## Agenda Item 6

### Committee: Children and Young People Overview and Scrutiny Panel

4<sup>th</sup> November 2014

# Sustainable Communities Overview and Scrutiny Panel

11<sup>th</sup> November 2014

### Healthier Communities & Older People Overview and Scrutiny Panel

12<sup>th</sup> November 2014

### **Overview and Scrutiny Commission**

25<sup>th</sup> November 2014

Agenda item:

Wards:

Subject: Business Plan Update 2015-2019

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

Contact officer: Paul Dale

Forward Plan reference number:

#### **Recommendations:**

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

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

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



#### 2. Details - Revenue

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

**RESOLVED:** That

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

#### 3. Alternative Options

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

#### 4. Capital Programme 2015-19

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

#### 5. Consultation undertaken or proposed

5.1 Further work will be undertaken as the process develops.



#### 6. Timetable

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

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

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

#### 8. Legal and statutory implications

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

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

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

#### 10. Crime and Disorder implications

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

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

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

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

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

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



#### **BACKGROUND PAPERS**

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

Budget files held in the Corporate Services department.

2014/15 Budgetary Control and 2013/14 Final Accounts Working Papers in the Corporate Services Department. Budget Monitoring working papers MTFS working papers

#### 13. **REPORT AUTHOR**

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## Cabinet

#### Date: 20 October 2014

Subject: Business Plan 2015-19 Lead officer: Caroline Holland – Director of Corporate Services Lead member: Councillor Mark Allison – Deputy Leader and Cabinet Member for Finance

Contact Officer: Paul Dale

#### Urgent report:

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

#### **Recommendations:**

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

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

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

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

#### Details

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

#### 2.1 Background

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

(cumulative	2014/15	2015/16	2016/17	2017/18
figures)	£000	£000	£000	£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	807	2,018	3,228	4,439
(cumulative £000)				
Revised pay inflation (%)	1%	1.5%	1.5%	1.5%
Revised estimate	837	2,093	3,349	4,605
(cumulative £000)				
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 <u>Inflation > 1.5%:</u>

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	2016/17	2017/18	2018/19
	£000	£000	£000	£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.	2015/16	2016/17	2017/18	2018/19
increase	£000	£000	£000	£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	Based on	Difference
	in MTFS	2013/14	
		Actual	
	£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	2015/16	2016/17	2017/18	2018/19
increase	£000	£000	£000	£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 <u>Funding Forecast for 2015/16</u> 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 <u>Funding Forecasts for 2016/17 to 2018/19</u> 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	2015/16	2016/17	2017/18	2018/19
Assessment	£000	£000	£000	£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	2016/17	2017/18	2018/19
	£000	£000	£000	£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	Estimated	Total
	surplus/	surplus/	surplus/
	(deficit) as at	(deficit) as at	(deficit) as
	31/03/14	31/03/14	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/	Surplus/	Total
	(deficit) as at	(deficit) as at	surplus/
	31/03/14	31/03/14	(deficit) as
	Outturn	Outturn	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/	Surplus/	Total
	(deficit) as at	(deficit) as at	surplus/
	31/03/14	31/03/14	(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	Outturn	Surplus/
	Surplus/	Surplus/	(deficit) as
	(deficit) as at	(deficit) as at	at 31/03/14
	31/03/14	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	2015/16	2016/17	2017/18	2018/19
figures)	£000	£000	£000	£000
Budget Gap	732	10,763	24,041	32,068

- 2.8.2 A more detailed MTFS is included as Appendix 1. As can be seen from paragraph 2.4 of this report, the gap in 2015/16 is equivalent to an increase in income for fees of charges of 2%. However, where departments are unable to increase income at this time, savings proposals can be substituted in their place. The extent to which income/savings cannot be raised to balance the budget in 2015/16, will be met by re-profiling reserves but clearly this is a short-term fix as they can only be used once and departments will be required to meet their targets at a later date over the period of the MTFS.
- 2.8.3 The gap over the four year period is about £32m which is substantial and reflects the latest projections of government funding. There are risks involved from the current economic situation which may increase the gap and similarly, use of reserves to fund the gap only provides one-off funding and there is still a necessity to find ongoing savings in future years to maintain a balanced budget.
- 2.8.4 The flexibility introduced to enable service departments to look at income increases and savings proposals together should result in more effective planning. It still ensures that the capacity of each department to generate income and identify expenditure reductions is reflected in the targets set.
- 2.8.5 A summary of the targets analysed over savings targets previously set but not met, new savings targets based on controllable expenditure, and income targets based on latest income capacity is included as Appendix 3.

#### 2.9 Summary

- 2.9.1 There has been a substantial improvement in the council's strategic approach to business planning in recent years and it is important that this is maintained. Planning should be targeted towards the achievement of a balanced budget over the four year MTFS period rather than on a single year as has been the norm previously. The progress made in reducing the gap to more manageable levels has to be continued this year.
- 2.9.2 Progress made in recent years in identifying savings over the whole period of the MTFS has reduced pressure on services to make short-term, non-strategic cuts. However, because there is still a sizeable gap over the four year period, there is a need to set savings targets aimed at eliminating this gap.

#### 3. Approach to Setting a Balanced Budget

- 3.1 This is the initial report on the business planning process for 2015/16 and there is a great deal of work to be done, including the following key areas that are expected to be at the forefront.
  - a) Review of Outturn 2013/14 and Current Budget and Spending 2014/15

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

b) Review of Central Items

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

c) Further Departmental Savings/Income Targets

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

d) Review of funding

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

e) <u>Capital Programme 2015-19</u> Changes in the capital programme may arise due to slippage, reprofiling and addition/deletion of schemes. This will have an impact on the capital financing costs of the programme. There is a more detailed analysis and discussion of capital related issues in Section 4 of this report.

#### 3.2 Formula Grant and Business Rates Retention

- 3.2.1 Further analysis and review in the current year will be undertaken to try to improve forecasting, particularly over the longer term.
- 3.3. Localising support for Council Tax/Technical Reforms of Council Tax
- 3.3.1 Any continuing impact of these changes will be assessed during the year and any adjustments to the MTFS will be made accordingly.

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

- 3.4.1 The draft budget gap in 2015/16 is currently balanced assuming use of reserves of c.£4m and that departments achieve their income targets. However, it is also dependent on c. £13 m of pre agreed savings being achieved in 2014/15 and 2015/16. It is imperative that firm discipline is maintained in delivering these and departments should be beginning the planning for delivering 2015/16 savings now. Where difficulties are foreseen with any 2014/15 or 2015/16 savings then alternative measures must be identified before the 2015/16 budget is set.
- 3.4.2 If the outstanding savings and income targets are delivered then it may remain possible to balance 2015/16 without requiring further service savings in that year through the impact of changes in capital financing, potential grant income and adjusting profiling of planned use of reserves set aside to balance the budget. Some aspects of this have been built into the latest MTFS model but more work is required.
- 3.4.4 Savings will however be required to balance budgets from 2016/17 onwards and targets will need to be set for this and options brought forward during the budget process.
- 3.4.5 It should also be recognised that in setting the 2014/15 budget not all savings targets were achieved. Prior to modelling options against the controllable budgets will be the identification by departments of the underachieved 2014/15 and future year targets where reductions were not agreed by members.
- 3.4.6 Last year the savings targets set were:-

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
Corporate Services	0	296	1,507	1,265	3,068
Children, Schools and Families	0	265	1,344	1,129	2,738
Environment and Regeneration	0	645	3,276	2,752	6,673
Community and Housing	0	491	2,492	2.093	5,076
Total Savings	0	1,697	8,619	7,239	17,555
Cumulative	0	1,697	10,316	17,555	

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

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

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

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

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

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

- 3.5.1 In addition, work has been undertaken to revise the controllable budgets for each department, based on the 2014/15 budgets set. These can be used to allocate savings to balance the budget over the MTFS period.
- 3.5.2 The controllable budgets for each department, including weightings used as for previous years which reduce the impact on Adult Social Care, Children's Social Care and vulnerable groups, are set out in the following table:-

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

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

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

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

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

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

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

#### 3.6 **Replacement Savings**

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

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

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

#### 3.6.3 Proposed Amendments to Previously Agreed Savings

#### Children, Schools and Families

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

#### Environment and Regeneration

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

#### Community and Housing

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

Equalities impact assessments will be available for scrutiny where required.

#### 3.6.4 Summary

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

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

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

- 4.1 Since the capital programme was approved by Council in March 2014 and the revenue implications built into the MTFS, there have been a number of amendments arising from outturn 2013/14, monthly monitoring and a review by project holders. There has been a great deal of effort made to ensure that the capital programme set is realistic, affordable and achievable within the capacity available. This has been accompanied by improved financial monitoring and modelling of the programme's costs over the period of the MTFS which has enabled the budgets for capital financing costs to be reduced and therefore scarce resources to be utilised more effectively.
- 4.2 It is important to ensure that the revenue and capital budgets are integrated and not considered in isolation. The revenue implications of capital expenditure can quickly grow if the capital programme is not contained within the Council's capacity to fund it over the longer term. For example, the capital financing costs of funding £1m (on longer-life assets and short-life assets financed in 2015/16) for the next four years of the MTFS would be approximately:

Capital financing costs of	2015/16	2016/17	2017/18	2018/19
£1m over the MTFS period	£000	£000	£000	£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	2016/17	2017/18	2018/19
	£000	£000	£000	£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	2016/17	2017/18	2018/19
	£000	£000	£000	£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) <u>Review of CSF Expansion Programme</u>

	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£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) <u>Non-School Expansion Schemes</u> 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	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000	£000
Capital Programme:					
- As approved by Council	54,545	38,787	33,927	29,040	34,767
- Revised Position with Slippage	49,717	48,016	37,320	28,521	29,579
revisions and new schemes					
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

