTFS are

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

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

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

**Provision for Pay Inflation:**

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

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

**2.3.2 Prices**

The current assumptions regarding price inflation incorporated into the MTFS are

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

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

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

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

The latest projections are included in the following table:-

**Provision for Price Inflation:**

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

**2.3.3 Inflation > 1.5%:**

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

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

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

**2.3.4 Growth**

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

**2.4 Income**

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

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

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

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

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

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

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

## 2.5 Pension Fund

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

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

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

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

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

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

### 2.6.1 Background

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

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

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

### 2.6.4 Funding Forecast for 2015/16

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

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

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

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

2.6.7 Funding Forecasts for 2016/17 to 2018/19

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

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

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

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

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

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

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

throughout the business planning process as more information becomes available.

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

## 2.7 Council Tax and Collection Fund

### 2.7.1 Council Tax

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

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

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

### 2.7.2 Collection Fund

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

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



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

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

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

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

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

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

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

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

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

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

## 2.8 Re-priced MTFS 2014-18

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

(cumulative figures)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Budget Gap	732	10,185	23,760	31,888

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

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

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

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

## 2.9 Summary

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

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

## 3. Approach to Setting a Balanced Budget

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

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

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

b) Review of Central Items

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

c) Further Departmental Savings/Income Targets

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

d) Review of funding

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

e) Capital Programme 2015-19

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

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

### 3.2 Formula Grant and Business Rates Retention

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

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

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

### **3.4 Approach to balancing future years budgets.**

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

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

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

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

3.4.6 Last year the savings targets set were:-

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

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

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

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

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

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

### 3.5 Controllable budgets and Savings Targets for 2015-19

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

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

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

3.5.3 As for last year, it is expected that departments should first of all address the savings which they did not meet from the 2014/15 targets. Therefore, if £13.473m and £2.928m (4 Year income targets impact on the MTFs) are deducted from the remaining gap of £31.968m in the updated MTFs in Appendix 1, this means that a balance of £15.567m that remains has to be allocated using the new controllable budgets set out in the table in paragraph 3.5.2.

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

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

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

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

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

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

### 3.6 Replacement Savings

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

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

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

#### 3.6.3 Proposed Amendments to Previously Agreed Savings

##### Children, Schools and Families

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

##### Environment and Regeneration

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

##### Community and Housing

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

Equalities impact assessments will be available for scrutiny where required.

#### 3.6.4 Summary

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

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

#### 4. Capital Programme for 2015-19

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

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

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

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

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

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



4.5 Review of Children, Schools and Families Capital Provision

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

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

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

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

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

a) Review of CSF Expansion Programme

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

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

b) Non-School Expansion Schemes

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

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

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

## 5. Service Planning for 2015-19

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

## 6. Alternative Options

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

## 7. Consultation Undertaken or Proposed

- 7.1 All relevant bodies have been consulted.

## **8. Timetable**

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

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

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

## **10. Legal and statutory implications**

- 10.1 As outlined in the report.

## **11. Human rights, equalities and community cohesion implications**

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

## **12. Crime and Disorder Implications**

- 12.1 Not applicable.

## **13. Risk Management and health and safety implications**

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

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

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

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

Appendix 3 – Service Department Targets

Appendix 4 - Business Plan Timetable 2015-19

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

Appendix 6 – Replacement Savings – CSF and E&R

Appendix 7 – Service Planning Timetable

Appendix 8 – Interim Service Plans

**15. Background Papers**

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

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

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

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

## APPENDIX 2

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

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

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

## APPENDIX 3

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

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

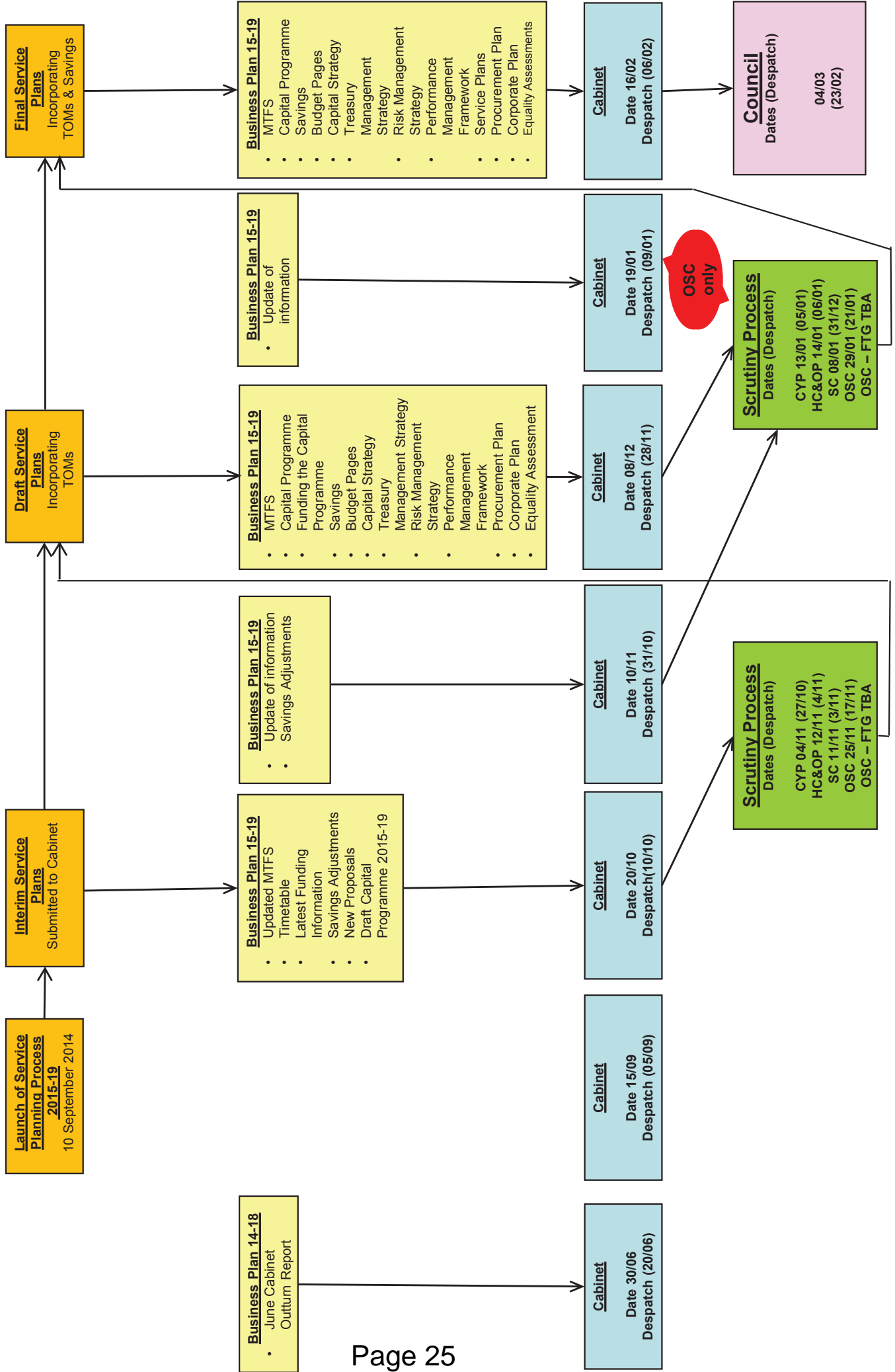
<b>NEW SAVINGS TARGETS 2015/16</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	0	492	1,309	1,347	3,148
Children, Schools and Families	0	370	985	1,012	2,367
Environment and Regeneration	0	705	1,876	1,927	4,508
Community and Housing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

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

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



# BUSINESS PLANNING TIMETABLE - BUSINESS PLAN 2015-19 APPENDIX 4



Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Total Corporate Services	6,013,500	5,000,550	3,862,000	2,806,000	2,757,000	1,500,000	1,760,000	1,645,000	1,435,000	1,450,000
Total Community and Housing	2,817,720	1,229,000	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Total Children, Schools and Families	27,790,560	15,620,020	23,789,140	20,874,360	20,103,800	3,265,600	7,246,800	5,059,580	658,800	658,800
Total Environment and Regeneration	13,095,490	26,166,780	8,334,500	4,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000
	<b>49,717,270</b>	<b>48,016,350</b>	<b>37,319,640</b>	<b>28,520,860</b>	<b>29,579,300</b>	<b>9,978,600</b>	<b>14,000,800</b>	<b>11,698,580</b>	<b>7,087,800</b>	<b>7,102,800</b>

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Total Corporate Budgets	1,782,500	2,007,000	1,000,000	0	0	0	0	0	0	0
Total Business Improvement	1,293,840	1,496,000	0	0	0	0	0	0	0	0
Total Corporate Governance	12,510	0	0	0	0	0	0	0	0	0
Total Resources	333,450	228,250	0	0	0	0	0	0	0	0
Total Information Technology	1,180,280	584,000	1,862,000	1,806,000	1,007,000	575,000	860,000	770,000	560,000	575,000
Total Facilities Management	1,410,920	685,300	1,000,000	1,000,000	1,750,000	925,000	900,000	875,000	875,000	875,000
<b>Total Corporate Services</b>	<b>6,013,500</b>	<b>5,000,550</b>	<b>3,862,000</b>	<b>2,806,000</b>	<b>2,757,000</b>	<b>1,500,000</b>	<b>1,760,000</b>	<b>1,645,000</b>	<b>1,435,000</b>	<b>1,450,000</b>
<b>Community and Housing</b>										
Total Adult Social Care	140,980	0	0	0	0	0	0	0	0	0
Total Housing	2,676,740	879,000	784,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Total Libraries	0	350,000	550,000	0	0	0	0	0	0	0
<b>Total Community and Housing</b>	<b>2,817,720</b>	<b>1,229,000</b>	<b>1,334,000</b>	<b>340,000</b>	<b>340,000</b>	<b>340,000</b>	<b>340,000</b>	<b>340,000</b>	<b>340,000</b>	<b>340,000</b>
<b>Children, Schools and Families</b>										
Total Primary School Expansions	24,666,420	10,370,420	3,792,000	3,848,780	2,575,000	1,600,000	0	0	0	0
Total Secondary School Expansions	275,000	1,475,000	14,395,000	11,500,000	13,954,270	0	6,000,000	4,008,000	0	0
Total SEN	889,800	2,952,140	3,000,000	3,000,000	850,000	850,000	0	0	0	0
Total Other	1,959,340	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,800
<b>Total Children, Schools and Families</b>	<b>27,790,560</b>	<b>15,620,020</b>	<b>23,789,140</b>	<b>20,874,360</b>	<b>20,103,800</b>	<b>3,265,600</b>	<b>7,246,800</b>	<b>5,059,580</b>	<b>658,800</b>	<b>658,800</b>

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

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

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



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

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





Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Footways Planned Works</b>										
Repairs to Footways	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
B517 Enhancement to Footway	0	0	0	0	0	0	0	0	0	0
B499ab Imprve Holborn Way link	0	0	0	0	0	0	0	0	0	0
B660 Raynes Park Public Real Imps	0	0	0	0	0	0	0	0	0	0
B569a&b Belgrave Walk fencing	0	0	0	0	0	0	0	0	0	0
B500 7-13 Church Rd footway	0	0	0	0	0	0	0	0	0	0
<b>Total Footways Planned Works</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Greenspaces</b>										
Beach Volleyball Courts	0	0	0	0	0	0	0	0	0	0
Play Space Pollards Hill - S106	5,000	0	0	0	0	0	0	0	0	0
Parks Investment	216,000	216,000	391,000	216,000	322,500	350,000	350,000	350,000	350,000	350,000
Parks Bins - Finance Lease	34,000	34,000	34,000	34,000	27,500	0	0	0	0	0
Raynes Park Cricket Slips	0	0	0	0	0	0	0	0	0	0
Sherwood Rec - Play Area	0	0	0	0	0	0	0	0	0	0
King George Rec Play Area	9,990	0	0	0	0	0	0	0	0	0
Lewis Road Rec Allt Play Facility	0	0	0	0	0	0	0	0	0	0
Tamworth Rec Interactive Water Play	0	0	0	0	0	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	4,420	0	0	0	0	0	0	0	0	0
Sir Joseph Hood Crazy Golf	4,670	0	0	0	0	0	0	0	0	0
Wimbledon Park Crazy Golf	30,000	0	0	0	0	0	0	0	0	0
All Saints Play Area	2,970	0	0	0	0	0	0	0	0	0
Nelson Gardens Community Space	14,700	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	9,570	0	0	0	0	0	0	0	0	0
WallRep ChrchLn& JohnInnes Pks	0	0	0	0	0	0	0	0	0	0
B487 Landscape Ravensbury Park	870	0	0	0	0	0	0	0	0	0
B649 Rvaensbury - Railings and Path	0	0	0	0	0	0	0	0	0	0



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

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





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





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



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

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

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



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



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

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Footways Planned Works</b>										
Repairs to Footways	0	0	0	0	0	0	0	0	0	0
B517 Enhancement to Footway	0	0	0	0	0	0	0	0	0	0
B499ab Imprve Holborn Way link	0	0	0	0	0	0	0	0	0	0
B660 Raynes Park Public Real Imps	0	0	0	0	0	0	0	0	0	0
B569aa&b Belgrave Walk fencing	0	0	0	0	0	0	0	0	0	0
B500 7-13 Church Rd footway	0	0	0	0	0	0	0	0	0	0
<b>Total Footways Planned Works</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>	<b>0</b>	<b>0</b>
<b>Greenspaces</b>										
Beach Volleyball Courts	0	0	0	0	0	0	0	0	0	0
PlaySpace Pollards Hill - S106	0	0	0	0	0	0	0	0	0	0
Parks Investment	0	0	0	0	0	0	0	0	0	0
Park Bins - Finance Lease	0	0	0	0	0	0	0	0	0	0
Raynes Park Cricket Slips	0	0	0	0	0	0	0	0	0	0
Sherwood Rec - Play Area	0	0	0	0	0	0	0	0	0	0
King George Rec Play Area	0	0	0	0	0	0	0	0	0	0
Lewis Road Rec Alt Play Facility	0	0	0	0	0	0	0	0	0	0
Tamworth Rec Interactive Water Play	0	0	0	0	0	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	0	0	0	0	0	0	0	0	0	0
Sir Joseph Hood Crazy Golf	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Crazy Golf	0	0	0	0	0	0	0	0	0	0
All Saints Play Area	0	0	0	0	0	0	0	0	0	0
Nelson Gardens Community Space	0	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0	0	0	0	0	0
WallRep ChrchLn& JohnInnes Pks	0	0	0	0	0	0	0	0	0	0
B487 Landscape Ravensbury Park	0	0	0	0	0	0	0	0	0	0
B649 Rvaensbury - Railings and Path	0	0	0	0	0	0	0	0	0	0











Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Borough Support - Training	0	0	0	0	0	0	0	0	0	0
BCP Cycle Parking	0	0	0	0	0	0	0	0	0	0
Car Clubs	0	0	0	0	0	0	0	0	0	0
Car Clubs Expansion	0	0	0	0	0	0	0	0	0	0
Cycle Improvements	0	0	0	0	0	0	0	0	0	0
Developing the Tram	0	0	0	0	0	0	0	0	0	0
Willow Lane Industrial Estate	0	0	0	0	0	0	0	0	0	0
Motorcycles in Bus Lanes	0	0	0	0	0	0	0	0	0	0
Merton HS Victory to Norman	0	0	0	0	0	0	0	0	0	0
Central Rd Farm to Green	0	0	0	0	0	0	0	0	0	0
London Rd Mitcham to Pitcairn	0	0	0	0	0	0	0	0	0	0
Willow Lane Bridge	0	0	0	0	0	0	0	0	0	0
W10 TC Accessibility & Streets	0	0	0	0	0	0	0	0	0	0
Haleons Road	0	0	0	0	0	0	0	0	0	0
Central Road	0	0	0	0	0	0	0	0	0	0
London Rd Morden Rd to Crckt Green	0	0	0	0	0	0	0	0	0	0
Green Lane Share Path	0	0	0	0	0	0	0	0	0	0
Bewley Bridge	0	0	0	0	0	0	0	0	0	0
The Broadway-Russell to Merton Rd	0	0	0	0	0	0	0	0	0	0
Bus Stop Compliance	0	0	0	0	0	0	0	0	0	0
Coombe Lane	0	0	0	0	0	0	0	0	0	0
London Rd Lower Green to Crkt Grm	0	0	0	0	0	0	0	0	0	0
Morden Rd Kingston Rd to High Path	0	0	0	0	0	0	0	0	0	0
Mitcham Town Centre	0	0	0	0	0	0	0	0	0	0
A298/A238 Strategic Corridor	0	0	0	0	0	0	0	0	0	0
<b>Total Transport for London</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>	<b>0</b>	<b>0</b>





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

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

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

## DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

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

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

Previously Agreed Savings

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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

Deferred Savings proposals

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

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

## 2015-19 Service Planning Timetable

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

# Children Schools & Families





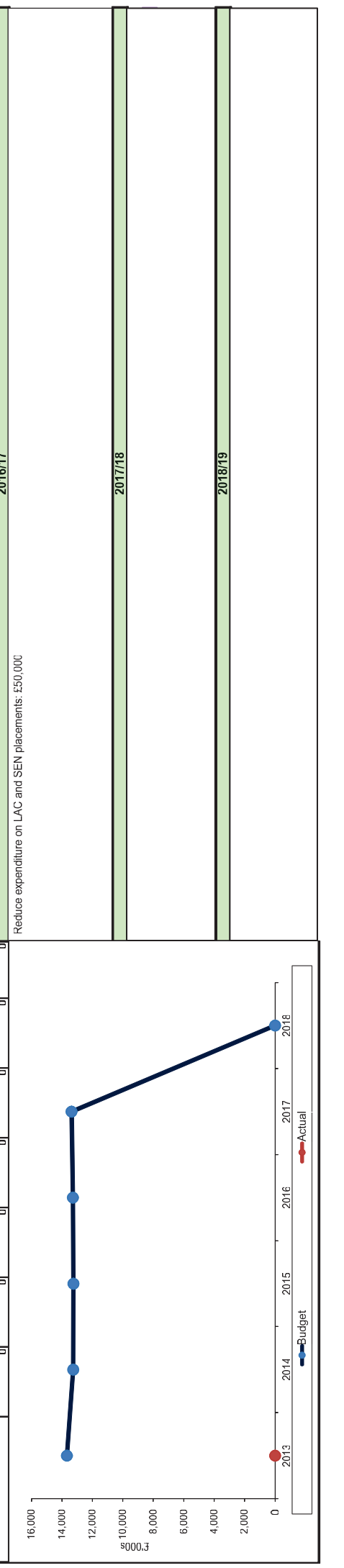
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD  
Children's Social Care

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Deliver transforming families year 2 & year 3 programme	To meet legislative requirements	2	3	6
Start date	2013-14				
End date	2015-16				
<b>Project 2</b>	<b>Project Title:</b> Social Care Information System procurement & implementation	To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes	3	3	9
Start date	2013-14				
End date	2015-16				
<b>Project 3</b>	<b>Project Title:</b> Preparation for new inspection regime	To meet legislative requirements	4	3	12
Start date	2013-14				
End date	2014-15				
<b>Project 4</b>	<b>Project Title:</b> Youth Justice	To meet legislative requirements	3	2	6
Start date	2014-15				
End date	2015-16				
<b>Project 5</b>	<b>Project Title:</b> Joint work with Housing	Improved resident well being	4	2	8
Start date	2014-15				
End date	2015-16				
<b>Project 6</b>	<b>Project Title:</b> Post-reorganisation review of staffing structure & processes	To improve safeguarding, contain services within limited budgets, & for staff retention	3	2	6
Start date	2013-14				
End date	2014-15				
<b>Project 7</b>	<b>Project Title:</b> Select one major outcome	Select one major outcome			0
Start date					
End date					
<b>Project 8</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					

Commissioning, Strategy and Performance		Planning Assumptions				The Corporate strategies your service contributes to			
Cllrs Max Mann & Martin Whetton, Cabinet Members for Children's Services & Education		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
<b>Enter a brief description of your main activities and objectives below</b>		21e	21e	11e	21e			Capital Programme	
The Commissioning, Strategy & Performance division provides strategic services for the Children, Schools & Families Department (CSF)				61e	61e			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>school place planning</li> <li>school admissions;</li> <li>school expansion &amp; overall CSF capital programme management</li> <li>some departmental business support</li> </ul>								Community Plan	
Main activities include:								Core Planning Strategy	
i) leading on strategic & operational planning for CSF								Corp Equality Scheme	
ii) leading in local children's trust & partnership development								Corp Procurement Strategy	
iii) production of management information for internal & external reporting inc performance management/statutory returns								Local Development Framework	
iv) production of policy documents & procedure								Performance Management Framework	
v) leading on joint commissioning with partners								Social Inclusion Strategy	
vi) managing schools Private Finance Initiative & other service contracts									
vii) procuring placements for looked after children/pupils with SEN									
viii) procuring sufficient school places									
ix) co-ordination of pupil admissions to Merton schools;									
x) project managing school expansions & other capital schemes									

DEPARTMENTAL BUDGET AND RESOURCES										
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Performance Targets (T) & Provisional Performance Targets (PT)	2013/14(1)	2014/15(1)
Expenditure	16,571	0	15,636	15,620	15,661	15,751	0	2	2	2
Employees	2,118	0	2,259	2,259	2,260	2,260	0	12	8	5
Premises	138	0	532	528	527	528	0	90	90	90
Transport	40	0	40	40	41	41	0	90	90	90
Supplies & Services	6,848	0	6,348	6,308	6,314	6,371	0	38	36	34
3rd party payments	8,812	0	5,862	5,822	5,822	5,822	0	16	20	20
Transfer payments	0	0	0	0	0	0	0	75	80	85
Support services	512	0	598	598	598	598	0	100	100	100
Depreciation	0	0	0	0	0	0	0	100	100	100
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19			
Income	2,901	0	2,377	2,379	2,381	2,383	0			
Government grants	746	0	106	106	106	106	0			
Reimbursements	208	0	311	311	311	311	0			
Customer & client receipts	1,946	0	1,960	1,962	1,964	1,966	0			
Reserves	0	0	0	0	0	0	0			
Capital Funded	0	0	0	0	0	0	0			
<b>Council Funded Net Budget</b>	<b>13,670</b>	<b>0</b>	<b>13,259</b>	<b>13,241</b>	<b>13,280</b>	<b>13,368</b>	<b>0</b>			

Summary of major budget etc. changes ~ 2015/16									
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	2015/16 Expenditure	2015/16 Income
								Employees	Government grants
								Premises	Reimbursements
								Transport	Customer & client receipts
								Supplies & Services	Reserves
								3rd party payments	Capital Funded
								Transfer payments	
								Support services	
								Depreciation	



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

**Commissioning, Strategy and Performance**

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

Education		Anticipated demand				Planning Assumptions				The Corporate strategies your service contributes to					
Clits Max Martin & Martin Whetton, Cabinet Members for Children's Services & Education		2013/14		2014/15		2015/16		2016/17		2017/18		2018/19		Children & Young person's Plan	
<b>Enter a brief description of your main activities and objectives below</b>		Forecast increase in population 5-18		2400		2400		2400		2400		2400		Community Plan	
Schools Standards & Quality will improve outcomes for all pupils in Merton Schools by:		Forecast increase in targeted SEND services		200 - 400		200 - 400		200 - 400		200 - 400		200 - 400		Corp Equality Scheme	
<ul style="list-style-type: none"> <li>monitoring, analysing &amp; evaluating pupil &amp; school performance</li> <li>developing skills in planning, teaching, assessment, leadership &amp; management</li> <li>working with schools to reduce inequality &amp; improve achievement for vulnerable groups</li> <li>changing relationships between LAs, HAs &amp; schools in context of new government policies</li> </ul>		Forecast increase in population 0 - 4		780		780		780		780		780		Performance Management Framework	
<b>Special Education Needs &amp; Disabilities will improve outcomes for CYF with SEND by:</b>		2013/14		2014/15		2015/16		2016/17		2017/18		2018/19		Social Inclusion Strategy	
<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>improving the requirements of the Children and Families Bill</li> <li>Early Years Support will improve outcomes for all children aged 0-5 via:</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>		236		251		247		247		237		237		LAC strategy	
<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>		236		251		247		247		237		237		Youth crime	
<ul style="list-style-type: none"> <li>improving the requirements of the Children and Families Bill</li> <li>Early Years Support will improve outcomes for all children aged 0-5 via:</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>		236		251		247		247		237		237		Family poverty	
<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>		236		251		247		247		237		237		Health & wellbeing	

DEPARTMENTAL BUDGET AND RESOURCES														
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Performance Targets (T) & Provisional Performance Targets (PT)	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)
Expenditure	37,648	0	39,709	39,499	39,542	39,348	0	% 5 GCSE A-C including English & maths	64	65				
Employees	10,453		10,106	9,949	9,949	9,700		% outcome of Ofsted inspections good or outstanding	77	85				
Premises	611		724	748	759	771		% L4 English & maths as KS2	82	82				
Transport	3,210		3,112	2,998	2,992	3,042		% secondary school attendance (LA only)	new	94.5				
Supplies & Services	12,775		13,952	13,904	14,012	13,992		% primary school attendance (LA only)	new	95				
3rd party payments	6,430		9,433	9,443	9,467	9,474		Provision of short breaks	520	520				
Transfer payments	19		79	79	79	79		% EY foundation stage profile	60	65				
Support services	2,136		2,136	2,136	2,136	2,136		% Good or Outstanding children's centres per Ofsted	100	100				
Depreciation	0		191	191	191	191		Youth service participation rate	2000	2000				
Income	8,444	0	4,982	5,019	5,056	5,073	0							
Government grants	2,261		250	250	250	250								
Reimbursements	3,958		2,390	2,390	2,390	2,390								
Customer & client receipts	2,225		2,342	2,379	2,416	2,433								
Interest	0		0	0	0	0								
Reserves	0		0	0	0	0								
Capital Funded	0		0	0	0	0								
<b>Council Funded Net Budget</b>	<b>29,204</b>	<b>0</b>	<b>34,727</b>	<b>34,480</b>	<b>34,486</b>	<b>34,275</b>	<b>0</b>							
<b>Capital Budget £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 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 2018/19</b>							

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

**Summary of major budget etc. changes ~ 2015/16**

Increased income generation and management efficiencies in School Standards and Quality service: £40,000  
 Restructuring and realignment to deliver efficiencies in Early Years services: £10,000  
 Introduce new models of fulfilling the council's statutory responsibilities for the provision of SEN transport: £161,000  
 Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £150,000

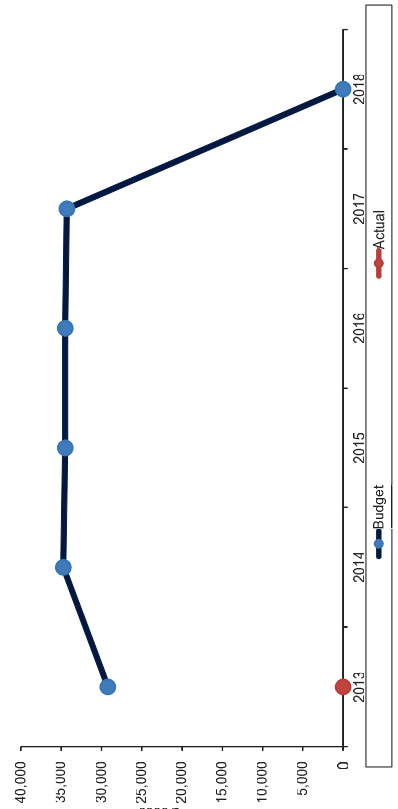
**2016/17**

Increased income generation and management efficiencies in School Standards and Quality service: £40,000  
 Restructuring and realignment to deliver efficiencies in Early Years service: £10,000  
 Introduce new models of fulfilling the council's statutory responsibilities for the provision of SEN transport: £50,000  
 Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £7,000

**2017/18**

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £250,000

**2018/19**



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

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Education</b>						
<b>Project 1</b>	<b>Project Title:</b> Improving pupil outcomes at KS2 & KS4					
Start date	2013-14	Ongoing work with schools. Challenge and support, monitoring, feedback, including Ofsted. Training and collaboration.		2	3	6
End date	2016-17					
<b>Project 2</b>	<b>Project Title:</b> School improvement - development of SLAs					
Start date	2013-14	Ongoing development of partnership with schools, including new Ofsted requirements, developing new curricula, Merton Leaders of Education Programme. More commercial approach to SSQ services, and move to a sharper SLA based charging process, to facilitate provision to other organisations and to generate income.		2	2	4
End date	2016-17					
<b>Project 3</b>	<b>Project Title:</b> Transforming Early Years					
Start date	2013-14	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.		3	2	6
End date	2015-16					
<b>Project 4</b>	<b>Project Title:</b> Implementation of requirements of Children & Families bill					
Start date	2013-14	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.		4	3	12
End date	2015-16					
<b>Project 5</b>	<b>Project Title:</b> Development of AllEd & linked provision					
Start date	2013-14	Development of Melbury College and commissioning of AllEd provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.		3	2	6
End date	2015-16					
<b>Project 6</b>	<b>Project Title:</b> Youth transformation phases 2 & 3					
Start date	2013-14	Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision		4	3	12
End date	2015-16					
<b>Project 7</b>	<b>Project Title:</b> Raising Participation Age					
Start date		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.		3	2	6
End date						

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# Community and Housing



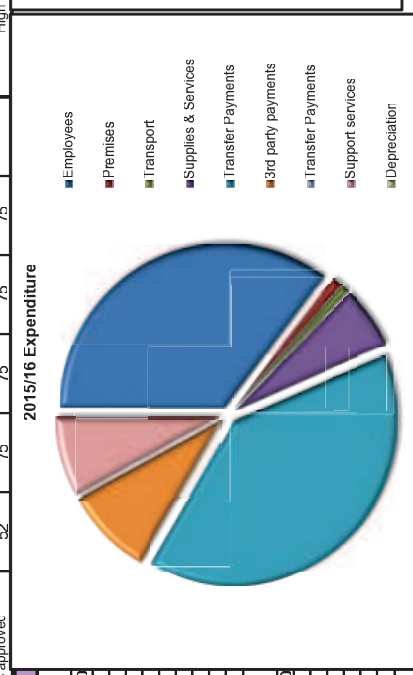
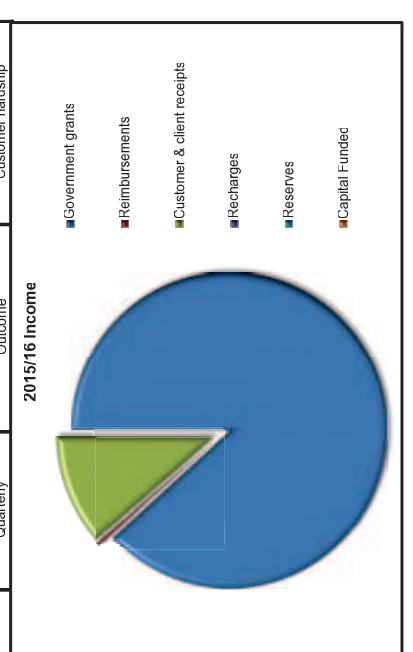


**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

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

Housing Needs and Enabling Services	Planning Assumptions						2018/19	2017/18	2016/17	2015/16
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
<b>Cllr Nick Draper Cabinet Member for Community &amp; Culture</b>										
<b>Enter a brief description of your main activities and objectives below</b>										
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.										
To plan services in response to changes in national policies and in the housing market and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council										
<b>The purpose of this service is to</b>										
- Prevent homelessness in accordance with statutory housing law										
- Provide homes to people in housing need										
- Plan for the future delivery of housing via general conformity with the London Housing Strategy										
- Formulate and deliver statutory housing strategies for the borough										
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes										
- Maximise supply of affordable homes with registered providers and private landlords										
- Provide care and housing support to vulnerable adults										
- Relationship management between the council and stock transfer housing associations										
- Carry out a statutory duty to enforce Environmental Health (Housing) legislation										
- Provide grant assistance for improvements and adaptations										

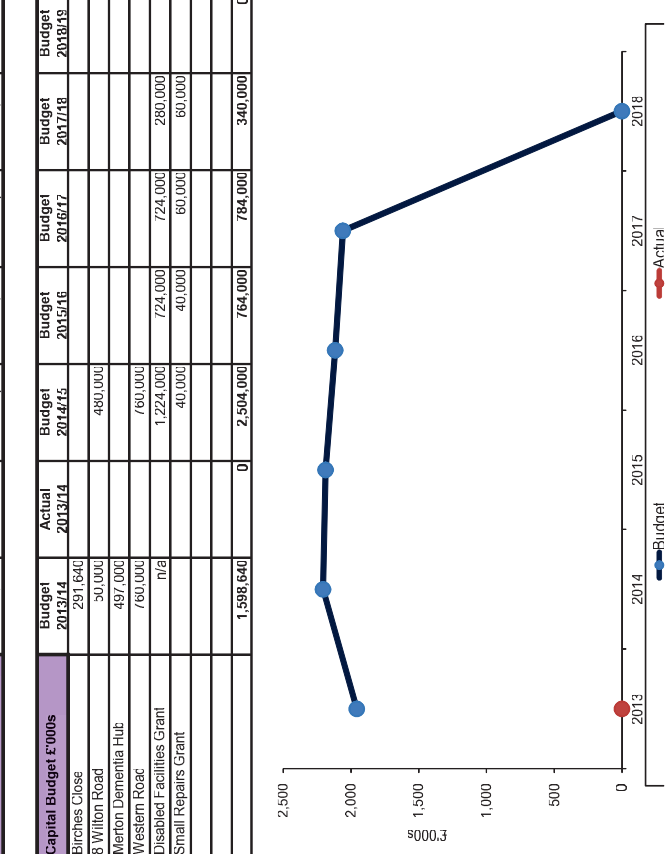
DEPARTMENTAL BUDGET AND RESOURCES														
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Performance targets (T) & Provisional Performance targets (P1)				Main impact if indicator not met
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
<b>Expenditure</b>	2,190	0	3,566	3,481	3,412	3,357	0							
Employees	962	1,310	1,233	1,197	1,197	1,197	1,197	1,197	1,197	High	Monthly	Business critical	Increased costs	
Premises	18	30	28	28	28	28	28	28	28	Low	Monthly	Business critical	Increased costs	
Transport	190	200	213	186	153	153	153	153	153	Low	Monthly	Business critical	Increased costs	
Supplies & Services	908	1,375	1,389	1,403	1,417	1,417	1,417	1,417	1,417	High	Annual	Outcome	Reputational risk	
3rd party payments	480	300	300	247	247	247	247	247	247	High	Quarterly	Outcome	Increased waiting times	
Transfer Payments	0	0	0	0	0	0	0	0	0	High	Quarterly	Outcome	Increased waiting times	
Support services	230	277	277	277	277	277	277	277	277	High	Quarterly	Outcome	Reduced enforcement	
Depreciation	0	0	0	0	0	0	0	0	0	High	Quarterly	Outcome	Customer hardship	
<b>Revenue £'000s</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>					
Income	832	1,358	1,293	1,294	1,294	1,296	0							
Government grants	768	1,140	1,140	1,140	1,140	1,140	1,140	1,140	1,140	Low	Monthly	Business critical	Increased costs	
Reimbursements	0	0	0	0	0	0	0	0	0	Low	Monthly	Business critical	Increased costs	
Customer & client receipts	34	147	148	149	149	151	151	151	151	Low	Monthly	Business critical	Increased costs	
Recharges	0	0	0	0	0	0	0	0	0	High	Annual	Outcome	Reputational risk	
Reserves	0	67	67	67	67	67	67	67	67	High	Quarterly	Outcome	Increased waiting times	
Capital Funded	0	0	0	0	0	0	0	0	0	High	Quarterly	Outcome	Reduced enforcement	
<b>Council Funded Net Budget</b>	<b>1,958</b>	<b>0</b>	<b>2,207</b>	<b>2,188</b>	<b>2,118</b>	<b>2,061</b>	<b>0</b>							



Summary of major budget etc. changes														
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	2017/18				2018/19
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Birches Close	291,640	0	0	0	0	0	0	0	0					
8 Wilton Road	50,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000					
Merton Dementia Hub	497,000	0	0	0	0	0	0	0	0					
Westfern Road	760,000	1,224,000	1,224,000	1,224,000	1,224,000	1,224,000	1,224,000	1,224,000	1,224,000					
Disabled Facilities Grant	n/a	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000					
Small Repairs Grant	0	0	0	0	0	0	0	0	0					
<b>Council Funded Net Budget</b>	<b>1,598,640</b>	<b>0</b>	<b>2,504,000</b>	<b>2,504,000</b>	<b>2,504,000</b>	<b>2,504,000</b>	<b>2,504,000</b>	<b>2,504,000</b>	<b>2,504,000</b>					