#### 16. **REPORT AUTHOR**

Name: Paul Dale
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	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Departmental Base Budget 2014/15	144,420	144,420	144,420	144,420
Inflation (Pay, Prices)	3,179	6,778	10,380	13,979
Autoenrolment/Nat. ins changes	0	1,000	2,000	2,000
FYE – Previous Years Savings	(4,252)	(9,149)	(10,576)	(10,576)
Replacement Savings	340	100	100	100
Income – Additional Fees/Charges	0	0	0	0
Growth	1,000	1,000	1,000	1,000
Revenuisation	(510)	(612)	(612)	(612)
Taxi card/Concessionary Fares	437	887	1,337	1,787
Education Services Grant	654	654	654	654
NHS t/f of Social Care Funding	(100)	(100)	(100)	(100)
Other (inc. reduced service grants)	409	730	800	873
Re-Priced Departmental Budget	145,577	145,708	149,403	153,525
Treasury/Capital financing	13,764	14,679	16,061	17,555
Pensions	4,205	4,395	4,592	4,799
Other Corporate items	(11,393)	(12,098)	(12,097)	(12,097)
Levies	637	637	637	637
Sub-total: Corporate provisions	7,213	7,613	9,193	10,894
	152,790	153,321	158,596	164,420
BUDGET REQUIREMENT	152,790	155,521	100,000	104,4201
			,	,
Eunded by:			,	, , ,
Funded by: Revenue Support Grant	(30,136)	(24 107)		
Revenue Support Grant	(30,136)	(24,107)	(15,933)	(11,988)
Revenue Support Grant Business Rates (inc. Section 31 grant)	(33,961)	(33,931)	(15,933) (35,155)	
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16	(33,961) (868)	(33,931) 0	(15,933) (35,155) 0	(11,988) (36,515) 0
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant	(33,961) (868) (4,797)	(33,931) 0 (4,797)	(15,933) (35,155) 0 (4,797)	(11,988) (36,515) 0 (4,797)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus	(33,961) (868) (4,797) (2,487)	(33,931) 0 (4,797) (2,000)	(15,933) (35,155) 0 (4,797) (2,000)	(11,988) (36,515) 0 (4,797) (2,000)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC	(33,961) (868) (4,797) (2,487) (75,912)	(33,931) 0 (4,797) (2,000) (76,290)	(15,933) (35,155) 0 (4,797) (2,000) (76,670)	(11,988) (36,515) 0 (4,797)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit	(33,961) (868) (4,797) (2,487) (75,912) 421	(33,931) 0 (4,797) (2,000) (76,290) 0	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC	(33,961) (868) (4,797) (2,487) (75,912)	(33,931) 0 (4,797) (2,000) (76,290)	(15,933) (35,155) 0 (4,797) (2,000) (76,670)	(11,988) (36,515) 0 (4,797) (2,000)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b>	(33,961) (868) (4,797) (2,487) (75,912) 421	(33,931) 0 (4,797) (2,000) (76,290) 0	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739)	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125)	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555)	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 (132,352)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b>	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739)	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125)	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555)	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 (132,352)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b> GAP excluding Use of Reserves (Cumulative)	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125) 12,196	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 <b>(132,352)</b> <b>32,068</b>
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b> GAP excluding Use of Reserves (Cumulative) - Use of Reserves GAP including Use of Reserves (Cumulative)	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125) 12,196	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 <b>(132,352)</b> <b>32,068</b>
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b> GAP excluding Use of Reserves (Cumulative) - Use of Reserves	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051 (4,319) (4,319) 732 0	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125) 12,196 (1,433) (1,433) 10,763 (7,661)	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 <b>(132,352)</b> <b>32,068</b>
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b> GAP excluding Use of Reserves (Cumulative) - Use of Reserves GAP including Use of Reserves (Cumulative)	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051 (4,319) (4,319) 732 0	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125) 12,196 (1,433) (1,433)	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041 0 24,041	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 (132,352) 32,068
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit <b>TOTAL FUNDING</b> GAP excluding Use of Reserves (Cumulative) - Use of Reserves GAP including Use of Reserves (Cumulative) - Savings – 2014/15 shortfall	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051 (4,319) (4,319)	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125) 12,196 (1,433) (1,433) 10,763 (7,661)	(15,933) (35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041 0 24,041 (13,473)	(11,988) (36,515) 0 (4,797) (2,000) (77,052) 0 <b>(132,352)</b> <b>32,068</b> (13,473)

#### **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

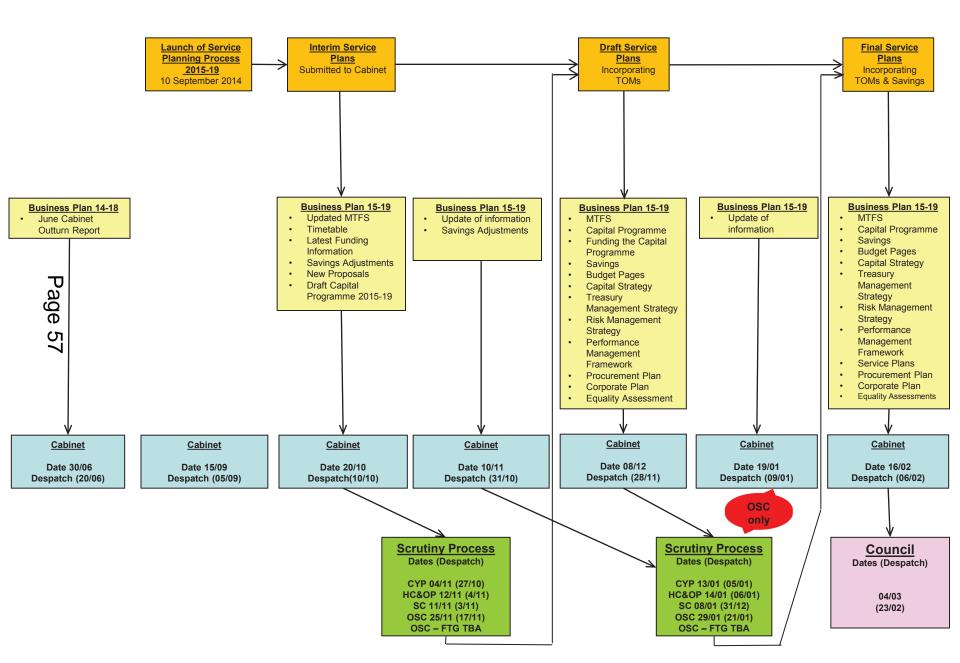
- 1. This consultation seeks views on detailed technical proposals for the local government finance settlement for 2015-16.
- 2. The main areas covered concerns those announced in the Spending Round 2013 for 2015-16 including:-
  - continued compensation for the reduced income from business rates as 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."
- 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**

					1
TOTAL SAVINGS REQUIRED ALLOCATED TO DEPARMENTS	Balance of 2014/15 Savings	New Savings	Income Targets	Total	
	£000	£000	£000	£000	
Corporate Services	1,872	3,148	376	5,396	
Children, Schools and Families	2,356	2,367	220	4,943	
Environment and Regeneration	5,888	4,508	1,452	11,848	
Community and Housing	3,457	5,544	880	9,881	
Total Savings	13,573	15,567	2,928	32,068	
Cumulative	13,573	29,140	32,068		
	2015/16	2016/17	2017/18	2018/19	
BALANCE OF 2014/15 SAVINGS	£000	£000	£000	£000	Total £000
Corporate Services	0	1,100	772	0	1,872
Children, Schools and Families	0	1,552	804	0	2,356
Environment and Regeneration	0	3,261	2,627	0	5,888
Community and Housing	0	1,848	1,609	0	· · ·
Total Savings	0	7,761	5,812	0	
Cumulative	0	7,761	13,573	13,573	
					•
NEW SAVINGS TARGETS 2015/16	2015/16	2016/17	2017/18		1 I otal £000
	£000	£000	£000		
Corporate Services	0	492	1,309		, i
Children, Schools and Families	0	370	985	,	
Environment and Regeneration	0	705	1,876	1,927	4,508
Community and Housing	0	867	2,307	2,370	5,544
Total Savings	0	2,434	6,477	6,656	15,567
Cumulative	0	2,434	8,911	15,567	
INDICATIVE INCOME TARGETS ALLOCATED	2015/16	2016/17	2017/18		Total £000
TO DEPARMENTS	£000	£000	£000	£000	
Corporate Services	94 55	94 55	94 55	94	
Children, Schools & Families Environment & Regeneration	55	55	55	55	
Community & Housing	363 220	363 220	363 220	363 220	
Total Income	732	732	732	732	
Cumulative	732	1,464	2,196		
		.,	_,	_,	
TARGETS ALLOCATED TO DEPARMENTS TO	2015/16	2016/17	2017/18	2018/19	
BE MET FROM SAVINGS AND INCOME	£000	£000	£000		
Corporate Services	94	1,686	2,175		
Children, Schools & Families	55	1,977	1,844		
Environment & Regeneration	363	4,329	4,866		
Community & Housing	220	2,935	4,136		
Total Income Cumulative	732	10,927	13,021	7,388	
CUMULATIVE	732	11,659	24,680	32,068	

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



#### Proposed Summary Capital Programme 2014-19 and Indicative Programme to 2023/24

Proposed Summary Capital Programme 2014-19 and Indicative Programme to 2023/24								Appendix 5a		
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	Indicatived Budget 21/22	Indicatived 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
	49,717,270	48,016,350	37,319,640	28,520,860	29,579,300	9,978,600	14,000,800	11,698,580	7,087,800	7,102,800

Verton	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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Fotal Corporate Budgets	1,782,500	2,007,000	1,000,000	0	0	0	0	0	0	0
Fotal Buisness 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
btal Resources	333,450	228,250	0	0	0	0	0	0	0	0
otal 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
otal 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
otal 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
Community and Housing										
Fotal Adult Social Care	140,980	0	0	0	0	0	0	0	0	0
Fotal Housing	2,676,740	879,000	784,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Fotal Libraries	0	350,000	550,000	0	0	0	0	0	0	0
Fotal 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
Children, Schools and Families										
Fotal 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
Fotal 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
Fotal SEN	889,800	2,952,140	3,000,000	3,000,000	850,000	850,000	0	0	0	0
Fotal 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
Fotal 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

Appendix 5a

Proposed Summary Capital Programme 2	Proposed Summary Capital Programme 2014-19 and Indicative Programme to 2023/24 Continued									Appendix 5
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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/2
Environment and Regeneration										
Total Footways Planned Works	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,00
Total Greenspaces	966,200	307,780	425,000	250,000	350,000	350,000	350,000	350,000	350,000	350,0
Total Highways General Planned Works	747,390	412,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000	419,0
Total Highways Planned Road Works	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,0
Total Leisure Centres	1,609,290	10,300,000	300,000	300,000	1,800,000	300,000	300,000	300,000	300,000	300,0
Total Other E&R	114,340	300,000	0	0	0	0	0	0	0	
Total On and Off Street Parking	42,910	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	
Total Plans and Projects	130,000	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	290,0
Total Street Scene	375,190	315,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,0
Total Transport for London	2,326,350	1,310,000	1,271,000	0	0	0	0	0	0	
otal Traffic and Parking Management	173,230	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,0
otal Transport and Plant	678,680	5,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,0
tal Safer Merton - CCTV & ASB	0	300,000	300,000	0	0	0	0	0	0	
Total Environmental Health	30,000	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	20,0
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	4,654,00

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

#### Proposed Detailed Capital Programme 2014-19 and Indicative Programme to 2023/24 Continued......

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

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Community and Housing	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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Adult Social Care										
Laptops for Other Staff	61,880	0	0	0	0	0	0	0	0	Ű
CareFirst report Development	14,000	0	0	0	0	0	0	0	0	(
Excel Add-Ins	3,000	0	0	0	0	0	0	0	0	C
Captive E-Learning CareFirst	8,350	0	0	0	0	0	0	0	0	C
Merton Information Portal	0	0	0	0	0	0	0	0	0	C
Adult Social care Collections	10,000	0	0	0	0	0	0	0	0	C
Telehealth	43,750	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	C
Replacement SC System	0	0	0	0	0	0	0	0	0	C
tal Adult Social Care	140,980	0	0	0	0	0	0	0	0	0
ousing										
Birches Close	10,000	0	0	0	0	0	0	0	0	0
SWilton Road	489,240	0	0	0	0	0	0	0	0	C
191-193 Western Road	0	115,000	0	0	0	0	0	0	0	0
Western Road *	760,000	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	1,345,470	724,000	724,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Universal Coldbusters	19,610	0	0	0	0	0	0	0	0	
Small Repairs Grant	52,420	40,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Total Housing	2,676,740	879,000	784,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Libraries										
Relocation of Colliers Wood Library	0	0	550,000	0	0	0	0	0	0	(
Library Self Service	0	350,000	0	0	0	0	0	0	0	(
Total Libraries	0	350,000	550,000	0	0	0	0	0	0	C
TOTAL	2,817,720	1,229,000	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Children, Schools and Families	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget 23/24
Primary School Expansions	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	
All Saints/ South Wim YCC exp	9,250	0	0	0	0	0	0	0	0	0
· · · · ·	9,230	0	0	0	0	0	0	0	0	0
Aragon expansion	0	0	0	0	0	0	0	0	0	0
Benedict expansion	2,051,770	0	0	0	0	0	0	0		0
Cranmer expansion	2,051,770	0	0	0	0	0	0	0	0	0
Cricket Grn Exp-Chapel Orchard	J	Ű	Ű		0		0	-		0
Dundonald expansion	981,790	4,025,070	1,117,000	0	Ű	0		0	0	0
Gorringe Park expansion	9,620	0	0	0	0	0	0	0	0	0
Hillcross School Expansion	3,492,490		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
Liberty expansion	2,620	0	0	0	0	0	0	0		0
Merton Abbey	3,452,300	1,058,460	0	0	0	0	0	0	0	0
Dupil Growth - Unallocated	0	0	0	0	0	0	0	0	0	0
elham School Expansion	3,200,000	2,315,560	0	0	0	0	0	0	0	0
plar Permanent Expansion	3,450,260	410,730	0	0	0	0	0	0	0	0
A Mary's expansion	2,946,040	0	0	0	0	0	0	0	0	0
Singlegate expansion	4,291,090	1,117,740	0	0	0	0	0	0	0	0
William Morris PCP	0	0	0	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	68,980	0	0	0	0	0	0	0	0	0
Wimbledon Park expansion	429,380	0	0	0	0	0	0	0	0	0
22 FE School Expansion	0	95,000	2,575,000	2,075,000	0	0	0	0	0	0
23 FE School Expansion	0	0	100,000	555,000	2,575,000	1,600,000	0	0	0	0
24 FE School Expansion	0	0	0	0	0	0	0	0	0	0
25 FE School Expansion	0	0	0	0	0	0	0	0	0	0
26 FE School Expansion	0	0	0	618,780	0	0	0	0	0	0
27 FE School Expansion	0	0	0	300,000	0	0	0	0	0	0
28 FE School Expansion	0	0	0	300,000	0	0	0	0	0	0
29 FE School Expansion	0	0	0	0	0	0	0	0	0	0
Primary Expansion Contingency	0	0	0	0	0	0	0	0	0	0
Total Primary School Expansions	24,666,420	10,370,420	3,792,000	3,848,780	2,575,000	1,600,000	0	0	0	0