Savings £35k Reduction of Homelessness Prevention grant

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



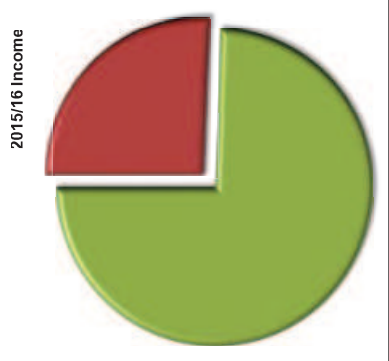
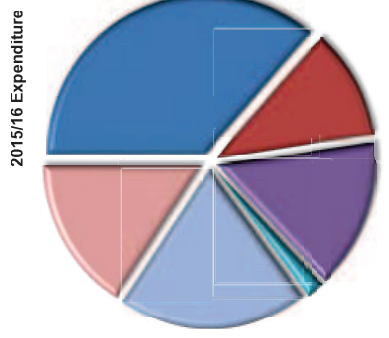
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Housing Needs and Enabling Services

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

Libraries		Planning Assumptions										The Corporate strategies your service contributes to	
Cllr Nick Draper Cabinet Member for Community & Culture		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Enter a brief description of your main activities and objectives below		54,000	54,500	55,000	56,000	56,000	56,000	54,000	54,500	55,000	56,000	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 1984.		105,000	110,000	110,000	110,000	1,100,000	1,100,000	105,000	110,000	110,000	1,100,000	1,100,000	1,100,000
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.		125,000	130,000	135,000	135,000	1,350,000	1,350,000	125,000	130,000	135,000	1,350,000	1,350,000	1,350,000
Certain aspects of the service must be provided for free: Free lending of books Free access to information Free library membership		1,150,000	1,150,000	1,200,000	1,200,000	1,210,000	1,210,000	1,150,000	1,150,000	1,200,000	1,210,000	1,210,000	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.		46	47	47	46	42.5	42.5	46	47	47	42.5	42.5	42.5
Performance indicator		144	144	144	144	144	144	144	144	144	144	144	144
No. of visitors accessing the library service online		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Active users - people's network terminal		110,000	115,000	125,000	135,000	150,000	150,000	110,000	115,000	125,000	135,000	150,000	150,000
% self service usage for stock transactions		54,000	54,500	55,000	56,000	56,000	56,000	54,000	54,500	55,000	56,000	56,000	56,000
Active volunteers in libraries		95	95	95	95	95	95	95	95	95	95	95	95
Maintain income		180	180	200	210	220	230	180	180	200	210	220	230
Partnership numbers		£282.57k	£282.57k	£292.57k	£292.57k	£292.57k	£292.57k	£282.57k	£282.57k	£292.57k	£292.57k	£292.57k	£292.57k
% customer satisfaction (ARS)		75	78	78	78	78	78	75	78	78	78	78	78

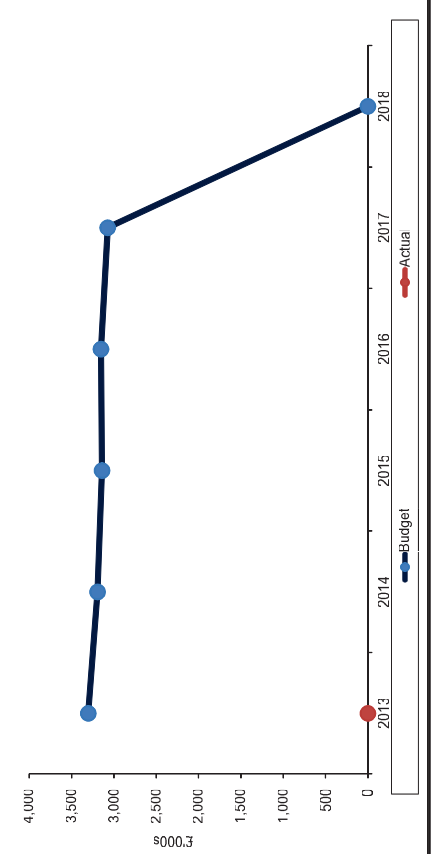
DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,191	3,634	3,586	3,603	3,529	3,529	3,529	0	0	0	0	0	0	0	0
Employees	1,316	1,305	1,305	1,305	1,216	1,216	1,216	0	0	0	0	0	0	0	0
Premises	410	401	401	413	413	413	413	0	0	0	0	0	0	0	0
Transport	618	582	549	567	567	567	567	0	0	0	0	0	0	0	0
Supplies & Services	66	65	66	67	68	68	68	0	0	0	0	0	0	0	0
3rd party payments	814	689	689	689	689	689	689	0	0	0	0	0	0	0	0
Transfer payments	553	566	566	566	566	566	566	0	0	0	0	0	0	0	0
Support services	488	441	445	450	454	454	454	0	0	0	0	0	0	0	0
Depreciation	120	114	114	114	114	114	114	0	0	0	0	0	0	0	0
Government grants	343	327	331	336	340	340	340	0	0	0	0	0	0	0	0
Reimbursements	25	25	25	25	25	25	25	0	0	0	0	0	0	0	0
Customer & client receipts	3,303	3,193	3,141	3,153	3,075	3,075	3,075	0	0	0	0	0	0	0	0
Recharges	0	0	0	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	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>3,303</b>	<b>3,193</b>	<b>3,141</b>	<b>3,153</b>	<b>3,075</b>	<b>3,075</b>	<b>3,075</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>



Summary of major budget etc. changes											
Capital Budget £'000s	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					
Relocation of Colliers Wood Library	0	0	0	350,000	0	0					
Library Self Service	0	0	0	0	0	0					
	0	0	0	350,000	0	0					

Savings - Reduction in Media Fund - £12k (CHS)  
Savings - Increase Income - £10k (CH6)  
Revenue/sal - £42k

Savings - introduce self-serve Libraries at off peak times - £30k



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

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Libraries</b>						
<b>E-communications</b>						
Project 1	Project Title:	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.				
Start date	2013-14	Project Details	More efficient way of working	2	1	2
End date	2015-16					
<b>Heritage Strategy</b>						
Project 2	Project Title:	Publish new Heritage Strategy and deliver expected outcomes. Continue to draw in external funding and improve income streams.				
Start date	2015-16	Project Details	Improved customer satisfaction	2	1	2
End date	2019-20					
<b>Stock efficiency program</b>						
Project 3	Project Title:	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2015/16. Maximise usage of e-resources.				
Start date	2013-14	Project Details	More efficient way of working	2	1	2
End date	2015-16					
<b>Children &amp; Young People's projects</b>						
Project 4	Project Title:	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.				
Start date	2013-14	Project Details	Improved resident well being	3	1	3
End date	2016-17					
<b>Outreach and Community Engagement plan</b>						
Project 5	Project Title:	Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work with under represented groups to shape services accordingly.				
Start date	2013-14	Project Details	Improved customer satisfaction	2	1	2
End date	2017-18					
<b>IT Projects</b>						
Project 6	Project Title:	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.				
Start date	2013-14	Project Details	Improved customer satisfaction	3	2	6
End date	2017-18					
<b>Assisted digital support</b>						
Project 7	Project Title:	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve residents skills.				
Start date	2013-14	Project Details	Improved resident well being	2	1	2
End date	2016-17					
<b>Security services contract</b>						
Project 8	Project Title:	Re-tender of contract and on-going monitoring of performance.				
Start date	2015-16	Project Details	More efficient way of working	3	2	6
End date	2018-19					
<b>Library redevelopments</b>						
Project 9	Project Title:	Progress redevelopment plans where highlighted in Sites & Policies Development Plan. Investigate co-location opportunities with other council services and partners.				
Start date	2013-14	Project Details	Improved customer satisfaction	3	2	6
End date	2017-18					
<b>London Libraries Consortium</b>						
Project 10	Project Title:	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.				
Start date	2013-14	Project Details	More efficient way of working	2	2	4
Projects	2017-18					

Merton Adult Education			Planning Assumptions					The Corporate strategies your service contributes to			
Cllr Martin Whetton Cabinet Member for Education			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
<b>Enter a brief description of your main activities and objectives below</b>			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		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			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			2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
Number of accredited learners			148	146	146	146	147				
No. of personal development learners											
Number of commercial learners											
Anticipated non financial resources Staff (FTE)											
<b>Performance indicator</b>			<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>					<b>Indicator type</b>		<b>Main impact if indicator not met</b>	
Number of accredited learners			2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)	2018/19(PT)	High	Business critical	Loss of income
No. of personal development learners			3000	3000	3000	3000	3000	3000	High	Business critical	Loss of income
% achievement rate			95%	96%	96%	96%	96%	96%	High	Business critical	Government intervention
% retention rate			87%	88%	88%	88%	88%	88%	High	Annual	Government intervention
% success rate			83%	84%	84%	84%	84%	84%	High	Annual	Government intervention
Income target			662890	732890	732890	732890	732890	732890	High	Monthly	Loss of income
Number of commercial learners			300	500	600	600	600	600	High	Quarterly	Loss of income

DEPARTMENTAL BUDGET AND RESOURCES		2015/16		2016/17		2017/18		2018/19	
Revenue £'000s	Actual 2013/14	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2013/14	Budget 2018/19
Expenditure	2,673	0	2,715	2,722	2,729	2,737	0		
Employees	1,613	1,785	1,785	1,785	1,785	1,785	0		
Premises	141	1,718	1,718	1,718	1,718	1,718	0		
Transport	3	3	3	3	3	3	0		
Supplies & Services	334	345	345	355	355	360	0		
3rd party payments	0	0	0	0	0	0	0		
Transfer payments	0	0	0	0	0	0	0		
Support services	288	311	311	311	311	311	0		
Depreciation	96	97	97	97	97	97	0		
<b>Revenue Totals</b>	<b>2,500</b>	<b>2,676</b>	<b>2,690</b>	<b>2,698</b>	<b>2,698</b>	<b>2,698</b>	<b>0</b>		
Government grants	1,873	1,873	1,873	1,873	1,873	1,873	0		
Reimbursements	3	0	0	0	0	0	0		
Customer & client receipts	624	803	817	825	825	825	0		
Recharges	0	0	0	0	0	0	0		
Reserves	0	0	0	0	0	0	0		
Capital funded	0	0	0	0	0	0	0		
<b>Council Funded Net Budget</b>	<b>173</b>	<b>0</b>	<b>30</b>	<b>32</b>	<b>31</b>	<b>30</b>	<b>0</b>		

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

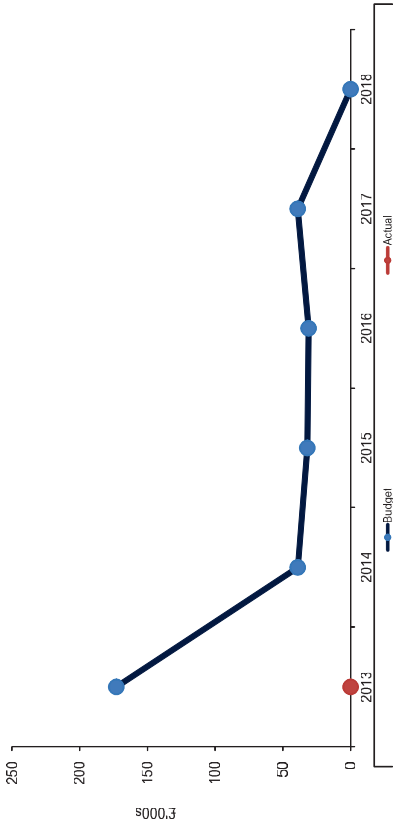
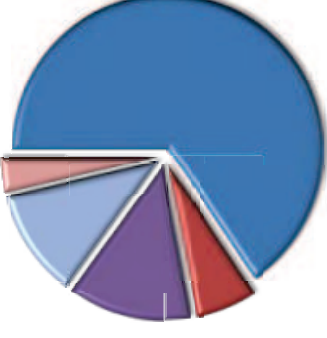
  

Summary of major budget etc changes		2015/16		2016/17		2017/18		2018/19	
£14k Savings To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short notice									
£8k Savings To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short notice									
Income and saving targets difficult to achieve due to the college received funding from and external sources, allocations are awarded annually further reductions will impact on being able to meet saving targets.									

2015/16 Income



2015/16 Expenditure



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

**Merton Adult Education**

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

The Corporate strategies your service contributes to	2017/18		2017/19		2017/18		2017/19	
	2017/18	2017/19	2017/18	2017/19	2017/18	2017/19	2017/18	2017/19
Health & Wellbeing Strategy								
40% of PH staff capacity	587/2		40% of PH staff capacity	587/2	40% of PH staff capacity	587/2	40% of PH staff capacity	587/2
40% of PH staff capacity	572/3		40% of PH staff capacity	572/3	40% of PH staff capacity	572/3	40% of PH staff capacity	572/3
2.445 Reception and Year 6 pupils in 2013; estimate 2.941 by 2017 based on 20.3% increase in population age 5-9 projected to 2017	1680		2.445 Reception and Year 6 pupils in 2013; estimate 2.941 by 2017 based on 20.3% increase in population age 5-9 projected to 2017	1680	2.445 Reception and Year 6 pupils in 2013; estimate 2.941 by 2017 based on 20.3% increase in population age 5-9 projected to 2017	1680	2.445 Reception and Year 6 pupils in 2013; estimate 2.941 by 2017 based on 20.3% increase in population age 5-9 projected to 2017	1680
NHS Smoking Cessation	1066		NHS Smoking Cessation	1066	NHS Smoking Cessation	1066	NHS Smoking Cessation	1066
Prevention services	1119		Prevention services	1119	Prevention services	1119	Prevention services	1119
Staff (FTE)	8		Staff (FTE)	8	Staff (FTE)	8	Staff (FTE)	8
Staff (FTE)	1		Staff (FTE)	1	Staff (FTE)	1	Staff (FTE)	1
High quality data for JSNA and joint projects	n/a		High quality data for JSNA and joint projects	n/a	High quality data for JSNA and joint projects	n/a	High quality data for JSNA and joint projects	n/a
Performance indicator	2013/14	2014/15	2015/16	2016/17	2017/18	2017/19	2017/18	2017/19
Chlamydia diagnosis	2200	2200	2200	2300	2300	2300	2300	2300
Late diagnosis of HIV rate	46.4%	45.2%	45.2%	TBC	TBC	TBC	TBC	TBC
Successful completion of drug treatment (TBC)								
% NHS health checks uptake of those offered service	57.5	58.5	58.5	60%	60%	60%	60%	60%
% excess weight in children age 4-5 years	19.67%	TBC	TBC	TBC	TBC	TBC	TBC	TBC
% excess weight in children age 10 - 11 years	30.7%	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Number of successful 4-week smoking quits	753	790	830	871	915	915	915	915

**Public Health**  
Cllr Linda Kirby Cabinet Member for Adult Social Care & Health

Our vision for the public's health in Merion over the next five years is to stem the increase in the significant inequalities in health outcomes between the East and West of Merion, providing more equal opportunities for all residents of Merion to be healthy.

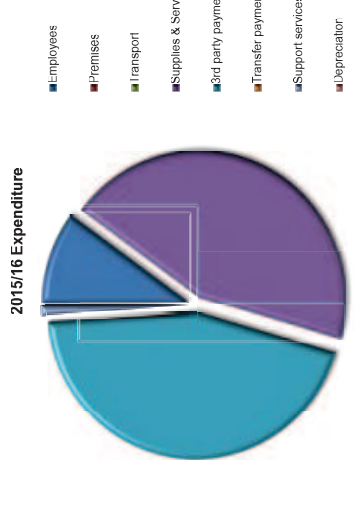
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merion Clinical Commissioning Groups and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.

Public Health services comprise:

- Mandatory: sexual health, NHS health checks, National Child Measurement Programme, Support to Clinical Commissioning Groups, and assurance of health emergency preparedness
- Universal: Smoking cessation, drugs and alcohol, obesity
- Other

**DEPARTMENTAL BUDGET AND RESOURCES**

	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Revenue £'000s							
Expenditure	8,985	8,985	9,844	9,844	9,844	9,844	9,844
Employees	563	563	592	592	592	592	592
Premises	0	0	0	0	0	0	0
Transport	0	0	0	0	0	0	0
Supplies & Services	4,277	4,365	4,365	4,366	4,366	4,366	4,366
Third party payments	4,036	4,367	4,367	4,367	4,367	4,367	4,367
Transfer payments	0	0	0	0	0	0	0
Support services	97	110	110	110	110	110	110
Depreciation	0	0	0	0	0	0	0
Income							
Government grants	8,985	8,985	9,844	9,844	9,844	9,844	9,844
Reimbursements	0	0	9,236	9,236	9,236	9,236	9,236
Customer & Client receipts	0	0	608	608	608	608	608
Recharges	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
Council Funded Net Budget	0	0	0	0	0	0	0

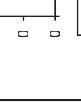


**2015/16 Income**

**Summary of major budget etc. changes 2015/16**

Dependent on Government grant, to be confirmed

2015/16	2016/17	2017/18	2018/19
Revenue £'000s			
Expenditure			
Employees			
Premises			
Transport			
Supplies & Services			
Bid party payments			
Transfer payments			
Support services			
Depreciation			
Income			
Government grants			
Reimbursements			
Customer & Client receipts			
Recharges			
Reserves			
Capital Funded			
Council Funded Net Budget			
Capital Budget £'000s			



9000.3



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

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
<b>Public Health</b>						
<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.		3	3	9
Start date	2014-15					
End date	2015-16					
<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.		3	2	6
Start date	2014-15					
End date	2015-16					
<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.		3	3	9
Start date	2014-15					
End date	2015-16					
<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.		2	1	2
Start date	2014-15					
End date	2014-15					
<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.		2	1	2
Start date	2014-15					
End date	2014-15					
<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.		0	0	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.		0	0	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.		0	0	0
Start date						
End date						
<b>Project 9</b>	<b>Project Title:</b> Drugs and Alcohol Prevention and Treatment	The responsibility for drugs and alcohol transferred to Public Health during 2013/14. A review of alcohol needs is being commissioned to inform development of a prevention strategy/action plan.		0	0	0
Start date						
End date						
<b>Project 10</b>	<b>Project Title:</b> Support to Merton Clinical Commissioning Group	Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCGG. Public Health staff participate in 5 of the 6 work streams that represent MCGG priorities, providing data analysis, needs assessment and evidence of best practice.		0	0	0
Start date						
End date						

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# Corporate Services

Business Improvement		Anticipated demand					Planning Assumptions					The Corporate strategies your service contributes to						
Clr Mark Allison Cabinet Member for Finance		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					
<p>Enter a brief description of your main activities and objectives below</p> <ul style="list-style-type: none"> <li>- Operate as a Centre of Excellence for Project and Programme Management (PPM), raising the capacity of the organisation to consistently plan and deliver projects/programmes successfully</li> <li>- Support DX1 to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean</li> <li>- M2015/16 and deliver advice Projects and Programmes of work at the direction of CMT and</li> <li>- Lead and deliver a coordinated programme of Public Value Reviews (PVRs) and reactive service reviews to deliver efficiencies and improve customer satisfaction</li> <li>- Establish a Programme Management Office (PMO), ensuring that all transformational activity is directed and monitored through DM1c, M2016 and CMT so that resource, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives are realised</li> <li>- Work with businesses and I&amp;T to establish – under the direction of CMT – the strategy for IT associated implementation plan and manage its delivery.</li> <li>- Establish a Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and interoperability</li> <li>- Increase the business use of opportunities to exploit emerging technologies and to leverage the skills of staff to deliver business efficiency and cost savings</li> <li>- Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity, availability, performance, and exploitability of the systems</li> </ul>		Core service request (days)	4400	3960	3520	3080	3080	Customer Services Strategy										
		Non Core service requests (days)	2000	1800	1620	1450	1450	1450	ICJ Policy									
		Support for continuous/business improvement (days)	600	1000	900	750	600	600	Capital Programme									
		PVRs	300	150	150	100	100	100										
		Project/Programmes	12.8 FTE	15 FTE	12 FTE	12 FTE	12 FTE	12 FTE										
		Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19										
		Staff – Programme Office (FTE)	4	4	4	4	4	4										
		Staff - Systems improvement	25.9	26.9	25.9	24.9	23.9	23.9										
		Staff - Programmes and projects (some fixed term)	12.8	12.8	2	0	0	0										
		Apprentices	2	2	2	0	0	0										
		Performance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)										
		Systems availability	80%	85%	95%	95%	95%	95%										
		% projects completed on time	85%	85%	85%	85%	85%	85%										

DEPARTMENTAL BUDGET AND RESOURCES										
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	2015/16 Expenditure	2015/16 Income	Summary of major budget etc changes 2015/16
Expenditure	2,458	0	2,790	2,892	2,814	2,750	0			
Employees	1,477		1,541	1,491	1,403	1,329		Employees		
Premises	3		3	3	3	3		Premises		
Transport	638		928	1,080	1,090	1,100		Transport		
Supplies & Services	338		318	318	318	318		Supplies & Services		
3rd party payments								3rd party payments		
Support services								Support services		
Depreciation								Depreciation		
Government grants	1,954	0	2,722	2,727	2,727	2,727				
Reimbursements	76		84	89	89	89				
Customer & client receipts	1,873		2,638	2,638	2,638	2,638				
Reserves										
Capital funded	504	0	68	165	87	23	0			
<b>Council Funded Net Budget</b>										
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19			
Document management system			740,000							
Customer contact programme			785,000							

CS1 Rationalisation of management costs £50k  
 CS3 Generate income through training £5k  
 Further implementation of the workforce plan in 2015/16 will meet target savings

Reorganisation of systems development and support arrangements CS63 £88k

Reorganisation of systems development and support arrangements CS63 £74k

Year	Budget	Actual
2013	~500	~500
2014	~1000	~100
2015	~1500	~1500
2016	~1500	~1500
2017	~1500	~1500
2018	~1500	~1500

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

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Business Improvement</b>						
<b>IT Strategy and Implementation Plan</b>						
Project 1	Project Title: 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.	More efficient way of working		1	3	3
Start date	01/04/2014					
End date	31/03/2017					
<b>Customer Contact programme</b>						
Project 2	Project Title: Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	More efficient way of working		3	2	6
Start date	01/04/2013					
End date	31/03/2016					
<b>Electronic document and records management system</b>						
Project 3	Project Title: Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	More efficient way of working		3	2	6
Start date	01/04/2013					
End date	31/03/2016					
<b>Transformation portfolio design and implementation</b>						
Project 4	Project Title: Clarify cross-cutting programmes and projects for governance by the Merton 2015 Board and ensure appropriate monitoring and control is in place to provide assurance on delivery and achievement of benefits.	More efficient way of working		2	1	2
Start date	01/04/2014					
End date	31/03/2015					
<b>Programme Office Implementation</b>						
Project 5	Project Title: Design and implement a functioning Programme Office	More efficient way of working		3	2	6
Start date	01/04/2014					
End date	31/03/2015					
<b>Social Care Information System</b>						
Project 6	Project Title: Procure and implement a Social Care Information system to support adults social and children and families integrated care.	To meet legislative requirements		2	3	6
Start date	01/09/2013					
End date	30/08/2016					
<b>Continuous Improvement Programme</b>						
Project 7	Project Title: Design and implement a programme of service/business/process reviews to lead, embed and support continuous improvement.	More efficient way of working		3	1	3
Start date	01/04/2014					
End date	31/03/2017					
<b>Select one major outcome</b>						
Project 8	Project Title: Select one major outcome					0
Start date						
End date						
<b>Select one major outcome</b>						
Project 9	Project Title: Select one major outcome					0
Start date						
End date						
<b>Select one major outcome</b>						
Project 10	Project Title: Select one major outcome					0
Start date						
End date						

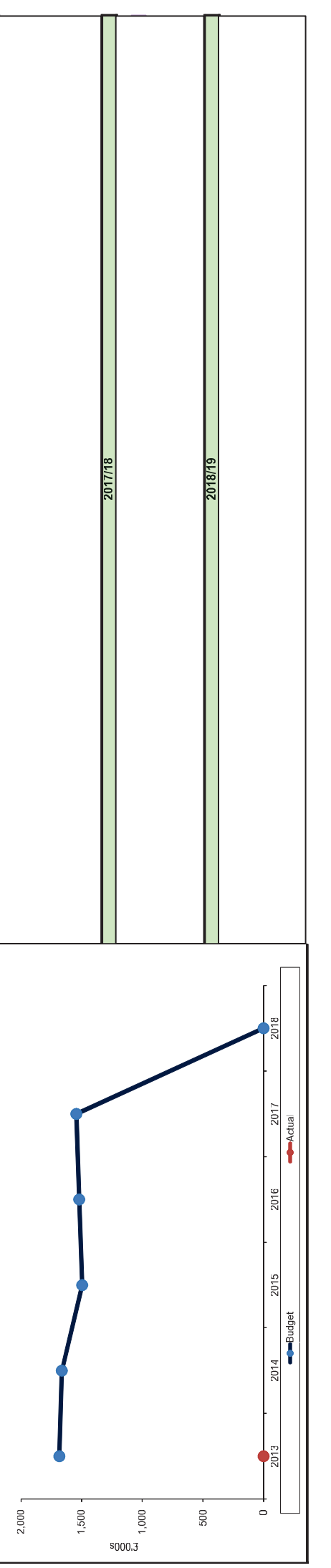
Corporate Governance		Planning Assumptions				The Corporate strategies your service contributes to			
Cllr Mark Allison Cabinet Member for Finance		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
<b>Enter a brief description of your main activities and objectives below</b>		206,038	208,822	211,569	214,223	216,806			
Corporate Governance is made up of 7 core services: Information Governance - manages complaints, MP & Member enquiries, freedom of information requests, ensuring organisational compliance with Data Protection Act and the transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function.		4081	60	60	60	60			
Internal Audit and Investigations - provides independent, objective appraisal of risk management governance & internal control processes and fraud risks including planned & unplanned audits investigating 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 control.		48	47	39.7 (excl. investigations)	39.7 (excl. investigations)	38.7 (excl. investigations)			
Safely Services - provides H&S, emergency planning & business continuity service		0	900	800	800	0			
Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has best decision making arrangements		150	150	150	150	150			
Electoral Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews		28	24	22	26	20			
There is also the shared Legal services with the London Borough of Richmond, which has its own Service Plan.									

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19		
Expenditure	4,018	0	4,031	3,869	3,897	3,926	0		
Employees	2,407		2,344	2,344	2,344	2,344			
Premises	4		5	5	5	5			
Transport	25		25	26	26	27			
Supplies & Services	1,166		1,228	1,170	1,198	1,226			
3rd party payments									
Support services	416		324	324	324	324			
Depreciation									
Revenue Totals									
Income	2,334	0	2,367	2,373	2,377	2,382	0		
Government grants	70		70	70	70	70			
Reimbursements	59		59	60	62	63			
Customer & client receipts	61		153	158	160	164			
Recharges	2,145		2,085	2,085	2,085	2,085			
Reserves									
Capital Funding									
Capital Funded Net Budget	1,684	0	1,664	1,496	1,520	1,544	0		
Capital Budget £'000s									
Capital Budget 2013/14	2,000								
Cite Decision Making									

Summary of major budget etc changes 2015/16									
2015/16		2016/17		2017/18		2018/19			
CS30 Rationalise benefits and corporate investigation team - possible shared resources	£30k								
CS31 Rationalise Health and Safety and Business Continuity planning	£55k								
CS33 Rationalise internal audit teams - possible shared service	£40k								
CS34 Services and suppliers savings within Corporate Governance	£86k								

2015/16 Expenditure	
Employees	~45%
Premises	~5%
Transport	~2%
Supplies & Services	~30%
3rd party payments	~10%
Support services	~8%
Depreciation	~2%

2015/16 Income	
Government grants	~10%
Reimbursements	~5%
Customer & client receipts	~35%
Recharges	~45%
Reserves	~2%
Capital Funded	~2%



**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						

Customer Services		Planning Assumptions					The Corporate strategies your service contributes to	
Select your Cabinet Member & Portfolio		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
<b>Enter a brief description of your main activities and objectives below</b>		16,000	14,000	14,000	14,000	14,000	14,000	Customer Services Strategy
There are 5 core services: <b>Local Taxation</b> - responsible for Council Tax & Business Rates collection, Debt recovery & bailiff collection services - this includes a shared bailiff service with Sutton Council <b>Housing Benefit</b> - responsible for administering housing and council tax benefit schemes & administration and prevention of fraud <b>Merton Link</b> - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Transition Services; <b>Registers</b> - responsible for registration of births & deaths, marriages & civil partnerships <b>Adoption</b> - responsible for adoption services <b>Community Services</b> - responsible for community services and enhancing the reputation of Merton Council Promoting Merton as a good place to live, work and learn, ensuring residents know about and have access to services <b>Ensuring the community is able to have a say in the council decisions</b> , and engaging council staff so they understand the direction of the council and are committed to saving customers at the heart of all they do <b>Front line service for Universal Credit</b> - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered within this service plan period but details are vague due to the uncertainty of the roll-out of the scheme.		500,000	600,000	600,000	500,000	450,000	400,000	Homelessness Strategy
<b>Anticipated non financial resources</b>		115,000	100,000	90,000	85,000	80,000	70,000	Medium Term Financial Strategy
Staff (FTE)		82,000	82,500	83,000	83,000	83,000	85,000	Social Inclusion Strategy
Apprentices(FTE)		162.4	139.4	136.4	134.4	133.4	133.4	
<b>Performance indicator</b>								
Business Rates collected		97%	97.25%	97.50%	97.50%	97.50%	97.50%	High
% of Merton Bailiff Service files paid in full (excluding parking and miscellaneous debt)		58%	58%	58%	58%	58%	58%	High
HB - COC & new claims processing days		16	16	10	10	10	10	Low
First contact resolution		60%	65%	70%	75%	75%	75%	High
Income from events (marriages, civil partnerships etc)		415,000	400,000	415,000	425,000	430,000	430,000	High
Successful website visits		83%	84%	84%	84%	84%	84%	High
No. of on-line transactions			30,000	45,000	60,000			High

DEPARTMENTAL BUDGET AND RESOURCES											
	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19				
<b>Revenue £'000s</b>	12,456	0	9,863	9,487	9,394	9,312	0				
<b>Expenditure</b>	5,748	5,037	5,008	4,897	4,788	4,788	0				
Employees	39	20	21	21	21	21					
Premises	51	63	64	65	65	65					
Supplies & Services	3,346	1,447	1,459	1,470	1,491	1,491					
3rd party payments	475	829	407	472	479	479					
Support services	2,753	2,465	2,465	2,465	2,465	2,465					
Depreciation	3	3	3	3	3	3					
<b>Revenue Totals</b>	11,716	7,399	6,966	6,774	6,801	6,801	0				
Income	1,828	1,960	1,820	1,802	1,802	1,802	0				
Government grants	930	930	930	930	930	930					
Reimbursements	6,183	2,184	2,211	2,237	2,264	2,264					
Customer client receipts	2,279	2,205	2,205	2,205	2,205	2,205					
Recharges											
Reserves											
Capital Finance											
<b>Council Pooled Net Budget</b>	1,240	2,464	2,521	2,620	2,511	2,511	0				
<b>Capital Budget £'000s</b>											
Budget 2013/14											
Actual 2013/14											
Budget 2014/15											
Budget 2015/16											
Budget 2016/17											
Budget 2017/18											
Budget 2018/19											

Summary of major budget etc changes 2015/16	
Employees	97.50%
Premises	58%
Transport	70%
Supplies & Services	75%
3rd party payments	425,000
Support services	84%
Depreciator	45,000

### 2015/16 Expenditure

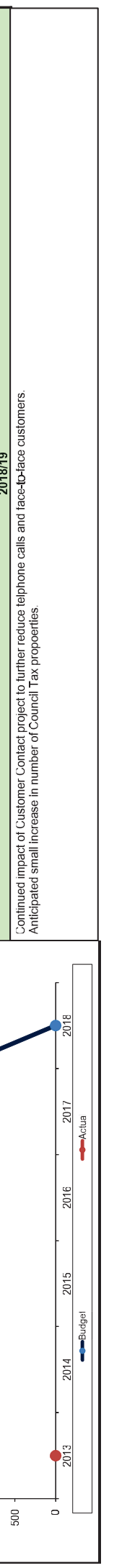
### 2015/16 Income

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

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

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

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





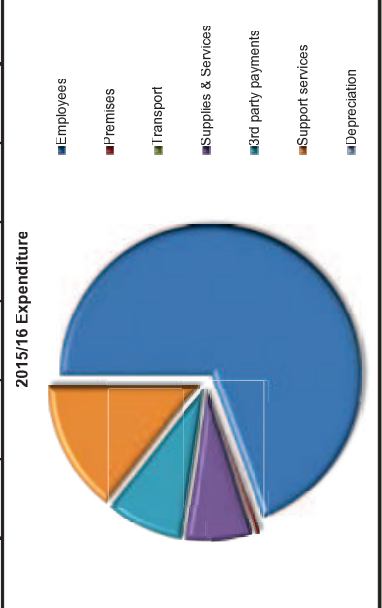
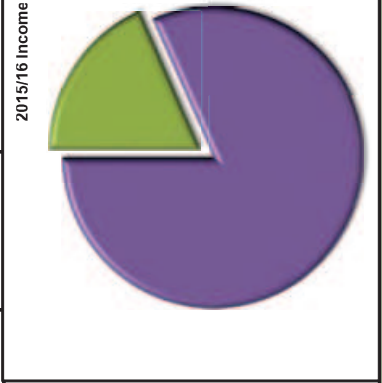
## DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

## Customer Services

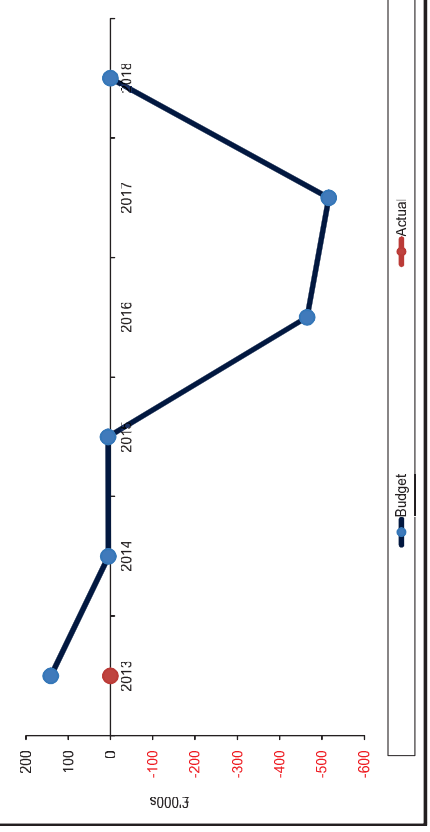
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
<b>Project 1</b>	Project Title: Customer Service review	More efficient way of working	3	2	6
Start date	01/04/2013	As part of the implementation of the customer contact electronic solution processes and resourcing will be reviewed			
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				
	2013/14	2014/15	2015/16	2016/17	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
Cllr Mark Allison Cabinet Member for Finance  Enter a brief description of your main activities and objectives below  1) Support effective people management across the organisation through development of a workforce strategy/ OMI people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data payroll, performance management, appraisal, learning and development 3) Provide HR business partner support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management	Employees in Merton for HR, payroll, advice, L&D, EAP etc				4,600	4,400	4,400	4,400	4,400	4,400	Workforce Development Plan		
	New recruits to be appointed				180	160	160	160	160	160	Economic Development Strategy		
	HR FTE				46.4	45.4	45.4	41.4	40.4	40.4			
	<b>Anticipated non financial resources</b>				2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
	Select anticipated resources												
	Select anticipated resources												
	Select anticipated resources												
	<b>Performance indicator</b>				<b>Performance targets (T) &amp; Provisional Performance targets (P1)</b>				<b>Indicator-type</b>		<b>Main impact if indicator not met</b>		
	Time to hire				90	90	90	90	90	90	Outcome	Increased costs	
	Sickness absence (Average days per fte)				7	7	7	7	7	7	Outcome	Increased costs	
% Appraisals complete				98%	98%	98%	98%	98%	98%	Annual	Poor decision making		
% Members L&D satisfactor				81%	82%	83%	83%	83%	Quarterly	Outcome	Poor decision making		

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



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



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

Human Resources

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Occupational Health Service		More efficient way of working		3	3	9
Project 1	Project Title:	Employee Assistance programme				
Start date	Project Details:	Flexible working - policy development and learning and development to support culture and technical change.				
End date						
Project 2	Project Title:	Leadership and management development				
Start date	Project Details:	Centralisation of L&D and appraisal systems within iTrent system.				
End date						
Project 3	Project Title:	Recruitment - agency and executive search via the LBRP				
Start date	Project Details:					
End date						
Project 4	Project Title:	Select one major outcome				
Start date	Project Details:					
End date						
Project 5	Project Title:	Select one major outcome				
Start date	Project Details:					
End date						
Project 6	Project Title:	Select one major outcome				
Start date	Project Details:					
End date						
Project 7	Project Title:	Select one major outcome				
Start date	Project Details:					
End date						
Project 8	Project Title:	Select one major outcome				
Start date	Project Details:					
End date						
Project 9	Project Title:	Select one major outcome				
Start date	Project Details:					
End date						
Project 10	Project Title:	Select one major outcome				
Start date	Project Details:					
End date						