	Updated Budget	Updated Budget	Updated Budget	Updated Budget	Proposed Budget	Indicative Budget	Indicative Budget	Indicatived Budget	Indicatived Budget	Indicative Budget 23/24
Children, Schools and Families	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	Budget 23/24
Scheme 1 Phased Extra 4fe	50,000	150,000	2,800,000	0	3,677,560	0	0	0	0	(
Scheme 2 Phased Extra 4fe	50,000	150,000	2,800,000	0	2,270,120	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	(
Scheme 5 Phased Extra 2fe	0	0	95,000	1,500,000	1,527,640	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	
Scheme 7 Phased Extra 1fe reduced to 0 fe	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	
Scheme 9 Phased Extra 2fe reduced to 0 fe	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	(
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	(
<b>D</b> icket Green	50,050	100,000	1,500,000	1,500,000	0	0	0	0	0	(
D Brimary school autism unit	320,000	630,000	0	0	0	0	0	0	0	(
Perseid	479,750	962,140	0	0	850,000	850,000	0	0	0	(
S) Perseid - Further 28 Places Primary	0	100,000	1,500,000	1,500,000	0	0	0	0	0	(
Secondary School Autism Unit	40,000	1,160,000	0	0	0	0	0	0	0	(
Total SEN	889,800	2,952,140	3,000,000	3,000,000	850,000	850,000	0	0	0	(
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	(
Devolved Formula Capital	439,640	0	0	0	0	0	0	0	0	(
Schools Access Initiative Inc	850	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	(
Youth&Comm centres reprovision	17,390	0	0	0	0	0	0	0	0	(
Raynes Park Sports Pavilion	4,770	0	0	0	0	0	0	0	0	(
Free School Meals	437,090	0	0	0	0	0	0	0	0	(
Schools Equipment Loans	372,800	0	0	0	0	0	0	0	0	
Total Other	1,959,340	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,800
TOTAL	27,790.560	15,620,020	23,789,140	20,874,360	20,103,800	3,265,600	7,246,800	5,059,580	658,800	658,800

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Footways Planned Works										
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
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
Greenspaces										
Beach Volleyball Courts	0	0	0	0	0	0	0	0	0	0
🗗ay Space Pollards Hill - S106	5,000	0	0	0	0	0	0	0	0	0
arks 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
pp Appres 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 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	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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
B619 Ravensbury Park entrance	5,000	0	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	15,170	0	0	0	0	0	0	0	0	0
B488 Landscape Dundonald Rec G	12,000	0	0	0	0	0	0	0	0	0
B617a-c Wimbledon Park upgrade	9,430	0	0	0	0	0	0	0	0	0
B486 Lndscp Ctnhm Pk Hlnd Gdns	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	2,490	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	11,230	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	5,000	0	0	0	0	0	0	0	0	0
B595 Colliers Wd Rec-play area	6,470	0	0	0	0	0	0	0	0	0
Rowan Rd Rec (B525)	0	0	0	0	0	0	0	0	0	0
Joseph Hood Playground (B524)	0	0	0	0	0	0	0	0	0	0
0621 Joseph Hood Rec	0	0	0	0	0	0	0	0	0	0
627a&b Cottnhm Prk-play area	2,960	0	0	0	0	0	0	0	0	0
🕰 21 - Morden Park	0	29,780	0	0	0	0	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	21,000	0	0	0	0	0	0	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	0	28,000	0	0	0	0	0	0	0	0
Merton & Sutton Cemetery Board	0	0	0	0	0	0	0	0	0	0
B651 South Park Gardens Pavil	17,000	0	0	0	0	0	0	0	0	0
B647 John Innes Park Improvmnt	2,000	0	0	0	0	0	0	0	0	0
B650 Rowan Road Park Improvmnt	3,060	0	0	0	0	0	0	0	0	0
Marathon Trust BMX Track	0	0	0	0	0	0	0	0	0	0
New Scheme- Figges Marsh Changing Room	100,000	0	0	0	0	0	0	0	0	0

Environment and Regeneration	Updated Budget	Updated Budget	Updated Budget	Updated Budget	Proposed Budget	Indicative Budget	Indicative Budget	Indicatived Budget	Indicatived Budget	Indicative Budget 23/24
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	Duuget 25/24
Tamworth Paddling Pool	160,000	0	0	0	0	0	0	0	0	(
Mitcham Common Conservators	100,000	0	0	0	0	0	0	0	0	(
Living Wandle Ravensbury Park	76,200									
GLL Football	25,000									
Outdoor Gyms	60,000									
Total Greenspaces	966,200	307,780	425,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
Highways General Planned Works										
Surface Water Drainage	62,070	62,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000	69,00
Highways bridges & structures	370,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,00
Maintain AntiSkid and Coloured	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,00
B340MOSS rpt (land Rutlish Rd)	0	0	0	0	0	0	0	0	0	
97/8 Lombard Rd Improvements	0	0	0	0	0	0	0	0	0	
Biver Wandle Footbridge	43,320	0	0	0	0	0	0	0	0	
453 Haydons Road	0	0	0	0	0	0	0	0	0	(
₩w Traffic Schemes	0	0	0	0	0	0	0	0	0	
B638d/e Sustainable Transport	0	0	0	0	0	0	0	0	0	(
B646a Lombard Industrial Estat	48,070	0	0	0	0	0	0	0	0	(
B646b 7 Abbey Road	0	0	0	0	0	0	0	0	0	(
B639a Fair Green	42,600	0	0	0	0	0	0	0	0	(
B642 Streatham Rd	4,140	0	0	0	0	0	0	0	0	(
B671 Victoria Road	30,280	0	0	0	0	0	0	0	0	(
B674a-d Phase 1 Lambton Rd	31,910	0	0	0	0	0	0	0	0	(
B673a-c Phase 2 Lambton Rd	25,000	0	0	0	0	0	0	0	0	(
Total Highways General Planned Works	747,390	412,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000	419,00
Highways Planned Road Works										
Borough Roads Maintenance	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Homezones	0	0	0	0	0	0	0	0	0	(
Severe Weather Maintenance	283,100	0	0	0	0	0	0	0	0	
Total Highways Planned Road Works	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,00

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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Leisure Centres										
Leisure Centre Plant & Machine	280,960	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Morden Park Pool	1,000,000	10,000,000	0	0	0	0	0	0	0	0
Wimbledon Park Watersport Centre	0	0	0	0	0	0	0	0	0	0
Multi use Games Area at Canons	215,000	0	0	0	0	0	0	0	0	0
St Marks Academy Flood Lights	93,330	0	0	0	0	0	0	0	0	0
Public Halls	20,000	0	0	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	0	0	1,500,000	0	0	0	0	0
Total Leisure Centres	1,609,290	10,300,000	300,000	300,000	1,800,000	300,000	300,000	300,000	300,000	300,000
Other E&R										
Vestry Hall	0	0	0	0	0	0	0	0	0	0
imbledon Library Flat	0	0	0	0	0	0	0	0	0	0
ig Lottery Play Areas	27,160	0	0	0	0	0	0	0	0	0
iests House و	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
Total Other E&R	114,340	300,000	0	0	0	0	0	0	0	0

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Environment and Regeneration	Updated Budget	Updated Budget	Updated Budget	Updated Budget	Proposed Budget	Indicative Budget	Indicative Budget	Indicatived Budget	Indicatived Budget	Indicative Budget 23/24
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	Duuget 23/24
On and Off Street Parking		-								
Review & extension of CPZ W6	0	0	0	0	0	0	0	0	0	
B548 Obstructive Pkg Grove Rd	0	0	0	0	0	0	0	0	0	
B578 Marton Park CPZ (MP1)	0	0	0	0	0	0	0	0	0	0
B579 Upper Greeb West	0	0	0	0	0	0	0	0	0	0
Improved parking- shop parades	42,910	0	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
Regeneration Partnerships										
Industrial Estate Investment	0	750,000	0	0	0	0	0	0	0	0
Colliers Wd- Regeneration Fund	1,336,420	0	0	0	0	0	0	0	0	0
Mitcham - Outer London Fund	78,660	0	0	0	0	0	0	0	0	0
Mitcham Major schemes	200,000	1,800,000	885,000	0	0	0	0	0	0	0
Restoration of South Park Gdns	129,890	0	0	0	0	0	0	0	0	0
€ ct106 Bottleneck Skills Grnt	14,070	0	0	0	0	0	0	0	0	0
8678 Commonside East	55,010	0	0	0	0	0	0	0	0	0
€585 Economic Developmnt Strat	0	0	0	0	0	0	0	0	0	0
306 Wim broadwy CA	46,480	0	0	0	0	0	0	0	0	0
B611 - Comm Facilities in WTC	30,000	0	0	0	0	0	0	0	0	0
Town Centre Investment	0	1,688,000	1,037,000	0	0	0	0	0	0	0
Mitcham Town Centre Improvements	401,630	300,000	0	0	0	0	0	0	0	0
Colliers Wood Town Centre Improvements	90,000	0	0	0	0	0	0	0	0	0
B550 Mitcham means Business	38,900	0	0	0	0	0	0	0	0	0
S106 Queensmere Road B429	0	0	0	0	0	0	0	0	0	0
B672a-f Connecting Colliers Wood	72,350	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
Plans and Projects										
Low Carbon Zone	0	0	0	0	0	0	0	0	0	0
Climate Change Initiatives	70,000	0	0	0	0	0	0	0	0	0
Climate Change Initiatives	60,000	0	0	0	0	0	0	0	0	0
Total Plans and Projects	130,000	0	0	0	0	0	0	0	0	0