Infrastructure and Transactions Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below Infrastructure and Transactions Division (IT) is a support service made up of three functions which are:-	Anticipated demand			Planning Assumptions					The Corporate strategies your service contributes to			
	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
Repairs & Maintenance of Corporate buildings (Revenue)	806,000	800,000	800,000	806,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
IT Service Calls	21,000	20,000	19,000	21,000	20,000	19,000	18,000	17,000	17,000	17,000	17,000	17,000
Service Requests	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transactions requested by departments	130,000	130,000	120,000	130,000	130,000	120,000	115,000	120,000	120,000	120,000	120,000	120,000
<b>Anticipated non financial resources</b>												
FM (FTE)	36	35	29	36	35	29	29	28	28	28	28	28
Transactional Services (FTE)	14.7	14.7	13.7	14.7	14.7	13.7	13	13	13	13	13	13
IT Service Delivery (FTE)	33	33	32.2	33	33	32.2	27.2	27.2	27.2	27.2	27.2	27.2
Staff (Apprentices)	7	5	4	7	5	4	3	0	0	0	0	0
<b>Performance indicator</b>												
Repairs & Maintenance ratio of Reactive to Planned	50/50	40/60	30/70	50/50	40/60	30/70	30/70	30/70	30/70	30/70	30/70	30/70
Total external fee income	200,000	225,000	245,000	200,000	225,000	245,000	245,000	250,000	250,000	250,000	250,000	250,000
CO2 emissions corporate buildings (tonnes)	4,200	4,100	3,900	4,200	4,100	3,900	3,900	3,800	3,800	3,800	3,800	3,800
First time fix rate for IT Service Desk	63%	64%	65%	63%	64%	65%	65%	65%	65%	65%	65%	65%
Customer Satisfaction - IT incident resolution	85%	90%	90%	85%	90%	90%	90%	90%	90%	90%	90%	90%
Invoices paid within 30 days of receipt by LEM	91%	93%	95%	91%	93%	95%	95%	95%	95%	95%	95%	95%
Carefirst invoices paid within 30 days from invoice date	88%	93%	95%	88%	93%	95%	95%	95%	95%	95%	95%	95%

Revenue £'000s	DEPARTMENTAL BUDGET AND RESOURCES					Budget 2018/19
	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	
Expenditure	11,998	0	11,815	11,061	10,807	10,768
Employees	3,304	3,365	3,272	3,086	2,985	2,985
Premises	2,930	2,152	2,165	2,160	2,160	2,160
Transport	33	33	33	33	33	34
Supplies & Services	2,628	2,687	2,620	2,556	2,573	2,573
3rd party payments	274	206	210	213	215	215
Support services	930	875	875	875	875	875
Depreciation	1,685	1,916	1,916	1,916	1,916	1,916
<b>Revenue</b>						
Income	11,797	0	11,815	11,864	11,868	11,907
Government grants						
Reimbursements	1,990	2,063	2,112	2,112	2,112	2,155
Customer/client receipts	3,007	3,152	3,152	3,152	3,152	3,152
Recharges						
Reserves						
Capital Funded	171	0	0	-803	-1,061	-1,139
<b>Council Funded Net Budget</b>						
Capital Budget £'000s	1,405,520	953,000	1,064,000	1,064,000	1,064,000	1,064,000
Facilities Management	3,262,110	1,600,000	500,000	1,000,000	1,000,000	1,000,000

Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Information Technology	1,405,520	953,000	1,064,000	1,064,000	1,064,000	1,064,000	1,064,000
Facilities Management	3,262,110	1,600,000	500,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Total</b>	4,667,630	2,553,000	1,064,000	2,068,000	2,068,000	2,068,000	2,068,000

### 2015/16 Expenditure

- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Support services
- Depreciation

### 2015/16 Income

- Government grants
- Reimbursements
- Customer & client receipts
- Recharges
- Reserves
- Capital Funded

### Summary of major budget etc changes 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 Post-savings £30k
- CS20 Energy refit £100k, CS21 Increase income targets for building and repair work £45k
- CS22 Restructure of Archive Store £15k, CS23 Outsourcing building services and security services £35k
- CS25 Deletion of two posts £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 £20k
- CS12 Deletion of post £37k, Information governance post £33/k
- CS16 (deleted from 14/15) Surveiller overtime budget £33k, CS23 Outsourcing building services and security services £50k
- CS26 Amalgamation of Intruder alarm contract £20k

### 2017/18

- CS70 Apply admin charge to customer requesting hard copy paper invoice £35k
- CS74 Deletion of two posts £85k
- CS72 Consolidation of budgets £34k

### 2018/19

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

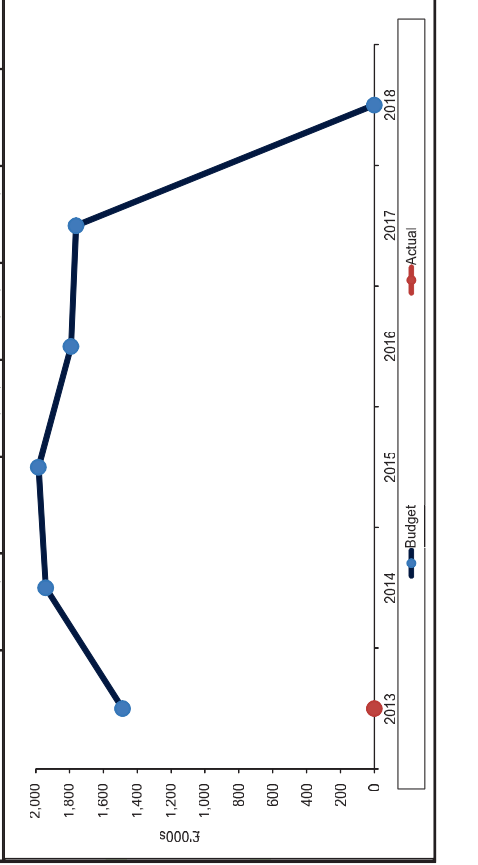
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
Infrastructure and Transactions				Likelihood	Impact	Score
<p><b>Project 1</b></p> <p>Project Title: Replacement of IT Infrastructure and desktop equipment</p> <p>Project Details: Replacement of desktop equipment and standardisation of operating systems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

Resources		Planning Assumptions					The Corporate strategies your service contributes to	
Clr Mark Allison Cabinet Member for Finance		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
Enter a brief description of your main activities and objectives below		147	147	147	147	147	147	Asset Management Plan
Resources is made up of four major areas of activity <b>Accountancy</b> - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling, reporting & monitoring, council's day to day cash flow, insurance services, treasury management & pensions. Over the next four years we will transform by improving use of technology reviewing processes to improve efficiency and reduce costs. <b>Business Planning</b> - Financial Strategy & Capital Strategy/Monitoring, Financial Strategy/Jazzar & Development Business & Services Planning, Performance Management (PM), Systems Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management <b>Commercial &amp; procurement</b> - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and delivery of a strategic plan for the council's procurement. <b>Policy development</b> - ensure the council promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.		23	23	23	23	23	23	Capital Programme Central Government Corp Equality Scheme Corp Procurement Strategy Medium Term Financial Strategy Risk Management Strategy Treasury Management Strategy Voluntary Sector Strategy Select Strategy delivery
<b>Anticipated demand</b>		8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	
<b>Anticipated non financial resources</b>		2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	
<b>Performance indicator</b>		73.2	68.2	68.2	65.2	65.2	65.2	
<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	
Accuracy of P8 Revenue Forecast (compared to outturn)		90%	90%	90%	90%	90%	90%	High
Accuracy of P8 (P9 to 2013/14) Capital Forecast		90%	90%	90%	90%	90%	90%	High
Number of Adjustments to Draft Accounts		0	0	0	0	0	0	Low
% of contracts overseen by Procurement Board		80%	80%	80%	80%	80%	80%	High
Action plans in place for 'red' risks		90%	90%	90%	90%	90%	90%	High

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	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	Budget 2018/19
Expenditure	9,181	0	8,660	8,717	8,538	8,524	0	0	0	0	0
Employees	4,030	3,821	3,815	3,643	3,596	3,596	0	0	0	0	0
Premises	103	100	100	107	109	109	0	0	0	0	0
Transport	4	4	4	4	4	4	0	0	0	0	0
Supplies & Services	4,198	3,834	3,895	3,889	3,919	3,919	0	0	0	0	0
3rd party payments	823	170	170	170	170	170	0	0	0	0	0
Support services	0	718	718	718	718	718	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	0	0	0	0
Revenue £'000s	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	Budget 2018/19
Income	7,694	0	6,718	6,732	6,747	6,747	0	0	0	0	0
Government grants	0	0	0	0	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0	0	0	0	0
Customer & client receipts	769	804	818	833	848	848	0	0	0	0	0
Recharges	6,905	5,914	5,914	5,914	5,914	5,914	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0	0	0	0
Capital Finance	0	0	0	0	0	0	0	0	0	0	0
Council Formed Net Budget	1,487	0	1,942	1,985	1,792	1,762	0	0	0	0	0
Capital Budget £'000s	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	Budget 2018/19
Financial System re-engineering	0	0	1,100,000	0	0	0	0	0	0	0	0
Acquisitions Budget	30,730	0	1,042,340	500,000	500,000	500,000	0	0	0	0	0
Transformation Budgets	0	0	638,000	507,000	507,000	507,000	0	0	0	0	0
Capital Bidding Fund	0	0	1,000,000	1,000,000	1,000,000	1,000,000	0	0	0	0	0
Capital Budget	30,730	0	2,142,340	2,007,000	2,007,000	2,007,000	0	0	0	0	0

Summary of major budget etc changes 2015/16	
2015/16 Expenditure	
2015/16 Income	

Summary of major budget etc changes 2015/16	
2016/17	<p>MIFS/Business Planning. Throughout the financial year officers within the team will be compiling the Business Plan for 2016-20, this will include provision of a timetable for completion and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken. Financial System. From 1 April 2016 the new financial system will be fully operational. It is envisaged that the implementation of this new financial system and the adoption of new streamlined processes. Options around exploring shared service will be explored Savings. Saving for future years will be identified from improved processes resulting from the new financial system</p>
2017/18	<p>MIFS/Business Planning. Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for completion and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken. Financial System. The new financial system and the adoption of new streamlined processes will facilitate the further savings below. Savings. Savings of £100k will be delivered by reduction of three posts, non salary/budgets savings £137k through improved processes, consolidation of budgets and review of recharges</p>
2018/19	<p>MIFS/Business Planning. Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for completion and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken. Financial System. Savings of £78,000 will be delivered from improved processes and the appropriate charging for services</p>



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

PROJECT DESCRIPTION		Resources		MAJOR EXPECTED OUTCOME		Risk		
PROJECT DESCRIPTION		Resources		MAJOR EXPECTED OUTCOME		Likelihood	Impact	Score
Project 1	<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>	Project Title:	<p>Financial systems re-engineering programme</p> <p>Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P &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>To meet legislative requirements</p>	2	2	4	
Start date		01/04/2013						Project Details:
End date	31/03/2018	Project Title:	<p>Develop and implement whole life costing for capital projects</p> <p>This project will be undertaken in four stages</p> <ol style="list-style-type: none"> <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	3	9	
Start date	01/08/2013	Project Details:						
End date	30/09/2015	Project Title:	<p>Improve joint finance and business planning</p> <p>The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system</p>	<p>More efficient way of working</p>	2	2	4	
Start date	01/09/2014	Project Details:						
End date	31/03/2016	Project Title:	<p>Evaluation of different models of funding the capital programme</p> <p>In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and borrowing or any other suitable methods of funding capital expenditure.</p>	<p>Required to deliver options for the MTFS</p>	2	2	4	
Start date	01/18/14	Project Details:						
End date	31/10/2014	Project Title:	<p>Fully implement the new performance/risk management IT system</p> <p>Implementation of a cloud based system for the management and governance of performance and risk information known as Covalent. The earlier phases of the project are now complete, this financial year the three final phases will be completed:</p> <ol style="list-style-type: none"> <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	01/07/2014	Project Details:						
End date	31/03/2016	Project Title:	<p>Capital Review</p> <p>In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now.</p>	<p>More efficient way of working</p>	2	2	4	
Start date	01/04/2014	Project Details:						
End date	31/03/2015	Project Title:	<p>Recharge Review</p> <p>Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2014/15 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.</p>	<p>More efficient way of working</p>	3	2	6	
Start date	01/04/2014	Project Details:						
End date	31/03/2015	Project Title:	<p>Select one major outcome</p>	<p>Select one major outcome</p>			0	
Start date		Project Details:						
End date		Project Title:	<p>Select one major outcome</p>	<p>Select one major outcome</p>			0	
Start date		Project Details:						
End date		Project Title:						
Start date		Project Details:						
End date		Project Title:						
Start date		Project Details:						
End date		Project Title:						
Start date		Project Details:						
End date		Project Title:						





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

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

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# Environment & Regeneration



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

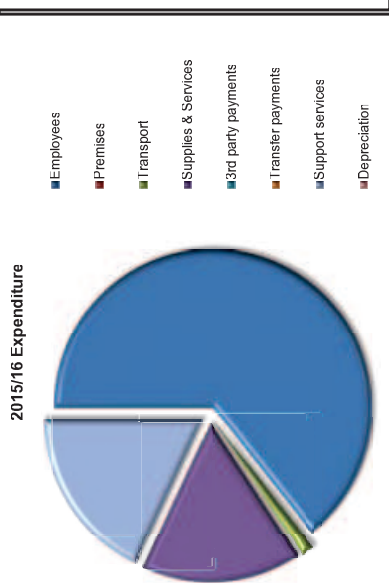
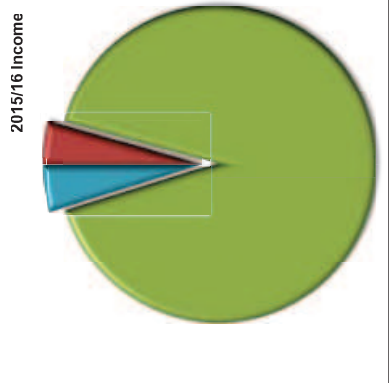
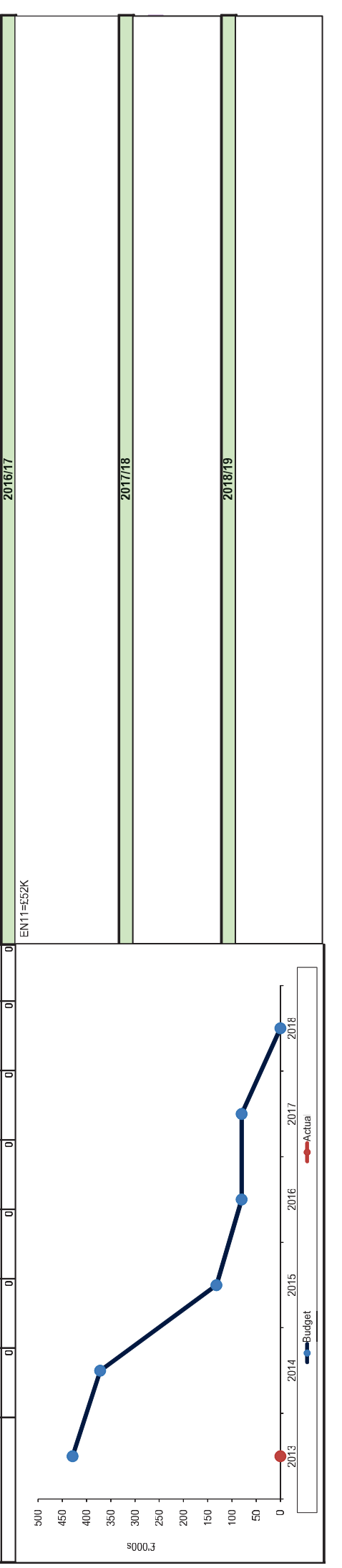
Commercial Services (Waste Operations)

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Project 1</b>	Project Title: Market Testing of Pest Control Service	To meet budget savings				
Start date	2014-15	Project Details: Undertake a review of the market in relation to Pest Control.		2	2	4
End date	2014-15					
<b>Project 2</b>	Project Title: Sales and Marketing Plan	Income generation				
Start date	2014-15	Project Details: Produce a Sales and Marketing plan for Commercial Waste Service area		3	2	6
End date	2014-15					
<b>Project 3</b>	Project Title:	More efficient way of working				
Start date		Project Details:		0	0	0
End date						
<b>Project 4</b>	Project Title:					
Start date		Project Details:		0	0	0
End date						
<b>Project 5</b>	Project Title:					
Start date		Project Details:				0
End date						
<b>Project 6</b>	Project Title:	Select one major outcome				
Start date		Project Details:				0
End date						
<b>Project 7</b>	Project Title:	Select one major outcome				
Start date		Project Details:				0
End date						
<b>Project 8</b>	Project Title:	Select one major outcome				
Start date		Project Details:				0
End date						
<b>Project 9</b>	Project Title:	Select one major outcome				
Start date		Project Details:				0
End date						
<b>Project 10</b>	Project Title:	Select one major outcome				
Start date		Project Details:				0
End date						

Development and Building Control	Planning Assumptions					2018/19
	2013/14	2014/15	2015/16	2016/17	2017/18	
<b>Cllr Andrew Judge Cabinet Member for Sustainability &amp; Regeneration</b>						
<b>Enter a brief description of your main activities and objectives below</b>						
<b>Building Control</b>						
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.						
<b>Development Control</b>						
Promote regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to implement the Mayoral, Community Infrastructure Levy (CIL) charging regime.						
<b>Objectives</b>						
- continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share.						
- where the pre-application engaging regime for Development Control (DC) and to investigate whether additional flexible working is possible.						
- as a result of customer co-creation to enable a comprehensive development management process to encourage regeneration.						
- review the possibility of shared services with neighbouring boroughs						

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	2013/14		2014/15		2015/16		2016/17		2017/18		2018/19	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Expenditure	2,483	0	2,433	2,393	2,341	2,341	2,341	2,341	2,341	2,341	2,341	2,341
Employees	1,627	1,580	1,580	1,540	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488
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	308	388	388	388	388	388	388	388	388	388	388	388
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	514	431	431	431	431	431	431	431	431	431	431	431
Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
Revenue £'000s												
Income	2,054	0	2,061	2,261	2,261	2,261	2,261	2,261	2,261	2,261	2,261	2,261
Government grants	134	96	96	96	96	96	96	96	96	96	96	96
Reimbursements	1,816	1,859	1,859	2,059	2,059	2,059	2,059	2,059	2,059	2,059	2,059	2,059
Customer & client receipts	0	0	0	0	0	0	0	0	0	0	0	0
Recharges	0	0	0	0	0	0	0	0	0	0	0	0
Reserves	104	106	106	106	106	106	106	106	106	106	106	106
Capital Funded	429	0	372	132	80	80	80	80	80	80	80	80
<b>Council Funded Net Budget</b>												
Capital Budget £'000s												
Budget 2013/14												
Budget 2014/15												
Budget 2015/16												
Budget 2016/17												
Budget 2017/18												
Budget 2018/19												

Summary of major budget etc. changes												
2015/16												
EK0/=£200K; EN09=£40K												
HPDG grant expires June 2014( 2 DC officers)												
EN11=£52K												
2016/17												
2017/18												
2018/19												



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> Commercialisation of Building Control		Income generation				
Start date	2013-14	Project Title:	This is to ensure Building Control is more commercially aware in a more competitive market.	3	2	6
End date	2014-15	Project Details:				
<b>Project 2</b> Mobile/Home working		More efficient way of working				
Start date	2014-15	Project Title:	This is introducing mobile and home working to the teams.	2	2	4
End date	2014-15	Project Details:				
<b>Project 3</b> Improving the development management processes		Delivering regeneration in the Borough				
Start date	2014-3	Project Title:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	2	2	4
End date	2014-5	Project Details:				
<b>Project 4</b> developing eforms and M3 capability and e-payments		utilising IT to our advantage				
Start date	2014-5	Project Title:	Enforcement eforms , BC eforms and DC e-payments	4	1	4
End date	2015-6	Project Details:				
<b>Project 5</b>		Select one major outcome				
Start date		Project Title:				0
End date		Project Details:				
<b>Project 6</b>		Select one major outcome				
Start date		Project Title:				0
End date		Project Details:				
<b>Project 7</b>		Select one major outcome				
Start date		Project Title:				0
End date		Project Details:				
<b>Project 8</b>		Select one major outcome				
Start date		Project Title:				0
End date		Project Details:				
<b>Project 9</b>		Select one major outcome				
Start date		Project Title:				0
End date		Project Details:				
<b>Project 10</b>		Select one major outcome				
Start date		Project Title:				0
End date		Project Details:				





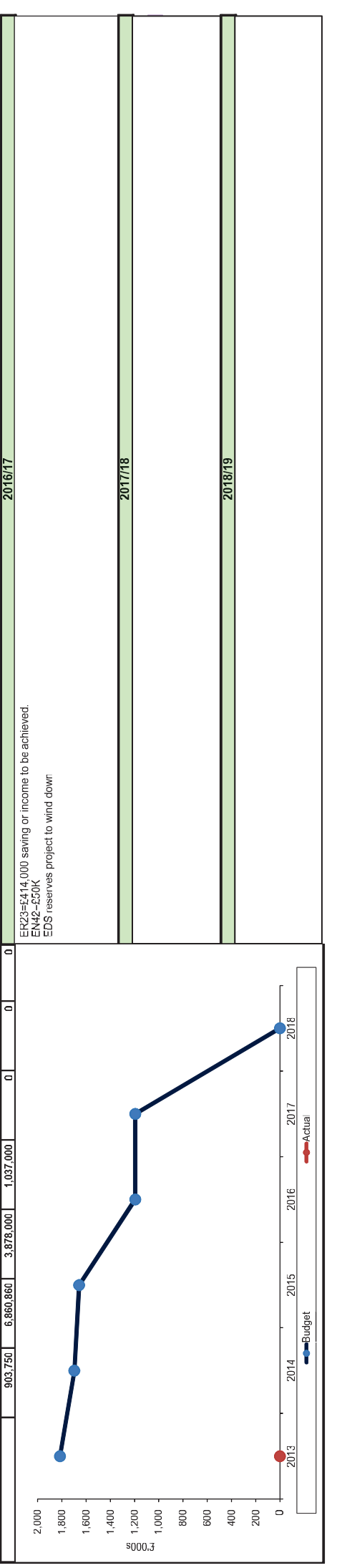
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

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

Future Merton Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand				Planning Assumptions				The Corporate strategies your service contributes to																			
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19										
Enter a brief description of your main activities and objectives below	Population				208,822				214,229				Asset Management Plan															
Enter a brief description of your main activities and objectives below	Actual businesses in borough				7,700				8,100				Road Safety Plan															
Enter a brief description of your main activities and objectives below	Anticipated non financial resources				23				27				Local Implementation Plan															
Enter a brief description of your main activities and objectives below	Sleif (FTE)				27				27				Local Transport Plan															
Enter a brief description of your main activities and objectives below	Performance indicator				2013/14(T)				2014/15(T)				2015/16(T)				2016/17(T)				2017/18(T)				2018/19(T)			
Enter a brief description of your main activities and objectives below	New homes target (number per year)				10				10				10				High				Outcome							
Enter a brief description of your main activities and objectives below	Town centre vacancy rates (% of units vacant)				0.40				0.2				0.2				High				Quarterly							
Enter a brief description of your main activities and objectives below	% inc walking + cycling modes share from 35.4% base 2012				6.5				9.0				11.5				High				Annual							
Enter a brief description of your main activities and objectives below	Emissions reduction from buildings				54				44				39				Low				Annual							
Enter a brief description of your main activities and objectives below	Reduction in KS2's road traffic accidents (Number of incidents)				1				2				3				Low				Annual							
Enter a brief description of your main activities and objectives below	% Modal increase in cycling from 2% 2012 baseline				150				300				450				High				Annual							
Enter a brief description of your main activities and objectives below	Number of new jobs created through EDS E&SAP				40				60				80				High				Annual							
Enter a brief description of your main activities and objectives below	% of new jobs created; number that are apprentices				50				100				200				High				Annual							
Enter a brief description of your main activities and objectives below	Number of new businesses created as part of EDS MBSS																											

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	2015/16	2016/17	2017/18	2018/19
Expenditure	3,198	2,987	2,987	2,987	2,573	2,573	2,573	0	0	0	0
Employees	1,112	1,046	1,046	1,046	632	632	632	0	0	0	0
Premises	205	270	270	270	270	270	270	0	0	0	0
Transport	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services	601	808	808	808	808	808	808	0	0	0	0
3rd party payments	751	445	445	445	445	445	445	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0	0	0	0
Support services	363	287	287	287	287	287	287	0	0	0	0
Depreciation	73	122	122	122	122	122	122	0	0	0	0
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	2015/16	2016/17	2017/18	2018/19
Income	1,382	0	1,289	1,329	1,379	1,379	1,379	0	0	0	0
Government grants	0	0	0	0	0	0	0	0	0	0	0
Reimbursements	118	114	114	114	114	114	114	0	0	0	0
Customer & client receipts	306	346	346	346	396	396	396	0	0	0	0
Recharges	0	0	0	0	0	0	0	0	0	0	0
Reserves	958	869	869	869	869	869	869	0	0	0	0
Capital Funded	1,816	0	1,698	1,658	1,194	1,194	1,194	0	0	0	0
Council Funded Net Budget											
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	2015/16	2016/17	2017/18	2018/19
Regeneration Partnerships	629,660	6,790,860	3,878,000	1,037,000	0	0	0	0	0	0	0
Plans and Projects	74,090	70,000									

Summary of major budget etc changes											
2015/16											
EN42=£40K Capitalisation ongoing for Mitcham, Colliers Wood, Cycling and asset disposals											
2016/17											
ER23=£414,000 saving or income to be achieved.											
EN42=£50K											
EDS reserves project to wind down											
2017/18											
2018/19											



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

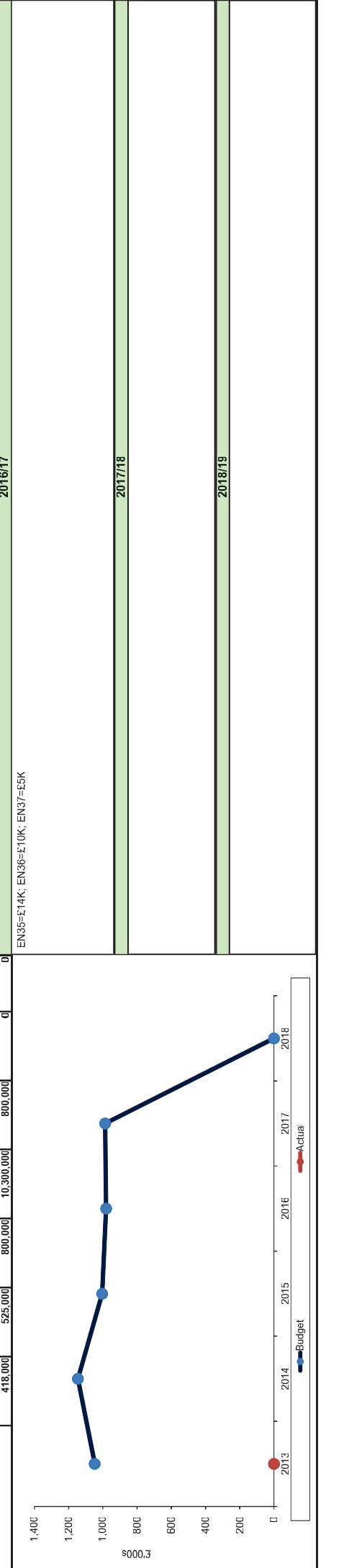
## Future Merton

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<b>Project 1</b>						
Start date	2012-13	Morden station planning brief, Morden public realm and Master Plan		3	2	6
End date	2017-18	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				
<b>Project 2</b>						
Start date	2012-13	<b>Rediscover Mitcham</b>		2	2	4
End date	2016-17	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage c£2.5m)				
<b>Project 3</b>						
Start date	2014-15	<b>Colliers Wood / South Wimbledon Planning Framework</b>		4	2	8
End date	2019-20	Work with stakeholders to facilitate the regeneration of Colliers Wood / South Wimbledon Development Framework (through the preparation of a masterplan, development control and delivery of new, more sustainable homes) Stage 1; delivery c£2.5m investment in 'Connecting Colliers Wood' public realm project				
<b>Project 4</b>						
Start date	2011-12	<b>Wimbledon Stadium</b>		3	2	6
End date	2016-17	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>				
<b>Project 5</b>						
Start date	2014-15	<b>Invest to save: energy efficiency and generation in Merton</b>		2	2	4
End date	2018-19	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				
<b>Project 6</b>						
Start date	2014-15	<b>futureWimbledon: Crossrail 2, tramlink and visioning competition</b>		2	2	4
End date	2022-23	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking.				
<b>Project 7</b>						
Start date	2010-11	<b>Raynes Park Local centre</b>		2	2	4
End date	2018-19	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				
<b>Project 8</b>						
Start date	2012-13	<b>EDS Merton Business Support Service</b>		2	1	2
End date	2015-16	The authority to assist businesses through the current financial difficulties where possible				
<b>Project 9</b>						
Start date	2013-14	<b>Smarter travel: road safety</b>		2	2	4
End date	2015-16	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.				
<b>Project 10</b>						
Start date	2014-15	<b>Estate Regeneration</b>		2	1	2
End date	2024-26	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Also working with Moat housing to coordinate investment in regenerating Pollards Hill.				

Leisure & Cultural Development <b>Cltr Nick Draper Cabinet Member for Community &amp; Culture</b> <b>Enter a brief description of your main activities and objectives below</b>	Anticipated demand			Planning Assumptions			The Corporate strategies your service contributes to			
	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
Delivery of the objectives of the TOM (Target Operating Model). Engage local people in healthy living and lifestyle changes through increased involvement and participation in leisure, culture and sports activities and events; by working in partnership to increase the number, size and quality of facilities, programmes, activities and events on offer in the borough - thus creating a univocal culture and sport offer. Implement Merton's new Culture & Sport Framework and promote this methodology as best practice across Merton and the Culture & Sport Sector more widely. Build a replacement Morden Park Pool and plan for a replacement Wimbledon Park Watersports Centre, encompassed in a motorplan for the Wimbledon Park site. Complete the development of the BMX track and transfer to St Mark's Academy. Deliver Merton's contribution to major sports, arts & cultural events. Manage Leisure Centres & Wimbledon Theatre contracts, one public hall, a water sports centre and all of the booking functions (pitch hire, ceremonies, alements, activity programmes; pavilions hall; etc). We will also contribute towards services across the Local Strategic Partnership Over the next four years we will transform our service by: ● using improved technology especially in the area of online bookings, self-service, communications and sales & marketing ● developing the watersports centre into a marine college & outdoor adventure centre ● drive our services through commercial and community strands ● vary the leisure centre contract to take account of the new Morden Leisure Centre ● deliver grants, commissions and raising funds in partnership and in accordance with the Culture & Sport Framework ● reducing costs, increase income and be more cost effective.	Population	208,822	211,569	208,822	208,822	211,569	214,229	216,806	218,375	
	No. of Children & Young people aged 6-17 in West of borough	7,950	7,700	7,950	7,700	7,950	8,050	8,200	8,350	
	Population of most disadvantaged wards	125,400	126,100	126,850	126,100	126,850	127,540	128,200	128,850	
	<b>Anticipated non financial resources</b>									
	Staff (FTE)	16.6	16.4	14.1	16.4	16.4	14.1	14.1	14.1	14.1
	Accommodation	7	7	7	7	7	7	7	7	7
	Volunteers	20	20	20	20	20	20	20	20	20
	Staff seasonal	30	30	30	30	30	30	30	30	30
	<b>Performance indicator</b>									
	Income £ from Merton Active Plus	40,000	50,000	55,000	50,000	60,000	60,000	60,000	60,000	60,000
Income £ from Watersports Centre	375,000	367,000	377,000	377,000	387,000	387,000	387,000	387,000	387,000	
Income £ from Morden Assembly Hall	20,230	39,710	42,030	42,030	44,000	45,000	45,000	45,000	45,000	
14-25 yr old Fitness Centre Participation at leisure centres	57,480	100,000	103,000	106,000	106,000	106,000	106,000	106,000	106,000	
External Capital & Revenue funding	100,000	320,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
% residents rating facilities Good to Excellent	48.5	51.5	52.0	52.0	52.5	53	53	53	53	

DEPARTMENTAL BUDGET AND RESOURCES	Budget		Actual		Budget		Budget	
	2013/14	2014/15	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Revenue £'000s	2,025	2,088	1,975	1,981	1,981	1,987	1,987	1,987
Expenditure	690	685	687	690	690	692	692	692
Government Grants	77	77	77	77	77	77	77	77
Premises	13	8	8	8	8	8	8	8
Supplies & Services	343	288	170	174	174	178	178	178
3rd party payments	244	286	289	288	288	288	288	288
Transfer Payments	10	5	5	5	5	5	5	5
Support services	268	361	361	361	361	361	361	361
Depreciation	430	433	433	433	433	433	433	433
Revenue £'000s	977	942	971	971	971	971	971	971
Government Grants	43	51	56	61	61	61	61	61
Reimbursements	500	554	578	602	602	602	602	602
Customer & client receipts	427	337	337	337	337	337	337	337
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	1,048	1,146	1,004	981	981	987	987	987
<b>Council Funded Net Budget</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>
Capital Budget £'000s	0	500,000	0	500,000	500,000	500,000	500,000	500,000
Morden Leisure Centre	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Other	418,000	0	0	0	0	0	0	0
<b>Total</b>	<b>418,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>

Summary of major budget etc changes		2015/16	
EN35=£14K; EN36=£10K; EN37=£5K	EN35=£14K; EN36=£10K; EN37=£5K	EN35=£14K; EN36=£10K; EN37=£5K	EN35=£14K; EN36=£10K; EN37=£5K
2016/17	2017/18	2016/17	2017/18
2016/17	2017/18	2016/17	2017/18
2016/17	2017/18	2016/17	2017/18
2016/17	2017/18	2016/17	2017/18



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

Clr Judy Saunders Cabinet Member for Performance & Implementation	Planning Assumptions				Anticipated demand			
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Enter a brief description of your main activities and objectives below	13,638	14,461	Not known	Not known	Not known	Not known	Not known	Not known
Number of resident permits issued	252,320	280,800	Not known	Not known	Not known	Not known	Not known	Not known
Number of visitors permits issued								
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Staff (FTE)	1	2	2	2	2	2	2	2
Transport	15	15	15	15	15	15	15	15
Performance indicator	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
% of parking permits issued within 5-7 days	90%	90%	90%	90%	90%	90%	90%	90%
Sickness- No of days per FTE (12 month rolling average)	11	10	9	8	8	8	8	8
Percentage of cases won at PATAS compared to previous years data	48%	50%	52%	54%	54%	54%	54%	54%
Percentage of cases lost at PATAS compared to the previous years data	24%	23%	22%	21%	21%	21%	21%	21%
Percentage of cases where council does not contest at PATAS due to new evidence compared to the previous years data	28%	27%	26%	25%	25%	25%	25%	25%
Backlog of PCN correspondence, not to exceed 500 letters	New	500	500	500	500	500	500	500

DEPARTMENTAL BUDGET AND RESOURCES											
	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	2015/16 Expenditure	2015/16 Income
Revenue £'000s	4,402	4,677	4,677	4,677	4,677	4,677	4,677	4,677	4,677	4,677	4,677
Expenditure	2,362	2,476	2,476	2,476	2,476	2,476	2,476	2,476	2,476	2,476	2,476
Employees	685	685	685	685	685	685	685	685	685	685	685
Premises	150	155	155	155	155	155	155	155	155	155	155
Transport	218	229	229	229	229	229	229	229	229	229	229
Supplies & Services	180	225	225	225	225	225	225	225	225	225	225
3rd party payments	0	0	0	0	0	0	0	0	0	0	0
Transfer payments	747	832	832	832	832	832	832	832	832	832	832
Support services	51	71	71	71	71	71	71	71	71	71	71
Depreciation	0	0	0	0	0	0	0	0	0	0	0
Revenue £'000s	11,457	12,182	12,182	12,182	12,182	12,182	12,182	12,182	12,182	12,182	12,182
Income	0	0	0	0	0	0	0	0	0	0	0
Government grants	0	0	0	0	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0	0	0	0	0
Customer & client receipts	11,457	12,182	12,182	12,182	12,182	12,182	12,182	12,182	12,182	12,182	12,182
Recharges	0	0	0	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0	0
Capital Funded Net Budget	-7,055	-7,055	-7,055	-7,055	-7,055	-7,055	-7,055	-7,055	-7,055	-7,055	-7,055
Capital Budget £'000s	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000