27,600

Biking Borough Project

Biking Borough Programme

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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Street Lighting										
Street Lighting Replacement Pr	410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,000
Total Street Lighting	410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,000
Street Scene										
Improve markings & road signs	0	0	0	0	0	0	0	0	0	0
Street scene enhancements	250,000	250,000	0	0	0	0	0	0	0	0
B591b Shop Front Improvement	42,510	0	0	0	0	0	0	0	0	0
B591a Street Scene Improvement	17,680	0	0	0	0	0	0	0	0	0
Street Tree Programme	65,000	65,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Raynes Park Street Scene	0	0	0	0	0	0	0	0	0	0
Total Street Scene	375,190	315,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Pransport for London										
ec Vehic/Scooter Infrastruct	0	0	0	0	0	0	0	0	0	0
Hrategic corridor Mitcham	0	0	0	0	0	0	0	0	0	0
Kingston/Hartfield Rd StratCor	0	0	0	0	0	0	0	0	0	0
Accesibility Programme	120,000	0	0	0	0	0	0	0	0	0
Cycle access/parking	184,000	0	0	0	0	0	0	0	0	0
Morden Town Centre	0	0	0	0	0	0	0	0	0	0
Victoria Rd Bus Access Impr	18,400	0	0	0	0	0	0	0	0	0
Poulter Park (Wandle Trail)	22,000	0	0	0	0	0	0	0	0	0
Casualty Reduction & Schools	184,000	0	0	0	0	0	0	0	0	0
School & Road Safety Campaigns	0	0	0	0	0	0	0	0	0	0
Bikeability cycle training Pro	0	0	0	0	0	0	0	0	0	0
Mobility Scooter Training	0	0	0	0	0	0	0	0	0	0
Unallocated	0	1,310,000	1,271,000	0	0	0	0	0	0	C
TFL Slippage - Corridors&Neigh	0	0	0	0	0	0	0	0	0	C
TFL Projected Slippage	319,010	0	0	0	0	0	0	0	0	C
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Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived 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
₩illow Lane Bridge	0	0	0	0	0	0	0	0	0	0
/im 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
Gentral Road	360,000	0	0	0	0	0	0	0	0	0
London Rd Morden Rd to Crckt Green	0	0	0	0	0	0	0	0	0	0
Green Lane Share Path	0	0	0	0	0	0	0	0	0	0
Bewley Bridge	25,540	0	0	0	0	0	0	0	0	0
The Broadway-Russell to Merton Rd	115,000	0	0	0	0	0	0	0	0	0
Bus Stop Compliance	128,800	0	0	0	0	0	0	0	0	0
Coombe Lane	90,000	0	0	0	0	0	0	0	0	0
London Rd Lower Green to Crkt Grn	0	0	0	0	0	0	0	0	0	0
Morden Rd Kingston Rd to High Path	61,000	0	0	0	0	0	0	0	0	0
Mitcham Town Centre	290,000	0	0	0	0	0	0	0	0	0
A298/A238 Strategic Corridor	291,000	0	0	0	0	0	0	0	0	0
Total Transport for London	2,326,350	1,310,000	1,271,000	0	0	0	0	0	0	0

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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Traffic and Parking Management										
B583 Wandle Road Area 20mph	0	0	0	0	0	0	0	0	0	0
B584 Eastfield Area 20mph zone	0	0	0	0	0	0	0	0	0	0
Area Traffic calming measures	0	0	0	0	0	0	0	0	0	0
Minor traffic/danger reduction	0	0	0	0	0	0	0	0	0	0
Traffic surveys & Safety Measu	0	0	0	0	0	0	0	0	0	0
Wimbledon Area Traffic Study	0	0	0	0	0	0	0	0	0	0
High Path Area(Option 1 + 3)	0	0	0	0	0	0	0	0	0	0
Parkway Area (20 mph scheme)	0	0	0	0	0	0	0	0	0	0
Pelham Road Area 20mph scheme	0	0	0	0	0	0	0	0	0	0
LBPN Design Costs	0	0	0	0	0	0	0	0	0	0
Fraffic Schemes	135,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Replace Parking Phone System	37,500	0	0	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
Transport and Plant										
Replacement of Fleet Vehicles	590,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Network Rail	9,400	0	0	0	0	0	0	0	0	0
B494 BSA Imp 12261/12263	0	0	0	0	0	0	0	0	0	0
Shared Space	20,000	0	0	0	0	0	0	0	0	0
B573 Business Area Imprvt Prog	0	0	0	0	0	0	0	0	0	0
B574 Town Centre Transport Imp	0	0	0	0	0	0	0	0	0	0
B544 Wimbledon Station Access	11,790	0	0	0	0	0	0	0	0	0
B603 Improvements Coome Lane	0	0	0	0	0	0	0	0	0	0
B609 Wim Town Centre trans imp	5,000	0	0	0	0	0	0	0	0	0
B610 Wim Town Centre trans imp	42,490	0	0	0	0	0	0	0	0	0
B612 Safety & transport imprv	0	0	0	0	0	0	0	0	0	0
Transportation Enhancements	0	5,000,000	0	0	0	0	0	0	0	0
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

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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Safer Merton - CCTV & ASB										
CCTV (match funding)	0	300,000	300,000	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB	0	300,000	300,000	0	0	0	0	0	0	0
Environmental Health										
Disabled Facilities Grant DCLG	0	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant LBM	0	0	0	0	0	0	0	0	0	0
Small Repairs Grant	0	0	0	0	0	0	0	0	0	0
Dev and Licensing of PH framework	30,000	0	0	0	0	0	0	0	0	0
Total Environmental Health	30,000	0	0	0	0	0	0	0	0	0
Waste Operations										
Alley Gating Scheme - Fly Tip	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Re-use/recycling Site Maintena	29,000	23,500	0	0	0	0	0	0	0	0
Vaste 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
S Vehicle Tracking	130,000	0	0	0	0	0	0	0	0	0
Kitchen Waste WRAP	0	0	0	0	0	0	0	0	0	0
Kitchen waste container replce	0	0	0	0	0	0	0	0	0	0
Total Waste Operations	215,400	49,000	25,500	25,500	25,500	20,000	20,000	20,000	20,000	20,000
TOTAL	13,095,490	26,166,780	8,334,500	4,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000

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

Appendix 5	бС
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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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Total Corporate Services	0	0	0	0	972,000	0	0	0	0	0
Total Community and Housing	0	0	0	0	0	0	0	0	0	0
Total Children, Schools and Families	0	322,460	1,702,140	(524,420)	(7,474,680)	(2,984,400)	646,800	301,580	(3,261,630)	58,800
Total Environment and Regeneration	0	300,000	0	0	1,309,000	(217,000)	(191,000)	(191,000)	(191,000)	(191,000)
	0	622,460	1,702,140	(524,420)	(5,193,680)	(3,201,400)	455,800	110,580	(3,452,630)	(132,200)

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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Total Corporate Budgets	0	0	0			0	0	0		
Total Buisness Improvement	0	0	0	0	0	0	0	0	0	0
Total Corporate Governance	0	0	0	0	0	0	0	0	0	0
Total Resources Total Information Technology	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	172,000	0	0	0	0	0
Total Facilities Management	0	0	0	0	800,000	0	0	0	0	0
Total Corporate Services	0	0	0	0	972,000	0	0	0	0	0
Community and Housing										
Total Adult Social Care	0	0	0	0	0	0	0	0	0	0
Total Housing	0	0	0	0	0	0	0	0	0	0
Total Libraries	0	0	0	0	0	0	0	0	0	0
Total Community and Housing	0	0	0	0	0	0	0	0	0	0
Children, Schools and Families										
Total Primary School Expansions	0	0	(200,000)	(3,250,000)	(3,200,000)	(3,200,000)	0	0	0	0
Total Secondary School Expansions	0	0	(100,000)	(2,200,000)	(6,399,210)	0	0	(150,000)	(3,320,430)	0
Total SEN	0	100,000	0	3,000,000	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 Children, Schools and Families	0	322,460	1,702,140	(524,420)	(7,474,680)	(2,984,400)	646,800	301,580	(3,261,630)	58,800
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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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Environment and Regeneration										
Total Footways Planned Works	0	0	0	0	0	0	0	0	0	0
Total Greenspaces	0	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works	0	0	0	0	0	0	0	0	0	0
Total Highways Planned Road Works	0	0	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Total Leisure Centres	0	0	0	0	1,500,000	0	0	0	0	0
Total Other E&R	0	300,000	0	0	0	0	0	0	0	0
Total On and Off Street Parking	0	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	0	0	0	0	0	0	0	0	0	0
Total Plans and Projects	0	0	0	0	0	0	0	0	0	0
Total Street Lighting	0	0	0	0	0	(26,000)	0	0	0	0
Total Street Scene	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000
To <u>tal</u> Transport for London	0	0	0	0	0	0	0	0	0	0
To I Traffic and Parking Management	0	0	0	0	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)
Torpal Transport and Plant	0	0	0	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB	0	0	0	0	0	0	0	0	0	0
Total Environmental Health	0	0	0	0	0	0	0	0	0	0
Total Waste Operations	0	0	0	0	0	0	0	0	0	0
Total Environment and Regeneration	0	300,000	0	0	1,309,000	(217,000)	(191,000)	(191,000)	(191,000)	(191,000)

Appendix 5d
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	Undeted	Undeted	Undeted	Undeted	Drawaad	Indicative	Indiantica	Indianticad	Indianticod	Indianting
	Updated	Updated Budget 15/16	Updated	Updated	Proposed Budget 18/19	Indicative	Indicative	Indicatived	Indicatived	Indicative
Corporate Services	Budget 14/15	Budget 15/10	budget 10/17	buuget 17/18	Duuget 10/19	Budget 19/20	budget 20/21	budget 21/22	Duuget 22/25	buuget 25/24
Corporate Budgets										
Acquisitions Budget	0	0	0	0	0	0	0	0	0	0
Transformation Budgets	0	0	0	0	0	0	0	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0	0	0	0
Total Corporate Budgets	0	0	0	0	0	0	0	0	0	0
Business Improvements										
Replace doc management system	0	0	0	0	0	0	0	0	0	0
Customer Contact Programme	0	0	0	0	0	0	0	0	0	0
Data Labling	0	0	0	0	0	0	0	0	0	0
Replacement SC System	0	0	0	0	0	0	0	0	0	0
Total Buisness Improvement Comorate Governance	0	0	0	0	0	0	0	0	0	0
Comorate Governance										
Legal Case Management	0	0	0	0	0	0	0	0	0	0
Toto Corporate Governance	0	0	0	0	0	0	0	0	0	0
0										
Improving Information Systems	0	0	0	0	0	0	0	0	0	0
Total Resources	0	0	0	0	0	0	0	0	0	0
Information Technology										
Disaster recovery	0	0	0	0	0	0	0	0	0	0
Planned Replacement Programme	0	0	0	0	397,000	0	0	0	0	0
ITSD Enhancements	0	0	0	0	(225,000)	0	0	0	0	0
Multi-Functioning Device (MFD)	0	0	0	0	0	0	0	0	0	0
Room and Space Management	0	0	0	0	0	0	0	0	0	0
Total Information Technology	0	0	0	0	172,000	0	0	0	0	0

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

Appendix 5d

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Community and Housing	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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Adult Social Care										
Laptops for Other Staff	0	0	0	0	0	0	0	0	0	0
CareFirst report Development	0	0	0	0	0	0	0	0	0	0
Excel Add-Ins	0	0	0	0	0	0	0	0	0	0
Captive E-Learning CareFirst	0	0	0	0	0	0	0	0	0	0
Merton Information Portal	0	0	0	0	0	0	0	0	0	0
Adult Social care Collections	0	0	0	0	0	0	0	0	0	0
Telehealth	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0
Replacement SC System	0	0	0	0	0	0	0	0	0	0
Total Adult Social Care	0	0	0	0	0	0	0	0	0	0
Hetting										
Birches Close	0	0	0	0	0	0	0	0	0	0
8 Witton Road	0	0	0	0	0	0	0	0	0	0
191-193 Western Road	0	0	0	0	0	0	0	0	0	0
Western Road *	0	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	0	0	0	0	0	0	0	0	0	0
Universal Coldbusters	0	0	0	0	0	0	0	0	0	
Small Repairs Grant	0	0	0	0	0	0	0	0	0	0
Total Housing	0	0	0	0	0	0	0	0	0	0
Libraries										
Relocation of Colliers Wood Library	0	0	0	0	0	0	0	0	0	0
Library Self Service	0	0	0	0	0	0	0	0	0	0
Total Libraries	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0	0	0	0