2015/16 Expenditure

2015/16 Income

**Summary of major budget etc. changes**

2015/16

2016/17

2017/18

2018/19

EN05=£37K; EV02=£4K; EV11=£125K  
Add 12 FTEs (2.5 to 04.5 total) ME/7 grade admin officers to handle increase in back office volumes with introduction of ANPR camera enforcement £340K

EN02=£226K; EV12=£125K

EV12=£125K

Legend: ● Budget, ● Actual

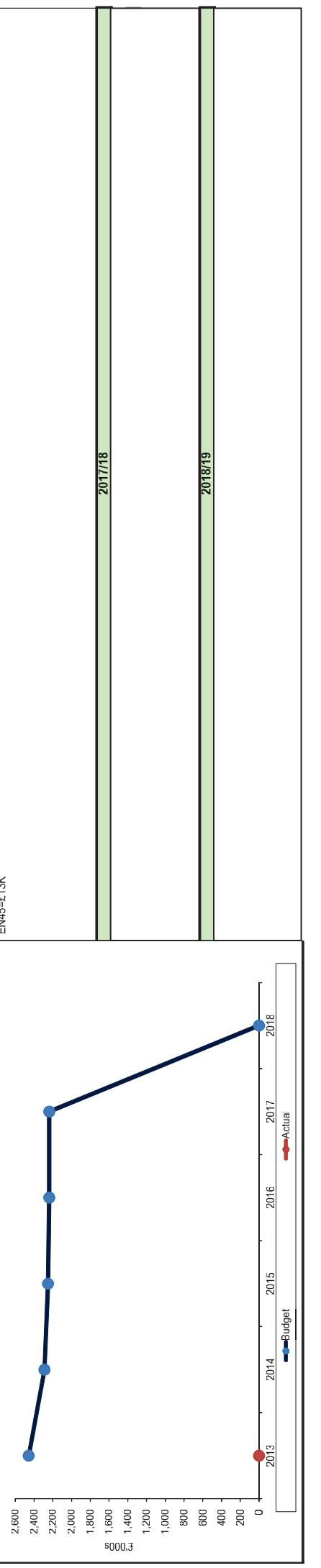
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

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

Parks and Green Spaces	Anticipated demand					Planning Assumptions					The Corporate strategies your service contributes to																																																																																																																							
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Open Spaces Strategy	Children & Young persons Plan	Cultural Strategy	London wide strategy	Capital Programme																																																																																																																	
<b>Cllr Andrew Judge Cabinet Member for Sustainability &amp; Regeneration</b> Enter a brief description of your main activities and objectives below The service manages, maintains and develops Meriton'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 self-management and further embed these principles  Objectives The team's primary objectives in the forthcoming years include the following principal tasks: • increasing income • reducing operational expenditure • maintaining service standards and performance • reducing staff and other delivery requirements • encouraging and facilitating community self-management of sites and facilities • providing project management, support and services on the development and delivery of major open space construction and redevelopment projects • implementation of agreed TOM transformation process outcomes	Increased sport pitch demand	1%	1%	1%	1%	1%	50,000	50,000	55,000	60,000	60,000	Open Spaces Strategy	Children & Young persons Plan	Cultural Strategy	London wide strategy	Capital Programme																																																																																																																		
	Attendance at major community outdoor events (No. of people)	2%	2%	2%	2%	2%	200	205	210	215	220	220																																																																																																																						
Number of funerals at LEM cemeteries	64	83.8	80.3	77.8	73.8	73.8	11	11	11	11	11																																																																																																																							
Accommodation units	19	19	19	19	19	19																																																																																																																												
Transport vehicles																																																																																																																																		
Performance indicator	<table border="1"> <thead> <tr> <th colspan="12">Performance Targets (T) &amp; Provisional Performance Targets (PT)</th> </tr> <tr> <th>2013/14(T)</th> <th>2014/15(T)</th> <th>2015/16(T)</th> <th>2016/17(PT)</th> <th>2017/18(PT)</th> <th>2018/19(PT)</th> <th>2019/20(PT)</th> <th>2013/14(T)</th> <th>2014/15(T)</th> <th>2015/16(T)</th> <th>2016/17(PT)</th> <th>2017/18(PT)</th> </tr> </thead> <tbody> <tr> <td>Residents % satisfaction with parks &amp; green spaces</td> <td>71</td> <td>72</td> <td>73</td> <td>74</td> <td>75</td> <td>76</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> <tr> <td>Young peoples % satisfaction with parks &amp; green spaces</td> <td>70</td> <td>71</td> <td>72</td> <td>73</td> <td>74</td> <td>75</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> <tr> <td>Total LEM cemeteries income £</td> <td>396,000</td> <td>536,000</td> <td>553,000</td> <td>569,000</td> <td>586,000</td> <td>604,000</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> <tr> <td>Total outdoor events income £</td> <td>305,000</td> <td>316,000</td> <td>328,000</td> <td>341,000</td> <td>351,000</td> <td>362,000</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> <tr> <td>Number of Green Flags</td> <td>5</td> <td>5</td> <td>5</td> <td>5</td> <td>5</td> <td>6</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> <tr> <td>Number of outdoor events in parks</td> <td>120</td> <td>130</td> <td>130</td> <td>130</td> <td>130</td> <td>130</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> <tr> <td>Volunteer input in parks management (No. of groups)</td> <td>25</td> <td>30</td> <td>35</td> <td>40</td> <td>45</td> <td>50</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> </tr> </tbody> </table>											Performance Targets (T) & Provisional Performance Targets (PT)												2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)	2018/19(PT)	2019/20(PT)	2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)	Residents % satisfaction with parks & green spaces	71	72	73	74	75	76	High	High	High	High	High	Young peoples % satisfaction with parks & green spaces	70	71	72	73	74	75	High	High	High	High	High	Total LEM cemeteries income £	396,000	536,000	553,000	569,000	586,000	604,000	High	High	High	High	High	Total outdoor events income £	305,000	316,000	328,000	341,000	351,000	362,000	High	High	High	High	High	Number of Green Flags	5	5	5	5	5	6	High	High	High	High	High	Number of outdoor events in parks	120	130	130	130	130	130	High	High	High	High	High	Volunteer input in parks management (No. of groups)	25	30	35	40	45	50	High	High	High	High	High											
Performance Targets (T) & Provisional Performance Targets (PT)																																																																																																																																		
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DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	4,745	0	5,255	5,251	5,251	5,251	0	Residents % satisfaction with parks & green spaces	71	72	73	74	75	76	76
Employees	1,88	1,88	2,202	2,202	2,202	2,202	2,202	Young peoples % satisfaction with parks & green spaces	70	71	72	73	74	75	75
Premises	539	539	713	713	713	713	713	Total LEM cemeteries income £	396,000	536,000	553,000	569,000	586,000	604,000	604,000
Transport	217	217	243	243	243	243	243	Total outdoor events income £	305,000	316,000	328,000	341,000	351,000	362,000	362,000
Supplies & Services	438	438	490	490	490	490	490	Number of Green Flags	5	5	5	5	5	6	6
3rd party payments	1	1	49	49	49	49	49	Number of outdoor events in parks	120	130	130	130	130	130	130
Transfer payments	7	7	7	7	7	7	7	Volunteer input in parks management (No. of groups)	25	30	35	40	45	50	50
Support spaces	1,471	1,471	1,460	1,460	1,460	1,460	1,460								
Depreciation	94	94	85	85	85	85	85								
Revenue £'000s	2,287	0	2,965	3,000	3,013	3,013	0								
Government grants	53	53	53	53	53	53	53								
Reimbursements	44	44	48	48	48	48	48								
Customer & client receipts	1,728	1,728	2,364	2,364	2,367	2,367	2,367								
Recharges	487	487	570	570	570	570	570								
Reserves	-25	-25	-25	-25	-25	-25	-25								
Capital Funded	2,458	0	2,290	2,251	2,238	2,238	2,238								
Council Funded Net Budget	896,640	632,810	250,000	425,000	250,000	250,000	250,000								

Summary of major budget etc. changes 2015/16											
2015/16	2016/17	2017/18	2018/19								
Government grants											
Reimbursements											
Customer & client receipts											
Recharges											
Reserves											
Capital Funded											



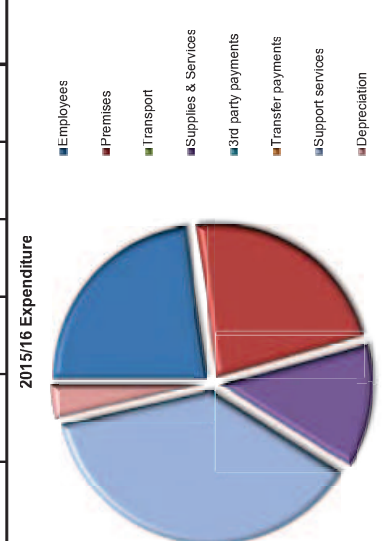


**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**  
**Parks and Green Spaces**

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

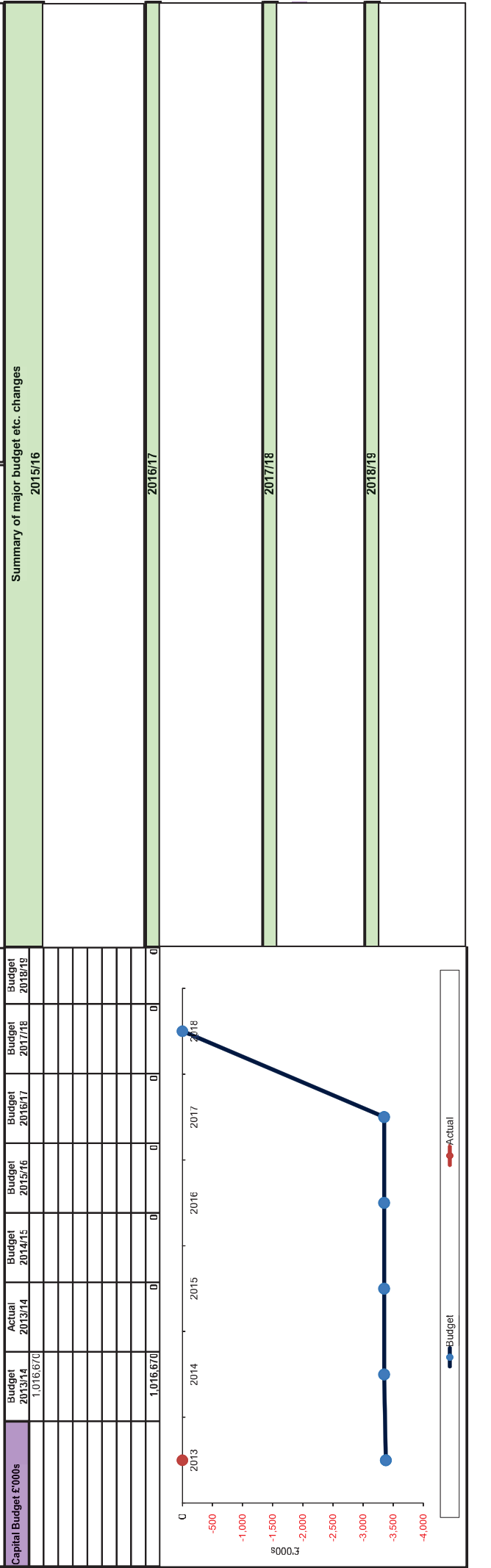
Property	Anticipated demand				Planning Assumptions						The Corporate strategies your service contributes to			
	2013/14	2013/14	2014/15	2015/16	2014/15	2015/16	2016/17	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	
<p><b>Cltr Andrew Judge Cabinet Member for Sustainability &amp; Regeneration</b></p> <p><b>Enter a brief description of your main activities and objectives below</b></p> <p>To ensure that all property transactions provide value for money and comply with statutory control. To maintain an accurate record of the property assets of the council and to provide asset valuations to support the councils accounts. To manage the councils investment portfolio to maximise income, managing the councils asset base to ensure that it has the accommodation of council land by Expenses and Travelers and lead the integrated Project team to deliver a programme of property sales to maximise capital receipts. Community Right to Bid - to manage applications for community assets to be listed and claims for compensation. ToM will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Britain. This may impact on the timing of sales and capital receipts.</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>complete Asset Valuations to timetable agreed with Director of Corporate Services</li> <li>complete the annual budget with minimum budget</li> <li>critically examine operational property to ensure the council has the minimum necessary</li> <li>support the business plan</li> <li>maximise revenue income by letting vacant property</li> <li>provide timely advice to inform regeneration projects</li> <li>ensure team is arranged to support objectives</li> </ul>	2	10	9	8	5	1	1	1	1	5	5	1	1	
	The number of proposed disposals	2	10	9	8	5	1	1	1	5	5	1	1	
	The number of proposed lettings	30	30	25	21	21	21	21	21	21	21	21	21	
	The number of proposed rent reviews	394	394	394	394	394	394	394	394	394	394	394	394	
	The number of commercial properties	6	6	6	6	6	6	6	6	6	6	6	6	
	<b>Anticipated non financial resources</b>													
	Staff (FTE)	6	6	6	6	6	6	6	6	6	6	6	6	

Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Indicator type	Reporting cycle	Priority	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Capital receipts	5	4.0	3.5	3.5	3.3	3.3	Business critical	Quarterly	High	Loss of income
% Vacancy rate of prop. owned by council	9.8	9.0	8.5	8.5	8.5	8.5	Low	Quarterly	Low	Loss of income
% Debt owed to LHM by tenants inc. businesses	150	150	150	150	150	150	High	Annual	High	Breach statutory duty
Asset Valuations										



### DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	1,188	0	1,182	1,182	1,182	1,182	0
Employees	266	270	270	270	270	270	0
Premises	261	270	270	270	270	270	0
Transport	0	1	1	1	1	1	0
Supplies & Services	121	155	155	155	155	155	0
3rd party payments	7	0	0	0	0	0	0
Transfer payments	518	444	444	444	444	444	0
Support services	14	47	47	47	47	47	0
Depreciation							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Government grants	4,566	0	4,530	4,530	4,530	4,530	0
Reimbursements	18	0	5	5	5	5	0
Customer & client receipts	4,042	4,042	4,042	4,042	4,042	4,042	0
Recharges	502	483	483	483	483	483	0
Reserves	0	0	0	0	0	0	0
Capital funded	-377	0	-3348	-3348	-3348	-3348	0
<b>Council Funded Net Budget</b>							
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	1,016,670	0	0	0	0	0	0



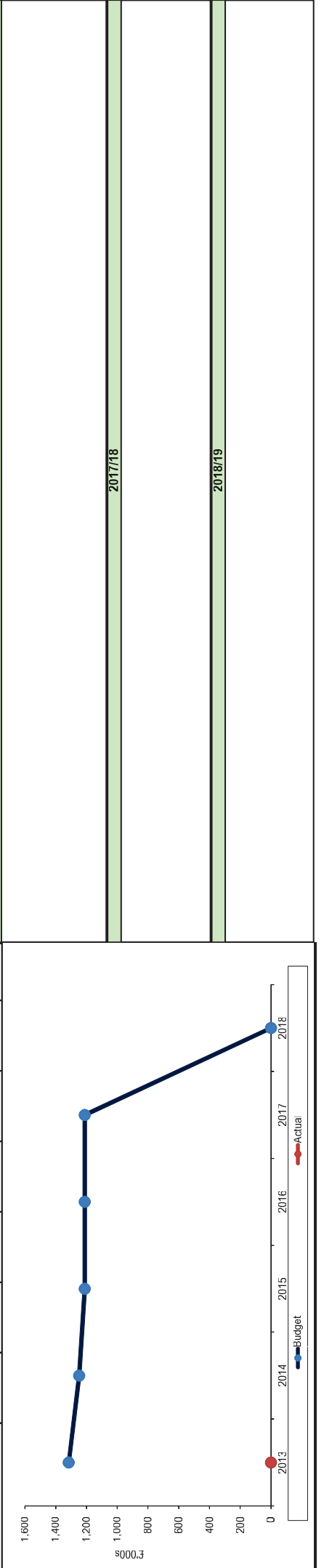
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

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

Safer Merton		Planning Assumptions					The Corporate strategies your service contributes to	
Clir Edith Joan Macaulay Cabinet Member for Engagement & Equality		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Adult Treatment Plan
Enter a brief description of your main activities and objectives below		600	600	600	600	600	600	Anti Social Behaviour
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 fundoc staff. The delivery of Crime and Disorder reduction is achieved through a range of interventions such as:		206,038	208,822	211,568	214,229	216,806	216,806	Central Government
<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>• Off support and commissioning services are part of the teams remit as well as ensuring the services 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 actions around Domestic Violence.</li> </ul> </li> </ul>		117	129	141	153	153	153	Children & Young persons Plan
<ul style="list-style-type: none"> <li>• Reducing the delivery of Crime and Disorder through a range of interventions such as:</li> <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>• Off support and commissioning services are part of the teams remit as well as ensuring the services 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 actions around Domestic Violence.</li> </ul> </li> </ul>		250	275	275	275	275	275	Community Plan
<ul style="list-style-type: none"> <li>• Reducing the delivery of Crime and Disorder through a range of interventions such as:</li> <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>• Off support and commissioning services are part of the teams remit as well as ensuring the services 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 actions around Domestic Violence.</li> </ul> </li> </ul>		25	22	22	22	22	22	Crime & Disorder (partnership plan)
<ul style="list-style-type: none"> <li>• Reducing the delivery of Crime and Disorder through a range of interventions such as:</li> <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>• Off support and commissioning services are part of the teams remit as well as ensuring the services 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 actions around Domestic Violence.</li> </ul> </li> </ul>		25	22	22	22	22	22	E Merton & Mitcham Neighbourhood Renewal