Appendix 5c
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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	Indicatived	Indicatived	Indicative Budget 23/24
Primary School Expansions	budget 14/10	Buuget 13/10	Duuget 10/17	Duuget 17/10	Duuget 10/13	5445ct 15/20	Duuget 20/21	Duuget 21/22	544500 22/20	Dudget 20/ 24
All Saints/ South Wim YCC exp	0	0	0	0	0	0	0	0	0	0
Aragon expansion	0		0		0			0		0
Benedict expansion	0		0		0		•			0
Cranmer expansion	0		0	0	0			0		0
Cricket Grn Exp-Chapel Orchard	0		0	0	0		0	0		0
Dundonald expansion	0		0	0	0		-	0		0
Gorringe Park expansion	0		0		0		0	0		0
Hillcross School Expansion	0		0	0	0		0	0		0
Hollymount Permanent Expansion	0		0	0	0		-	0		0
Holy Trinity Expansion	0		0		0		-	0		0
Joseph Hood Permanent Expansn	0		0	0	0		0	0		0
Liberty expansion	0		0	0	0	0	0	0		0
Merton Abbey	0	0	0	0	0	0	0	0	0	0
Put Growth - Unallocated	0	0	0	0	0	0	0	0	0	0
Per am School Expansion	0	0	0	0	0	0	0	0	0	0
Poplar Permanent Expansion	0	0	0	0	0	0	0	0	0	0
St Mary's expansion	0	0	0	0	0	0	0	0	0	0
Singlegate expansion	0	0	0	0	0	0	0	0	0	0
William Morris PCP	0	0	0	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	0	0	0	0	0	0	0	0	0	0
Wimbledon Park expansion	0	0	0	0	0	0	0	0	0	0
22 FE School Expansion	0	0	0	0	0	0	0	0	0	0
23 FE School Expansion	0	0	0	0	0	0	0	0	0	0
24 FE School Expansion	0	0	(100,000)	(1,625,000)	(1,600,000)	(1,600,000)	0	0	0	0
25 FE School Expansion	0	0	(100,000)	(1,625,000)	(1,600,000)	(1,600,000)	0	0	0	0
26 FE School Expansion	0	0	0	0	0	0	0	0	0	0
27 FE School Expansion	0	0	0	0	0	0	0	0	0	0
28 FE School Expansion	0	0	0	0	0	0	0	0	0	0
29 FE School Expansion	0	0	0	0	0	0	0	0	0	0
Primary Expansion Contingency	0	0	0	0	0	0	0	0	0	0
Total Primary School Expansions	0	0	(200,000)	(3,250,000)	(3,200,000)	(3,200,000)	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Children, Schools and Families	Budget 14/15	Budget 15/16	Budget 16/17	Budget 17/18	Budget 18/19	Budget 19/20	Budget 20/21	Budget 21/22	Budget 22/23	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	0	(50,000)	(1,100,000)	(2,639,630)	0	0	0	0	0
Scheme 8 Phased Extra 1fe reduced to 0 fe	0	0	(50,000)	(1,100,000)	(1,909,970)	0	0	0	0	0
Scheme 9 Phased Extra 2fe reduced to 0 fe	0	0	0	0	0	0	0	(150,000)	(3,320,430)	0
Scheme 4 New School Extra 6fe	0	0	0	0	0	0	0	0	0	0
Secondary School Expansions	0	0	(100,000)	(2,200,000)	(6,399,210)	0	0	(150,000)	(3,320,430)	0
SEN										
Cricket Green	0	0	(1,500,000)	1,500,000	0	0	0	0	0	0
P@ary school autism unit	0	0	0	0	0	0	0	0	0	0
Perseid	0	0	0	0	0	0	0	0	0	0
Pesseid - 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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Footways Planned Works										
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
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
Total Footways Planned Works	0	0	0	0	0	0	0	0	0	0
Greenspaces										
Beach Volleyball Courts	0	0	0	0	0	0	0	0	0	0
Plather Pollards Hill - S106	0	0	0	0	0	0	0	0	0	0
P S Investment	0	0	0	0	0	0	0	0	0	0
Parks 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

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
B619 Ravensbury Park entrance	0	0	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	0	0	0	0	0	0	0	0	0	0
B488 Landscape Dundonald Rec G	0	0	0	0	0	0	0	0	0	0
B617a-c Wimbledon Park upgrade	0	0	0	0	0	0	0	0	0	0
B486 Lndscp Ctnhm Pk Hlnd Gdns	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0	0	0	0	0
B595 Colliers Wd Rec-play area	0	0	0	0	0	0	0	0	0	0
Rowan Rd Rec (B525)	0	0	0	0	0	0	0	0	0	0
Jo <u>sep</u> h Hood Playground (B524)	0	0	0	0	0	0	0	0	0	0
B6	0	0	0	0	0	0	0	0	0	0
B6 a&b Cottnhm Prk-play area	0	0	0	0	0	0	0	0	0	0
B5 <b>99</b> - Morden Park	0	0	0	0	0	0	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	0	0	0	0	0	0	0	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	0	0	0	0	0	0	0	0	0	0
Merton & Sutton Cemetery Board	0	0	0	0	0	0	0	0	0	0
B651 South Park Gardens Pavil	0	0	0	0	0	0	0	0	0	0
B647 John Innes Park Improvmnt	0	0	0	0	0	0	0	0	0	0
B650 Rowan Road Park Improvmnt	0	0	0	0	0	0	0	0	0	0
Marathon Trust BMX Track	0	0	0	0	0	0	0	0	0	0
New Scheme- Figges Marsh Changing Room	0	0	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Tamworth Paddling Pool	14/15	<b>15/16</b> 0	<b>16/17</b>	<b>17/18</b> 0	<u>18/19</u>	<b>19/20</b> 0	<b>20/21</b>	<b>21/22</b> 0	<b>22/23</b>	23/24
Mitcham Common Conservators	0	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0		0	
Living Wandle Ravensbury Park	0	0	0	0	0	0	0	0	0	
GLL Football Outdoor Gyms	0	0	0	0	0	0	0	0	0	
Total Greenspaces	0	0	0	0 0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	0	
Highways General Planned Works	0	0	0	0	0	0	0	0	0	
Surface Water Drainage	0	0	0	0	0	0	0	0	0	
Highways bridges & structures	0	0	Ű		0	0	0		0	
Maintain AntiSkid and Coloured	0	0	0	0	0	0	0	0	0	
B340MOSS rpt (land Rutlish Rd)	0	0	0	0		0	0	0	0	
B4908 Lombard Rd Improvements	0	0	0	0	0	0	0	0	0	
Rie Wandle Footbridge	0	0	0	0	0	0	0	0	0	
B453 Haydons Road	0	0	0	0		0	0	0	0	
New raffic Schemes	0	0	0	0	-	0	0	0	0	
B638d/e Sustainable Transport	0	0	0	0	0	0	0	0	0	
B646a Lombard Industrial Estat	0	0	0	0	0	0	0	0	0	
B646b 7 Abbey Road	0	0	0	0	0	0	0	0	0	
B639a Fair Green	0	0	0	0	0	0	0	0	0	
B642 Streatham Rd	0	0	0	0	0	0	0	0	0	
B671 Victoria Road	0	0	0	0	0	0	0	0	0	
B674a-d Phase 1 Lambton Rd	0	0	0	0	0	0	0	0	0	
B673a-c Phase 2 Lambton Rd	0	0	0	0	0	0	0	0	0	
Total Highways General Planned Works	0	0	0	0	0	0	0	0	0	
Highways Planned Road Works										
Borough Roads Maintenance	0	0	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,00
Homezones	0	0	0	0	0	0	0	0	0	
Severe Weather Maintenance	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)	(100,0

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

	Updated	Updated	Updated	Updated	Proposea	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
On and Off Ores of Davidian	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
On and Off Street Parking										
Review & extension of CPZ W6	0	0	0		<u> </u>		0	0		0
B548 Obstructive Pkg Grove Rd	0	0	0		Ū		0	0		0
B578 Marton Park CPZ (MP1)	0	0	0		0	0	0	0		0
B579 Upper Greeb West	0	0	0		0	0	0	0		0
Improved parking- shop parades	0	0	0	0	0	0	0	0		0
Total On and Off Street Parking	0	0	0	0	0	0	0	0	0	0
Regeneration Partnerships										
Industrial Estate Investment	0	0	0	0	0	0	0	0	0	0
Colliers Wd- Regeneration Fund	0	0	0	0	0	0	0	0	0	0
Mitcham - Outer London Fund	0	0	0	0	0	0	0	0	0	0
Mitcham Major schemes	0	0	0	0	0	0	0	0	0	0
Restoration of South Park Gdns	0	0	0	0	0	0	0	0	0	0
Seco06 Bottleneck Skills Grnt	0	0	0	0	0	0	0	0	0	0
Bo Commonside East	0	0	0	0	0	0	0	0	0	0
B5 Economic Developmnt Strat	0	0	0	0	0	0	0	0	0	0
S1 S1 S1 S1 S1 S1 S1 S1 S1 S1	0	0	0	0	0	0	0	0	0	0
B611 - Comm Facilities in WTC	0	0	0	0	0	0	0	0	0	0
Town Centre Investment	0	0	0	0	0	0	0	0	0	0
Mitcham Town Centre Improvements	0	0	0	0	0	0	0	0	0	0
Colliers Wood Town Centre Improvements	0	0	0	0	0	0	0	0	0	0
B550 Mitcham means Business	0	0	0	0	0	0	0	0	0	0
S106 Queensmere Road B429	0	0	0	0	0	0	0	0	0	0
B672a-f Connecting Colliers Wood	0	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	0	0	0	0	0	0	0	0	0	0
Plans and Projects										
Low Carbon Zone	0	0	0	0	0	0	0	0	0	0
Climate Change Initiatives	0	0	0	0	0	0	0	0	0	0
Climate Change Initiatives	0	0	0	0	0	0	0	0	0	0
Total Plans and Projects	0	0	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived		Indicative
Environment and Regeneration	Budget 14/15	Budget 15/16	Budget 16/17	Budget 17/18	Budget 18/19	Budget 19/20	Budget 20/21	Budget 21/22	Budget 22/23	Budget 23/24
Street Lighting	14/15		10/1/	1//10	10/19	15//20				
Street Lighting Replacement Pr	0	0	0	0	0	(26,000)	0	0	0	0
Total Street Lighting	0	0	0	0	0	(26,000)	0	0	0	0
Street Scene										
Improve markings & road signs	0	0	0	0	0	0	0	0	0	0
Street scene enhancements	0	0	0	0	0	0	0	0	0	0
B591b Shop Front Improvement	0	0	0	0	0	0	0	0	0	0
B591a Street Scene Improvement	0	0	0	0	0	0	0	0	0	0
Street Tree Programme	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000
Raynes Park Street Scene	0	0	0	0	0	0	0	0	0	0
To <u>tal</u> Street Scene	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000
Transport for London										
Elevenic/Scooter Infrastruct	0	0	0	0	0	0	0	0	0	0
Streegic corridor Mitcham	0	0	0	0	0	0	0	0	0	0
Kingston/Hartfield Rd StratCor	0	0	0	0	0	0	0	0	0	0
Accesibility Programme	0	0	0	0	0	0	0	0	0	0
Cycle access/parking	0	0	0	0	0	0	0	0	0	0
Morden Town Centre	0	0	0	0	0	0	0	0	0	0
Victoria Rd Bus Access Impr	0	0	0	0	0	0	0	0	0	0
Poulter Park (Wandle Trail)	0	0	0	0	0	0	0	0	0	0
Casualty Reduction & Schools	0	0	0	0	0	0	0	0	0	0
School & Road Safety Campaigns	0	0	0	0	0	0	0	0	0	0
Bikeability cycle training Pro	0	0	0	0	0	0	0	0	0	0
Mobility Scooter Training	0	0	0	0	0	0	0	0	0	0
Unallocated	0	0	0	0	0	0	0	0	0	0
TFL Slippage - Corridors&Neigh	0	0	0	0	0	0	0	0	0	0
TFL Projected Slippage	0	0	0	0	0	0	0	0	0	0
Biking Borough Project	0	0	0	0	0	0	0	0	0	0
Biking Borough Programme	0	0	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	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
Witter Lane Bridge	0	0	0	0	0	0	0	0	0	0
Wight TC Accessibility & Streets	0	0	0	0	0	0	0	0	0	0
Hay Road	0	0	0	0	0	0	0	0	0	0
Centural 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 Grn	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
Total Transport for London	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	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Traffic and Parking Management										
B583 Wandle Road Area 20mph	0	0	0	0	0	0	0	0	0	0
B584 Eastfield Area 20mph zone	0	0	0	0	0	0	0	0	0	0
Area Traffic calming measures	0	0	0	0	0	0	0	0	0	0
Minor traffic/danger reduction	0	0	0	0	0	0	0	0	0	0
Traffic surveys & Safety Measu	0	0	0	0	0	0	0	0	0	0
Wimbledon Area Traffic Study	0	0	0	0	0	0	0	0	0	0
High Path Area(Option 1 + 3)	0	0	0	0	0	0	0	0	0	0
Parkway Area (20 mph scheme)	0	0	0	0	0	0	0	0	0	0
Pelham Road Area 20mph scheme	0	0	0	0	0	0	0	0	0	0
LB <del>PN</del> Design Costs	0	0	0	0	0	0	0	0	0	0
Trate Schemes	0	0	0	0	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)
Refuece Parking Phone System	0	0	0	0	0	0	0	0	0	0
To Traffic and Parking Management	0	0	0	0	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)
Transport and Plant										
Replacement of Fleet Vehicles	0	0	0	0	0	0	0	0	0	0
Network Rail	0	0	0	0	0	0	0	0	0	0
B494 BSA Imp 12261/12263	0	0	0	0	0	0	0	0	0	0
Shared Space	0	0	0	0	0	0	0	0	0	0
B573 Business Area Imprvt Prog	0	0	0	0	0	0	0	0	0	0
B574 Town Centre Transport Imp	0	0	0	0	0	0	0	0	0	0
B544 Wimbledon Station Access	0	0	0	0	0	0	0	0	0	0
B603 Improvements Coome Lane	0	0	0	0	0	0	0	0	0	0
B609 Wim Town Centre trans imp	0	0	0	0	0	0	0	0	0	0
B610 Wim Town Centre trans imp	0	0	0	0	0	0	0	0	0	0
B612 Safety & transport imprv	0	0	0	0	0	0	0	0	0	0
Transportation Enhancements	0	0	0	0	0	0	0	0	0	0
Total Transport and Plant	0	0	0	0	0	0	0	0	0	0

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

# **APPENDIX 6**

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

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

#### 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	Risk Analysis Deliverability	Risk Analysis Reputational Impact
	C&YP		Service	School Standards and Quality						
Page			Description	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 $\pounds 80k$ over two years, we propose bringing the total saving forward to 2015/16.	524	80			М	М
00			Service Implication	Review costs, charging internally, increased external work and deletion of training budget. Reduced offer to schools apart from those which are requiring improvement.						
			Staffing Implications	Consideration may be given to a restructure when external funding is clearer - a national funding formula could affect DSG allocations.						
			Business Plan implications	Development of Merton Education Partnership						
			Impact on other departments	None						
			Equalities Implications	A focus would remain on the outcomes of key equalities groups						

# **APPENDIX 6**

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		Commissioning, Strategy and Performance							
		Description	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.	774	58	50			М	М
		Service Implication	Savings will be secured through improved commissioning and procurement of post 16 placements							
		Staffing Implications	None							
		Business Plan implications	No specific Implications							
		Impact on other departments	Will require close working relationship with housing department re needs assessments and supported housing options							
		Equalities Implications	LAC and care leavers risk particular disadvantage which improved commissioning of placements can mitigate							
C&YP	CSF2014-03		Commissioning, Strategy and Performance			40			Medium	Llink
ו		Description Service Implication	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.		63	40			Mealum	High
		Staffing Implications	Reductions in staffing within provider organisations. Potential for increased pressure on social caref.							
		Business Plan implications	No specific Implications							
		Impact on other departments	None.							
		Equalities Implications	These services are targeted at vulnerable groups, we will continue to prioritise commissioning according to need and risks.							
Total C	hildren, Schoo	ols and Families Savings			201	90	0	0		

#### **APPENDIX 6**

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

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#### Deferred Savings proposals

#### DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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

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

## 2015-19 Service Planning Timetable

# Children Schools & Families

Children's Social Care			Planning Assur	nptions		
Cllr Maxi Martin & Cllr Martin Whelton, Cabinet Members for Children Services & Education	Anticipated demand	2013/14	2014/15	2015/16	2016/17	201
Enter a brief description of your main activities and objectives below	Population growth - looked after children		15	-30		
	Developing the Object Developing Diversion		00	00		

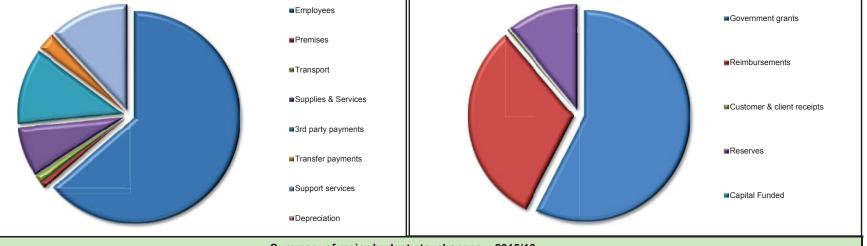
Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CVP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education & life chances. Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. These is the most efficient use of resources & CSC undertakes a range of family. the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model. Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time attendees, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families & promote family strengths to enable them to care for their own children.

Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF.

				Pla	nning Assu	mptions					The Corporate strategies your
	Anticipated demand	201	3/14	201	4/15	20	15/16	2016/17	2017/18	2018/19	service contributes to
	Population growth - looked after children				15	5-30					Children & Young person's Plan
Ē	Population growth - Child Protection Plans				30	)-60					Anti Social Behaviour
+	Increase in 0-19 population	3180						Health & Wellbeing			
n	Increased pressure on more expensive specialist targeted services due to EIP savings & statutory duty.			Redu	ced EIP activ	vity may lead	to increased n	eed for statutory interventi	ons at a later stage.		Social Inclusion Strategy
	Anticipated non financial resources	2013/14		2014/15		20	15/16	2016/17	2017/18	2018/19	Community Plan
	Staff (FTE) - reflects transfer of YS to Ed.	2	06	20	07	2	202	200	200		Corp Equality Scheme
	Adoption & fostering			M	ore children f	to be placed f	for permanency	y in shorter time			Family Poverty
											LAC Strategy
'											Youth Crime
0	Performance indicator			ts (T) & Provi				Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
							) 2018/19(PT)		M . 01		
	% single assessments completed within agreed timescales	90	92	95	97	98		High	Monthly	Business critical	Safeguarding issues
	Weeks for child protection cases v Government target 26	37	28	27	26	26		Low	Monthly	Quality	Safeguarding issues
	Children in care adopted or receiving a Special Guardianship Order	12	13	13	13	13		High	Monthly	Outcome	Reduced customer service
	% CYP on Child Protection Plan for 2nd or subsequent time	10	10	10	10	10		Low	Monthly	Quality	Safeguarding issues
	% NEET aged 16-19	8.3	5	4	3.5	3		Low	Monthly	Outcome	Social exclusion
	Number YJS first time entrants	96	80	75	70	65		Low	Monthly	Outcome	Social exclusion

			BUDGET AND I	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	14,894	0	14,837	14,569	14,522	14,575	(
Employees	9,217		9,497	9,280	9,183	9,186	
Premises	122		124	125	127	128	
Transport	191		186	188	190	192	
Supplies & Services	1,198		1,095	1,108	1,121	1,134	
3rd party payments	1,844		1,781	1,708	1,735	1,762	
Transfer payments	412		398	404	410	417	
Support services	1,899		1,745	1,745	1,745	1,745	
Deprectation	11		11	11	11	11	
Revolue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
<u> </u>	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Income	1,763	0	1,707	1,707	1,707	1,707	(
Government grants	958		982	982	982	982	
Rein	633		534	534	534	534	
Custoner & client receipts	5		5	5	5	5	
Reserves	167		186	186	186	186	
Capital Funded							
Council Funded Net Budget	13,131	0	13,130	12,862	12,815	12,868	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Youth Centres Re-provision	119,010		20,000				
Childrens Disabled Breaks Grant	89,540						

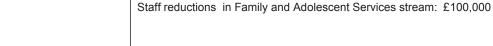




Summary of major budget etc. changes ~ 2015/16

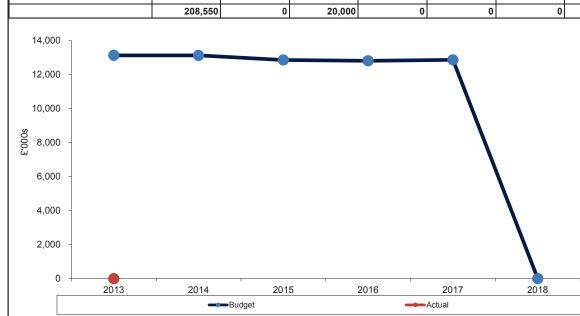
Staff reductions in Family and Adolescent Services stream: £220,000 Smarter commissioning of post 16 LAC/CL accommodation cost.: £100,000

2016/17



2017/18

2018/19



Appendix 8



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

The Corporate strategies your Commissioning, Strategy and Performance Planning Assumptions Clirs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education Anticipated demand 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 service contributes to Enter a brief description of your main activities and objectives below Increased demand for primary school 2fe 2fe 1fe 2fe Capital Programme The Commissioning, Strategy & Performance division provides strategic services for the Increased demand for secondary school 6fe 6fe Children & Young person's Plan Children, Schools & Families Department (CSF), Increased demand for special school places Community Plan policy, planning & performance management Overall demographic Impact of birth rate - increase of 40% in births between 2002 & 2011 Core Planning Strategy commissioning, procurement & contract monitoring; 2013/14 2017/18 2014/15 2016/17 2018/19 Anticipated non financial resources 2015/16 Corp Equality Scheme access to resources for looked after children/pupils with SEN; Corp Procurement Strategy Staff (FTE) 40 56 56 56 56 pupil place planning: Commissioning of a range of services to support CSF functions Local Development Framework school admissions; Contractors school expansion & overall CSF capital programme management; Performance Management Framework some departmental business support. Social Inclusion Strategy Main activities include: i) leading on strategic & operational planning for CSF; Performance Targets (T) & Provisional Performance Targets (PT) Main impact if indicator not ii) leading in local Children's trust & partnership development; Performance indicator Polarity Reporting cycle Indicator type met iii) production of management information for internal & external reporting Inc. 2014/15(T) 2015/16(PT) 2016/17 (PT) 2017/18(PT) 2018/19(PT) 2013/14(T) performance management statutory returns: Increased costs 6 reception year surplus places Low Annual Business critical 2 2 2 iv) production of policy documents & procedural guidance for professional staff; 6 secondary school Yr7 surplus places Inc. Academies Low Annual Business critical Increased costs 12 8 5 v) leading on joint commissioning with partners; 6 major capital projects green/amber to time Quarterly Business critical Increased costs 90 90 90 High vi) managing schools Private Finance Initiative & other service contracts; % major capital projects green/amber to cost 90 Low Quarterly Business critical Increased costs vii) procuring placements for looked after children/pupils with SEN; 90 90 viii) planning sufficient school places; % fostered LAC in external agency foster care placements 38 36 34 Low Quarterly Business critical Increased costs ix) co-ordination of pupil admissions to Merton schools; Quarterly Numbers of in-house foster carers recruited 20 20 High Quality Reduced customer service 16 x) project managing school expansions & other capital schemes. % completion rates for parenting programmes High Quarterly **Business** critical Loss of Government grant 75 80 85 % commissioned services guarterly monitoring completed 100 100 High Quarterly Business critical 100 % statutory returns to government on time 100 100 100 Hiah Quarterly Business critical DEPARTMENTAL BUDGET AND RESOURCES 2015/16 Expenditure 2015/16 Income Budget Actua Budget Budget Budget Budget Budget Revenue £'000s 2013/14 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 Employees Expenditure 16.571 15.620 15.751 Government grants 15.636 15,661 Employees 2.11 2.25 2.25 2.25 2.260 Promises Premises 526 52 528 138 53 Transport 39 4 40 4 41 Reimbursements Supplies & Services 6.84 6,34 6,306 6,314 6,371 Transport 3rd party payments 6,915 5,86 5.894 5,92 5,956 Transfer payments Supplies & Services Support services 512 59 50 Customer & client receipts Depreciati Budget Actual Budget Budget Budget Budget Budget 3rd party payments 2013/14 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 2,90 2,379 2,383 Reserves 2,37 2,38 Transfer payments overnaep grants 74 10 106 eimbur ents ustomer & clien 20 31 311 31 31 1.94 client receipts 1.960 1,962 1.964 1,966 Support services Capital Funded Reserve Depreciation ouncil Funded Net Budget 13,670 13.259 13,241 13.280 13,368 Budget Actual Budget Budget Budget Budget Budget apital Budget £'000s Summary of major budget etc. changes ~ 2015/16 2013/14 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19 Reduce expenditure on LAC and SEN placements: £100,000 2016/17 0 Reduce expenditure on LAC and SEN placements: £50,000 16,000 14,000 12.000 2017/18 8.000 6,000 4.000 2018/19 2.000 0 2013 2014 2015 2016 2017 2018 Budget Actual