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	2013/14	2014/15	2015/16	2016/17
Expenditure	3,204	0	1,526	1,490	1,490	1,490	0	95	95	95	95
Employees	1,012	840	840	840	840	840	0	95	95	95	95
Premises	4	2	2	2	2	2	0	36	36	37	37
Transport	7	7	7	7	7	7	0	41	40	39	39
Supplies & Services	179	179	143	143	143	143	0	43	42	41	41
3rd party payments	1,568	129	129	129	129	129	0	50	49	48	48
Transfer payments	0	0	0	0	0	0	0	117	129	141	153
Support services	330	230	230	230	230	230	0	46	46	46	46
Depreciation	104	139	139	139	139	139	0	27	27	27	27
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	33	32	31	30
Income	1,888	278	278	278	278	278	0	30	31	32	33
Government grants	317	70	70	70	70	70	0	31	32	33	33
Reimbursements	1,538	202	202	202	202	202	0	44	43	42	41
Customer & client receipts	6	6	6	6	6	6	0	51	50	49	48
Recharges	0	0	0	0	0	0	0	46	46	46	46
Reserves	28	0	0	0	0	0	0	27	27	27	27
Capital Funded	1,316	0	1,248	1,212	1,212	1,212	0	33	32	31	30
Council Funded Net Budget	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	30	31	30	29
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	30	31	30	29
	25,000	145,000	145,000	145,000	145,000	145,000	145,000	30	31	30	29
	25,000	145,000	145,000	145,000	145,000	145,000	145,000	30	31	30	29

2015/16 Expenditure		2015/16 Income	
<ul style="list-style-type: none"> <li>Employees</li> <li>Premises</li> <li>Transport</li> <li>Supplies &amp; Services</li> <li>3rd party payments</li> <li>Transfer payments</li> <li>Support services</li> <li>Depreciation</li> </ul>	<ul style="list-style-type: none"> <li>Government grants</li> <li>Reimbursements</li> <li>Customer &amp; client receipts</li> <li>Recharges</li> <li>Reserves</li> <li>Capital Funded</li> </ul>	<ul style="list-style-type: none"> <li>Employees</li> <li>Premises</li> <li>Transport</li> <li>Supplies &amp; Services</li> <li>3rd party payments</li> <li>Transfer payments</li> <li>Support services</li> <li>Depreciation</li> </ul>	<ul style="list-style-type: none"> <li>Government grants</li> <li>Reimbursements</li> <li>Customer &amp; client receipts</li> <li>Recharges</li> <li>Reserves</li> <li>Capital Funded</li> </ul>



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: Risk limitation of future grant loss	To meet legislative requirements		4	2	8
Start date 2013-14	Project Details: Finding ways to limit the impact of the loss of grants from central government and Mayors office.					
End date on going						
<b>Project 2</b>	Project Title: ASB changes	To meet legislative requirements		4	3	12
Start date 2012-13	Project Details: This is the changes in definition regarding Anti-Social Behaviour (although this is still awaiting defining from Central Government)					
End date on going						
<b>Project 3</b>	Project Title:					
Start date	Project Details:					
End date						
<b>Project 4</b>	Project Title:					
Start date	Project Details:					
End date						
<b>Project 5</b>	Project Title:					
Start date	Project Details:					
End date						
<b>Project 6</b>	Project Title:					
Start date	Project Details:					
End date						
<b>Project 7</b>	Project Title:					
Start date	Project Details:					
End date						
<b>Project 8</b>	Project Title:					
Start date	Project Details:					
End date						
<b>Project 9</b>	Project Title:					
Start date	Project Details:					
End date						
<b>Project 10</b>	Project Title:					
Start date	Project Details:					
End date						

Street Cleaning	Planning Assumptions										2018/19
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					
<b>CLR Judy Saunders Cabinet Member for Performance &amp; Implementation</b>											
<b>Anticipated demand</b>											
Population	206,038	208,822	211,568	214,229	216,806	218,490					
Increased housing density	80,890	81,000	81,400	81,800	82,100	82,500					
<b>Anticipated non financial resources</b>											
Staff (FTE)	103	103	103	103	103	103					
Transport	26	26	26	26	26	26					
<b>Performance indicator</b>											
% Residents satisfied with street cleanliness	58	60	62	63	64	65					
% Sites surveyed below standard for litter	8.5	7.5	7	6	5	4					
% Sites surveyed below standard for graffiti	12.5	11.5	11	10.5	10	9					
% Sites surveyed below standard for weeds	5.5	5.0	4.5	4.0	3.5	3					
Number of fly tips reported	3300	3200	3100	3000	2900	2800					
Days lost through sickness per FTE	12	10	9	8	7	6					
% Sites surveyed below standard for flyposting	1	1	1	1	1	1					

DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	5,094	5,296	5,301	5,303	5,303	5,303	5,303	0	5,094	5,296	5,301	5,303	5,303	5,303	5,303
Employees	3,363	3,313	3,313	3,313	3,313	3,313	3,313	0	3,363	3,313	3,313	3,313	3,313	3,313	3,313
Premises	231	231	231	231	231	231	231	0	231	231	231	231	231	231	231
Transport	288	492	492	492	492	492	492	0	288	492	492	492	492	492	492
Supplies & Services	167	139	142	144	144	146	146	0	167	139	142	144	144	146	146
3rd party payments	152	1,168	1,168	1,168	1,168	1,168	1,168	0	152	1,168	1,168	1,168	1,168	1,168	1,168
Transfer payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Support services	1,057	0	0	0	0	0	0	0	1,057	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue £'000s	231	231	231	231	231	231	231	0	231	231	231	231	231	231	231
Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Government grants	0	0	0	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	0	0	0
Customer/client receipts	231	231	231	231	231	231	231	0	231	231	231	231	231	231	231
Recharges	0	0	0	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	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>4,863</b>	<b>5,065</b>	<b>5,070</b>	<b>5,072</b>	<b>5,072</b>	<b>5,072</b>	<b>5,072</b>	<b>0</b>	<b>4,863</b>	<b>5,065</b>	<b>5,070</b>	<b>5,072</b>	<b>5,072</b>	<b>5,072</b>	<b>5,072</b>

### 2015/16 Expenditure

### 2015/16 Income

### Summary of major budget etc. changes 2015/16

### 2016/17

### 2017/18

### 2017/18

### 2018/19

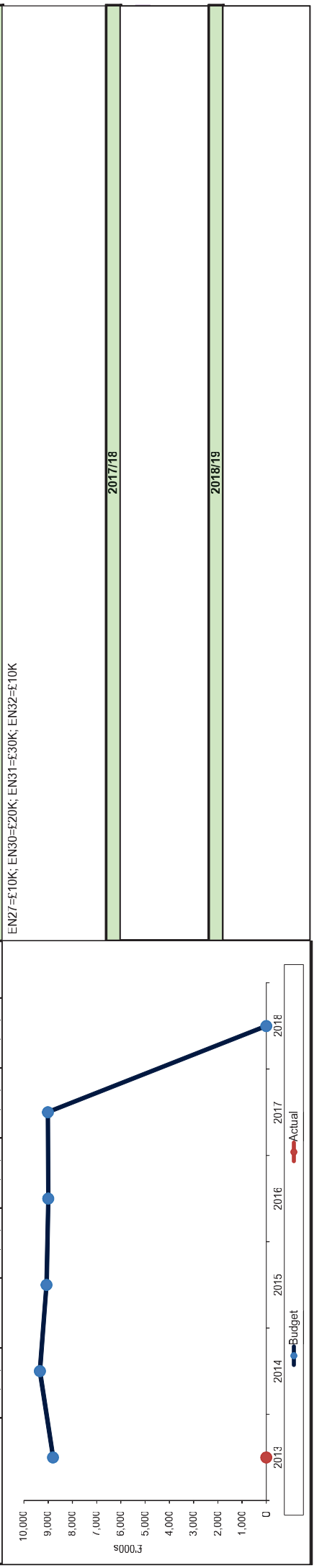
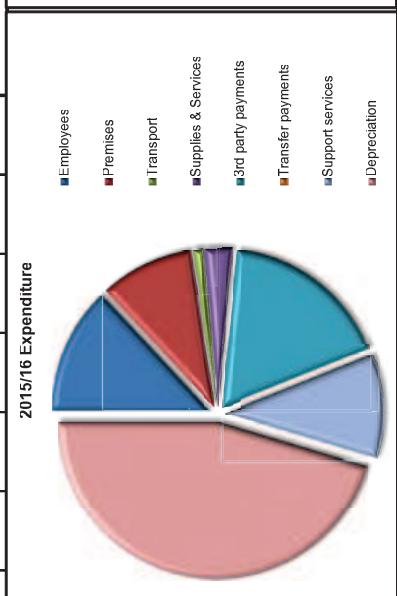
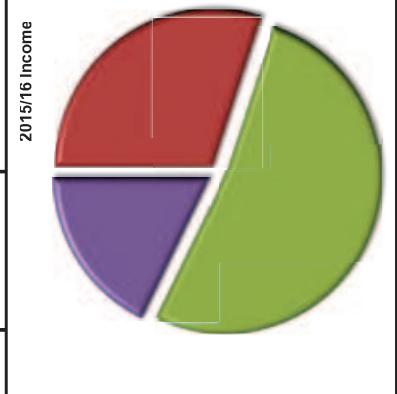
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

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

Traffic & Highways		Anticipated demand		Planning Assumptions					The Corporate strategies your service contributes to					
Clr Andrew Judge Cabinet Member for Sustainability & Regeneration		Street lights		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					
Enter a brief description of your main activities and objectives below		Number of trees to be maintained		12.6/3	12.6/3	12.6/3	12.6/3	12.6/4	16.7/1	Road Safety Plan				
The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assets with its responsibilities as a Local Planning Authority and assets in the delivery of the Community Plan vision. It maintains 12.6/3 street lights, 363.5kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.		Network Maintenance and Improvement		16.5/0	16.6/4	16.7/0	16.7/0	16.7/1	16.7/1	Local Transport Plan				
The main aims of the service are to:		Number of Streetwork Permits issued		11.650	18.000	18.000	18.000	18.000	18.000	Local Implementation Plan				
<ul style="list-style-type: none"> <li>Ensure the safe and expeditious movement of all traffic on the Highway Network.</li> <li>Improve the condition of the highway network</li> <li>Improve the Public Realm</li> <li>Improve the Street Scene</li> <li>Improve the quality of life of local residents</li> </ul>		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Capital Programme				
<ul style="list-style-type: none"> <li>Staff (FTE)</li> </ul>		Staff (FTE)		38	38	35	35	35	35	Local Development Framework				
Objectives		Performance indicator		Performance targets (1) & Provisional Performance targets (P1)					Indicator-type		Main impact if indicator not met			
<ul style="list-style-type: none"> <li>Avg days taken to repair out of light Lamp Columns</li> <li>% response to Emergency Callouts (within 2 hrs)</li> <li>% Streetworks permitting determined</li> <li>% Streetworks inspections completed</li> <li>% of Condition Surveys completed on time</li> <li>% of Condition Surveys - Unclassified Roads Detectiveness</li> <li>Carmageway Condition - Detectiveness Condition Indicator</li> <li>Footway condition - Detectiveness Condition Indicator</li> </ul>		<ul style="list-style-type: none"> <li>New</li> <li>100</li> <li>98</li> <li>32</li> <li>96</li> <li>90%</li> <li>New</li> <li>New</li> </ul>		<ul style="list-style-type: none"> <li>2013/14/1</li> <li>2014/15/1</li> <li>2015/16/1</li> <li>2016/17/1</li> <li>2017/18/1</li> <li>2018/19/1</li> </ul>					<ul style="list-style-type: none"> <li>Quality</li> <li>Quality</li> <li>Quality</li> <li>Quality</li> <li>Unit cost</li> <li>Quality</li> <li>Quality</li> <li>Quality</li> </ul>		<ul style="list-style-type: none"> <li>Quarterly</li> <li>Monthly</li> <li>Monthly</li> <li>Quarterly</li> <li>Monthly</li> <li>Annual</li> <li>Annual</li> <li>Annual</li> </ul>		<ul style="list-style-type: none"> <li>Reduced customer service</li> <li>Increased costs</li> <li>Loss of income</li> <li>Loss of income</li> <li>Reduced customer service</li> <li>Increased costs</li> <li>Increased costs</li> <li>Increased costs</li> </ul>	

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s		Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19			
Expenditure		11,420	0	12,127	11,856	11,792	11,808	0			
Employees		1,622		1,633	1,543	1,544	1,544				
Premises		1,274		1,138	1,138	1,100	1,100				
Transport		120		131	131	131	131				
Supplies & Services		252		326	327	307	307				
3rd party payments		1,914		2,058	2,074	2,059	2,075				
Transfer payments		0		0	0	0	0				
Support services		1,294		1,258	1,258	1,259	1,259				
Depreciation		4,936		5,384	5,384	5,384	5,384				
Revenue		2,619	0	2,787	2,787	2,797	2,797	0			
Income		0		0	0	0	0				
Government grants		624		837	837	847	847				
Reimbursements		1,438		1,453	1,453	1,453	1,453				
Customer & client receipts		559		497	497	497	497				
Recharges											
Reserves											
Capital Funded		8,801	0	9,340	9,069	8,995	9,011	0			
Council Funded Net Budget											
Capital Budget £'000s		Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19			
Traffic & Parking Management		282,000		135,000	135,000	150,000	156,000				
Highways Gen Planned Works		471,470		412,000	412,000	419,000	419,000				
Footways Planned Works		1,065,390		1,000,000	1,000,000	1,000,000	1,000,000				
Street Lighting		644,580		410,000	200,000	482,000	290,000				
Street Scene		339,450		315,000	315,000	60,000	60,000				
Highways Planned Road Works		1,590,000		1,500,000	1,500,000	1,500,000	1,500,000				
Transport For London		2,460,990		1,927,000	1,310,000	1,271,000					
Total		6,853,890	0	5,899,670	4,872,000	4,862,000	3,425,000	0			

Summary of major budget etc. changes		2015/16		2016/17		2017/18		2018/19	
EN29=£252K		EN29=£252K		EN29=£252K		EN27=£10K; EN30=£20K; EN31=£30K; EN32=£10K			





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>						
Start date	2013-14	Flood and Water Management Schemes				
End date	2014-15	Development and adoption of Local Flood Risk Management Strategy		1	1	1
<b>Project 2</b>						
Start date	2013-14	Delivery of Mitcham Town Centre scheme				
End date	2015-16	Major improvement to road network around Mitcham Town Centre		4	3	12
<b>Project 3</b>						
Start date	2014-15	Ride London				
End date	2014-15	Delivery of London - Surrey Cycle Road Race		1	1	1
<b>Project 4</b>						
Start date	31/01/2015	Mobile Working				
End date	31/03/2015	Implement Mobile working solution across Traffic and Highway		2	2	4
<b>Project 5</b>						
Start date		On-line self Service System				
End date		Move to on-line self service system		2	2	4
<b>Project 6</b>						
Start date		Home Zones				
End date		Roll out of Home Zones across the borough		2	1	3
<b>Project 7</b>						
Start date		Mini Holland				
End date		Delivery of Mini Holland Cycling proposals		2	2	4
<b>Project 8</b>						
Start date		20mph Limits / Zones				
End date		Development of Policy to inform a decision on future speed management in Merton		2	2	4
<b>Project 9</b>						
Start date						
End date						
<b>Project 10</b>						
Start date						
End date						



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

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



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>	<b>Project Title:</b> Closer working with Merton Community Transport	<b>MAJOR EXPECTED OUTCOME</b> More efficient way of working		2	2	4
Start date	2012-13					
End date	on going					
<b>Project 2</b>	<b>Project Title:</b> Tachograph Facility	<b>MAJOR EXPECTED OUTCOME</b> Income generation		2	2	4
Start date	2012-13					
End date	2014-15					
<b>Project 3</b>	<b>Project Title:</b> Office new build	<b>MAJOR EXPECTED OUTCOME</b> Select one major outcome				0
Start date						
End date						
<b>Project 4</b>	<b>Project Title:</b>					
Start date						
End date						
<b>Project 5</b>	<b>Project Title:</b>					
Start date						
End date						
<b>Project 6</b>	<b>Project Title:</b>					
Start date						
End date						
<b>Project 7</b>	<b>Project Title:</b>					
Start date						
End date						
<b>Project 8</b>	<b>Project Title:</b>					
Start date						
End date						
<b>Project 9</b>	<b>Project Title:</b>					
Start date						
End date						
<b>Project 10</b>	<b>Project Title:</b>					
Start date						
End date						



**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>Project Title:</b> South London waste partnership (phase B)					
<b>Start date</b> 2012-13	<b>Project Details:</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. Interim service commencing on 1 April 2014	More efficient way of working		2	4	8
<b>End date</b> 2014-15						
<b>Project 2</b>	<b>Project Title:</b> Improved enforcement regime to support time-banding in town centres					
<b>Start date</b> 2013-14	<b>Project Details:</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>End date</b> 2014-15						
<b>Project 3</b>	<b>Project Title:</b> Mobile technology including GPS and in cab monitors					
<b>Start date</b> 2014-15	<b>Project Details:</b> Procurement and introduction of the GPS, driver behavioural management, route optimisation system	More efficient way of working		3	2	6
<b>End date</b> 2015-16						
<b>Project 4</b>	<b>Project Title:</b> Double shift garden waste collection vehicles reduce 2 x vehicles					
<b>Start date</b> 2015-16	<b>Project Details:</b> Issues with disposal licences may cause a delay to the commencement date of this project.	More efficient way of working		3	2	6
<b>End date</b> 2016-17						
<b>Project 5</b>	<b>Project Title:</b> LWARB efficiency review of Domestic waste collections					
<b>Start date</b> 2014-15	<b>Project Details:</b> Review of existing service to ensure we have the most efficient service and consider options for the future.	More efficient way of working		2	2	4
<b>End date</b> 2014-15						
<b>Project 6</b>	<b>Project Title:</b> South London waste partnership (phase C)					
<b>Start date</b> 2014-15	<b>Project Details:</b> It is by no means certain of the outcome of Phase C project, however a joint working group has been formed within the partnership to investigate the feasibility of shared services, and to propose possible business models to support the agreed outcomes.	More efficient way of working		3	2	6
<b>End date</b> 2017-18	The timeline for Phase "C" is estimated to be at least four years.					
<b>Project 7</b>	<b>Project Title:</b> SLWP HRRC Procurement					
<b>Start date</b> 2013-14	<b>Project Details:</b> The planned re-procurement of the HWRC contract / return of Garth Road Transfer Station	More efficient way of working		3	2	6
<b>End date</b> 2014-15						
<b>Project 8</b>	<b>Project Title:</b> Waste Framework procurement					
<b>Start date</b> 2014-15	<b>Project Details:</b> A project for procurement of a Framework Agreement for non-guaranteed tonnages across different waste streams, to achieve better pricing from materials in the medium term.	More efficient way of working		3	2	6
<b>End date</b> 2014-15						
<b>Project 9</b>	<b>Project Title:</b>					
<b>Start date</b>	<b>Project Details:</b>					0
<b>End date</b>						
<b>Project 10</b>	<b>Project Title:</b>					
<b>Start date</b>	<b>Project Details:</b>					0
<b>End date</b>						

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