Appendix 8

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				Appe
			Commissioning, Strategy a	nd Performance		D'al-	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro Start date	Dject 1 2014-15	Project Title: Project Details:	Commissioning Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor services for CYP & families; working with CCG to explore options for the future commissioning of health services for CYP & families - initial project to identify the way forward, could develop into a substantial piece of work for major transformational change depending on solution;	More efficient way of working	3	2	6
End date	2015-16		commissioning of post-16 AltEd & RPA places; commissioning of placements for older LAC and care leavers accommodation.				
Project 2		Project Title:	Implementation of secondary & special school expansion strategy				
Start date	2013-14	Project Details:	Pupil places planning, development of strategy, statutory processes, planning & delivery of construction	To meet legislative requirements	5	3	15
End date 2017-18			contracts. Includes consideration of provision for SEND.				
Pro	oject 3	Project Title:	PFI - 5 year review				
Start date	2014-15	Project Details:	Quinquennial soft services review.	More efficient way of working	4	2	8
End date	2014-15						
Pro	oject 4	Project Title:	School Admissions System Procurement				
Start date	Project Details: Procurement of school admissions system, including or		Procurement of school admissions system, including consideration of surrounding processes. Also	More efficient way of working	3	3	9
End date	2015-16		engagement with CC Programme.				
Pro	oject 5	Project Title:	Participation & Engagement Review				
	2014-15	Project Details:	Review of i) existing participation and engagement capacity in CSF, ii) reprioritisation of activity and iii) model of delivery. Work could lead to internal restructuring or external commissioning of service.	Improved resident well being	3	1	3
En <b>®</b> ate	2014-15						
	oject 6	Project Title:	Increase uptake of Free School Meals				
OStart date	2014-15	Project Details:	Increase proportion of those eligible for free school meals who apply for and then take up entitlement. Work will include reviewing marketing and application procedures and targeted work with schools with	Improved resident well being		2	4
End date	2014-15		lower FSM registrations than would be expected from analysis of deprivation factors.				
Pro	oject 7	Project Title:	Release of Assets				
Start date		Project Details:	To address a range of issues related to CSF property & accomodation, including consideration of further notantial for floxible working & consolidation in the Civic Contro: review of consteleration of	More efficient way of working	3	1	3
End date	<ul> <li>further potential for flexible working &amp; consolidation in the Civic Centre; review of caretakers' houses.</li> </ul>						
Pro	oject 8	Project Title:	Progress existing capital schemes & provide additional FE's in primary schools				
Start date	2013-14	Project Details:	Completion of construction projects in progress. Consideration of further primary places required,	To meet legislative requirements	3	3	9
End date	2016-17	.,	planning & delivery of construction projects.				

Appendix 8
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	Educat											nning Assun					The Corporate strategies your
Cllrs Maxi Martin & Martir						Anticipated			201	3/14	201	4/15	2015/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descri			-			recast increase i				2400				1	Children & Young person's Plan		
Schools Standards & Quality v • monitoring, analysing & evaluate			ils in Merton Scho	ools by:		ease in compulse								0 400			Community Plan
· developing skills in planning, te	aching, assessme	nt, leadership				st increase in tar recast increase i	-		200 - 400 780					Corp Equality Scheme Performance Management Framewor			
<ul> <li>working with schools to reduce</li> <li>changing relationships between</li> </ul>							201	3/14	201	4/15	2015/16	2016/17	2017/18	2018/19	Social Inclusion Strategy		
Special Education Needs & Di	sabilities will impr	ove outcomes	for CYP with SEI		Ant	icipated non fir Staff (I		1003		36	201		2013/16	247	237	2010/13	LAC strategy
<ul> <li>building capacity in schools &amp; s</li> <li>focus on early intervention &amp; pr</li> </ul>	settings, families &	the community	у			School to school support					2.			schools to support each oth		1	Youth crime
<ul> <li>rocus on early intervention &amp; pr</li> <li>implementing the requirements</li> </ul>				innies		Voluntary								some commissioned service			Family poverty
Early Years Services will impro	ve outcomes for a				Voluntary Services									s, youth and early years			Health & wellbeing
<ul> <li>universal, early help &amp; targeted</li> <li>children's centres</li> </ul>	services								Perform	anco Targot	s (T) & Provi	sional Porfor	rmance Targets (PT)				Main impact if indicator no
· free nursery places for 2 to 4 ye	ear olds					Performance	e indicator							Polarity	Reporting cycle	Indicator type	met
<ul> <li>information for families (0-19)</li> <li>childcare market management</li> </ul>									2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT) 2018/19(PT				
Youth Inclusion will improve ou						GCSE A-C includ			64	65				High	Annual Monthly	Outcome Outcome	Reputational risk
<ul> <li>providing universal &amp; targeted i</li> <li>providing support to prevent but</li> </ul>						of Ofsted inspective % L4 English &	-	-	77	85 82				High High	Annual	Outcome	Inspection outcomes Reputational risk
attendance & to encourage emo	tional & social dev	elopment				condary school a			78 new	94.5				High	Quarterly	Outcome	Increased costs
<ul> <li>developing alternative education</li> </ul>	on offerings to enal	ble YP to stay i	in education, train	ning &		rimary school at			new	94.5				High	Quarterly	Outcome	Breach statutory duty
<ul> <li>employment</li> <li>leading on the council's partner</li> </ul>	ship with the polic	e & CAMHS fo	or education		/0 P	Provision of s		'J/	520	520				High	Annual	Outcome	Reputational risk
improving attendance in Mertor						% EY foundatio		1	60	65				High	Annual	Outcome	Increased costs
						Outstanding chi	0 1		100	100				High	Quarterly	Outcome	Inspection outcomes
						Youth service pa			2000	2000				High	Annual	Output	Reputational risk
	DE	PARTMENTAL	L BUDGET AND	RESOURCES							2014/15 Exp	oenditure				2014/15 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			-		Jonantare				2014/10/1100/110	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				Government grants
Expenditure	37,648	0	39,709		39,542	39,348 9.700	0										
Employees Premises	10,453 511		10,106 734	9,956 746	9,949 759	9,700	1						Premises				
Fransport	3,210		3,112	2,998	2,995	3,042	2		/								Reimbursements
Supplies & Services Brd party payments	12,779 8,430		13,956 9,435	13,984 9,449	14,012 9,461	13,995 9,474			1				Transport				
Fransfer payments	6,430		9,435	9,449	9,461	9,474			1								Customer & client receipts
Support services	2,188		2,156	2,156	2,156	2,156	i						Supplies &	Services			
Depreciation	58		191	191	191	191				-	-						
Revenue £ 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						3rd party pa	yments			■ Interest
Income	8,444	2013/14	4,982	5,019	5,056	5,073	2010/13						/				
Governage grants	2,261		250	250	250								Transfer pa	/ments			Reserves
Reimburgen ents Customer & client receipts	3,958 2,225		2,390 2,342	2,390 2,379	2,390 2,416	2,390 2,433											
Interest (O	2,225		2,342	2,379	2,410	2,433							Support ser	vices			
Reserves Capital Funded	0		0	0	0	0	)					/					Capital Funded
Capital Publiced Council Funded Net Budget	20.004	0	24 707	24.490	34.486	34,275	0						Depreciation	1			
Council I unded Net Budget	29,204			34,480						_							
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						Summary of	major budget etc. cha	anges ~ 2015/16		
	2013/14	2013/14	2014/13	2013/10	2010/17	2017/10	2010/13	Increased in	come denera	tion and mar	nagement ef	ficiencies in !	School Standards and	Quality service: £40,000			
	1 1					1							Years service: £10,00				
						1								ion of SEN transport: £16			
								Substantial i	reduction in E	r buagets w	mist retainin	g existing Cl	milaren's Centres targe	ted work in areas of high	er deprivation: £150,000		
			L														
	ļļ					ļ	<u> </u>										
	0	0	0 0	0	0	0	0						a	2016/17			
40,000													School Standards and Years service: £10,00	Quality service: £40,000			
40,000														ion of SEN transport: £5	0,000		
35,000 -														ted work in areas of high			
00,000					_												
30,000 -					<b>\</b>												
														2017/18			
නු 25,000 -					<u>۱</u>			Substantial	reduction in F	Y budaets w	vhilst retainin	g existing Cl	hildren's Centres targe		er deprivation: £250,000		
ω. 00					\				L			J		and a state of high			
<sup>2</sup> 20,000 -					· · · · · ·												
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15,000 -						\											
10.000						<b>\</b>											
10,000 -						\	ļ							2018/19			
5,000 -																	
0,000						\											
0						<b>_</b>											
2013	2014	201	15	2016	2017	2018											
		Budget		<b></b> /	Actual												

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Appe	
			Education					
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk		
Dec	piect 1	Project Title:	Improving pupil outcomes at KS2 & KS4		Likelihood	Impact	Score	
Start date	2013-14	Project Details:	Ongoing work with schools. Challenge and support, monitoring, feedback, including Ofsted. Training	Improved resident well being	2	3	6	
End date	2016-17		and collaboration.					
Pro	oject 2	Project Title:	School Improvement - development of SLAs					
Start date	2013-14	Project Details:	Ongoing development of partnership with schools, including new Ofsted requirements, developing new curricula. Merton Leaders of Education Programme. More commercial approach to SSQ services, and	Improved resident well being	2	2	4	
End date	2016-17		move to a sharper SLA based charging process, to facilitate provision to other organisations and to generate income.					
Pro	oject 3	Project Title:	Transforming Early Years					
Start date	2013-14	Project Details:	Including provision of 2 year-old places to meet legislative requirement - stage 2 is for a further 500 places; ongoing development of the Locality Model to reorganise provision to maximise outcomes	Improved resident well being	3	2	6	
End date	2015-16		within available funding - service realignment & increasingly targeted provision; further alternative / shared / mixed use for the centres.					
Pro	oject 4	Project Title:	Implementation of requirements of Children & Families bill				í	
Start date	2013-14	Project Details:	Development to meet legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, joint working with other agencies, secure web portal to access & comment on care plan, also to set out services in the local offer, personal budgets for those families	To meet legislative requirements	4	3	12	
End date	2015-16		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.					
	oject 5	Project Title:	Development of AltED & linked provision				í	
Standate	2013-14	Proiect Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new	To meet legislative requirements	3	2	6	
End date	2015-16		statutory duty for age 19-25. Develop plan and manage process within available funding streams.					
	oject 6	Project Title:	Youth transformation phases 2 & 3					
O Start date	2013-14	Project Details:	Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision	Improved resident well being	4	3	12	
End date	2015-16	. 10,000 2000101						
Pro	oject 7	Project Title:	Raising Participation Age					
Start date		Project Details:	Development to provision to meet range of needs. Relates to CSP activity, including processes &	To meet legislative requirements	3	2	6	
End date			accuracy of data from schools and colleges to reduce NEET, EET & unknowns.					

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## Community and Housing

	Adult So	cial Care								Pla	Inning Assu	mptions					The Corporate strategies your
Cllr Caroline Coo			or Adult Social C	are & Health		Anticipated	d demand	:	2013/14		4/15		5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip	ption of your ma	ain activities an	d objectives belo	w	Ν	lo. of people red	quiring services		6630	6	29	68	329	6920			Voluntary Sector Strategy
						People ag	ed 85-89		2400	24	100	2	500	2500			Community Plan
Adult Social Care is a statuto	ry service, unde	erpinned by sev	veral pieces of le	gislation,		People ag	ged 95+		1700	18	300	11	300	1900			Social Inclusion Strategy
whereby the council has a du					No.	of people aged	65+ with demer	ntia	1963	19	957	20	)22	2047	1		Children & Young person's Plan
assessment of need for peop due to disability or illness. On					Anti	cipated non fir	nancial resourc	ces	2013/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Corp Procurement Strategy
due to disability of lilless. Of	ice a neeu nas	been denned, i		meet it.		Staff (I	FTE)		444	42	0.19	42	0.19	418.19			Customer Services Strategy
There are eligibility criteria to	define need an	d to keep this	in line with resou	urces as far													Homelessness Strategy
as possible.																	Older People's Housing
Our approach to redesign the	service and fir	d eavinge ie ba	lebom e no bese	for using													Workforce Development Plan
resources. This means mainta						Performance	indicator	Perf	ormance Targe	ets (T) & Prov	isional Perfo	ormance Targ		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
recovery in order to limit spen	nd on long term	support,. Whe	ere long term sup					2013/14(1	) 2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rolarity			met
needed, we do this in a perso					No of carers re			28.5%	878	930	996	1075		High	Monthly	Business critical	Breach statutory duty
independence, minimises pro taxpayers, to work in partners					% Older people				85.7	85.8	85.9	86		High	Annual	Outcome	Increased costs
everyone to contribute to their					No of people on				75	74	72	70		Low	Monthly	Quality	Increased waiting times
taxpayer.			-	-	% People receiv				70	71	72	73		High	Monthly	Business critical	Increased costs
					% People with 'I Support	ong term' servic	ces receiving Se	45	TBC	TBC	TBC	TBC		High	Monthly	Unit cost	Government intervention
Looking ahead there are two incorporate in our redesign, n	key national po	licy changes a Bill and integr	nd challenges to	services	The rate of Dela	ved Transfers o	of care from hos	pital (both 6.5	5	5	5	5		Low	Monthly	Business critical	Increased costs
moorporate in our redesign, n	amery the call	, on and integr	adon with neditin	JCI VICE3.	NHS and Mertor			0.5	5	5	5	5	<del> </del>	LOW	wortuny	Dushiess chuidd	110/64360 00313
									-	+					1		
					l				+	+		<del> </del>	<del> </del>		1		
	DI		BUDGET AND R	ESOUPCES				I				I	I	·	1	I	
	-	Actual	BUDGET AND F		Budget	Budget	Budget			2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget 2013/14	2013/14	2014/15	Budget 2015/16	2016/17	2017/18	2018/19						Employees				
Expenditure	81,775	0	77,102	78,237		77,911	0		-				Linbiolitees				Government grants
Employees	15,405		14,464	14,309		14,339							Premises				
Premises	500		481	489		505							i iciiii303				Reimbursements
Transport Supplies & Services	1,390 3,682		1,167	1,188		1,230							Transport				
3rd party payments	40,964		3,914 40,565	3,965		4,055 39,933							Transport				Customer & client receipts
Transfer Payments	12,550		9,394	9,831		10,732							Supplies & S	ervices			
Support services	7,208		7,041	7,041		7,041						-	ouppiloo a o				
Depreciation	76	A	76	76		76	Budaut				-	·	3rd party pay	ments			Recharges
Revenue 2000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					_					
Income	23,736	2013/14	21,604	2013/10		21,611							Transfer Pay	ments			Reserves
Governmen grants	131		135	109	71	71							indition in dy				
Reimburgments Customer & client receipts	10,012		7,936	7,611		8,007							Support servi	ces			
Recharges	10,276 3,317		10,424 3,109	10,424 3,109		10,424 3,109			<u> </u>			_	Cappoirtooirt				Capital Funded
Reserves	0,011		0,100	0,100		0,100				/			Depreciation				
Capital Funded	0		0	0	0	0											
Council Council	58.039	0	55,498	56,984	55,658	56,300	0					Sum	marv of m	ajor budget etc. cha	naes ~ 2015/16		
	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Orauth Disconstate	Damaanakia						<u>с</u>		
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18		Growth - Placements - Growth for Concession									
Replacement SC System			971,000	971,000				Savings - £2.014m		20.100							
Laptops for Managers & Staff	22,100		60,000	60,000				BCF allocation increas									
Other IT Schemes	142,940		79,100	79,100				£5.4m of the total alloc						<b>`</b>			
								(i.e £2.9m spend carri	eu iorward fro	m 2014/15 ar	ia £2.4m pro	posea new	investments	)			
														2016/17			
ļ								Growth - Placements -									
	165,040	0	1,110,100	1,110,100	0	0		Growth for Concessior Savings - £2.328m	ary fares incr	ease - £0.450	m						
								Savings - £2.328m									
60,000				-													
55,000 -																	
50,000 -					<u>۱</u>												
45,000 -					\												
					<u>۱</u>									2017/18			
40,000 - g					· · · ·			Growth - Placements -									
g 35,000 -					· · · · · ·			Growth for Concession Savings - £0.322	ary fares incr	ease - £0.450	m						
<sup>تى</sup> 30,000 -					· · · · · ·			Savings - £0.322									
25,000 -																	
20,000 -						\											
						1								2040/40			
15,000 -						\	-							2018/19			
10,000 -						<b>\</b>											
5,000 -						<u>۱</u>											
0	1		1			<b>_</b>											
2013	2014	201	5 2	016	2017	2018											
		Budget			Actual												
h																	

Appendix 8

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT				Appen
			Adult Social (				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	1.11	Risk	0
Proj	ect 1	Project Title:	Below inflation uplift to third party suppliers		Likelihood	Impact	Score
Start date	2015-16	Project Details:	Continue the below inflation uplift. This will be a total of 8 years at 0% or below inflation uplift (2015-16	To meet budget savings and service design requirements	4	2	8
End date	2016-17		& 2016-17 Ref: CH1).				
Proj	ect 2	Project Title:	Brokerage efficiencies				
Start date	2015-16	- Project Details:	Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need (2015-16 to 2017-18 Ref: CH3).	To meet budget savings and service redesign requirements	4	2	8
End date	2017-18						
Proj	ect 3	Project Title:	Procurement efficiencies				
Start date	2015-16	<ul> <li>Project Details:</li> </ul>	Delivering efficiencies through contract negotiations ((2015-16 - 2017-18 Ref: CH10).	To meet budget savings and service redesign requirements	4	2	8
End date	2017-18						
Proi	ect 4	Project Title:	Remodelling and re-procuring the domicilary care service				
Start date	2015-16	Project Details:	Remodelling and re-procuring the domicilary care service, following the end of the 3 year contract	To meet budget savings and service redesign requirements	3	2	6
End date	2017-18		starting in 2012 (2015-16 to 2017-18 Ref:?)				
	ect 5	Project Title:	Supporting People				
	2015-16	- Project Details:	Review and restructuring of Supporting People contracts. (2015-16 Ref:?)	To meet budget savings and service redesign requirements	4	2	8
End date	2015-16						
O Proj	ect 6	Project Title:	Staffing Reductions (Commissioning)				
4	6010	r toject fille.	ouning reductions (commostering)				
Start date	2015-16	Project Details:	Staffing reductions within the Commissioning Team (2015-16 Ref:?)	To meet budget savings and service redesign requirements	4	3	12
End date	2015-16						
Proj	ect 7	Project Title:	Promoting Independence				
Start date	2015-16	Project Details:	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enables to regain and maintain independence (2015-16 to 2016-17 Ref: CH2).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
Proi	ect 8	Project Title:	Staffing Reductions (Direct Provision)				
Start date	2015-16			To meet budget savings and service redesign requirements	4	2	8
End date	2015-16	Project Details:	Staffing reductions within the Direct Provision Team (2015-16 Ref:?)				
Proj	ect 9	Project Title:	Voluntary Sector Organisations				
Start date	2016-17	Project Details:	Realise benefits of new prevention programme in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme	To meet budget savings and service redesign requirements	4	3	12
End date	2016-17		through reduced grants to the voluntary sector (2016-17 Ref: ?).				
Proje	ect 10	Project Title:	Staffing Reductions (Access and Assessment)				
Start date	2016-17	Project Details:	Reduction in management and staffing costs within Access and Assessment (2016-17 Ref:?).	To meet budget savings and service redesign requirements	4	3	12
End date	2016-17						

		Enabling Servi									anning Assun						The Corporate strategies yo
Cllr Nick Drape						Anticipated demane		-	3/14	1	14/15		5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descript	tion of your m	ain activities an	nd objectives be	low	Housing advice	, options, private tenants	s & landlords advice	10	500		500		500	11500	11500		Homelessness Strategy
o fulfil statutory housing funct	tions to prever	t homelessnes	s and avoid the	e use of		Housing register application			000		900		350	7750	8700		Housing Strategy
mporary accommodation.						Housing options casew			350		100		00	1250	1250		
o plan convigos in responses to	o changes is a	ational natioi	and in the house	cing morket	Dema	and for temporary accorr	modation		75		?75	30		300	300		
o plan services in response to nd to develop innovative proje					Anti	cipated non financial re	esources	201	3/14	20	14/15	201	5/16	2016/17	2017/18	2018/19	
sources and deliver services				000 01		Housing Needs Staff (F	TE)	26	6.5		6.5	24		24.5	23.5		
					E	nvironmental Health (Ho	using)		0	6	.03	6.	03	6.03	6.03		
he purpose of this service i																1	
Prevent homelessness in acc		statutory housir	ng law														
Provide homes to people in h Plan for the future delivery of		an aral conform	itu with the Leng	don				Perform	nance Targe	ts (T) & Prov	isional Perfor	mance Targ	ets (PT)				Main impact if indicate
ousing Strategy	nousing via g		iity with the Lond	uon		Performance indicate	or	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
Formulate and deliver statuto	ory housing str	ategies for the	borough		No	o. of homelessness preve	entions	550	550	550	550	550		High	Monthly	Business critical	Increased costs
Maintain the housing register	r and choice ba	ised lettings pr	ocess and nomi	inate	No. of ho	useholds in temporary ad	commodation	100	125	130	130	130		Low	Monthly	Business critical	Increased costs
useholds to vacant housing	association ho	mes			ł	lighest no. of families in	B&B	10	10	10	10	10	1	Low	Monthly	Business critical	Increased costs
Aximise supply of affordable provide care and housing sup			iders and private	e landlords		Highest no. of adults in		7	10	10	10	10		Low	Monthly	Business critical	Increased costs
Relationship management be			transfer housing	a		Affordable homes delive		150	70	40	80	30		High	Annual	Outcome	Reputational risk
sociations				9		Social housing lets		430	410	370	390	380		High	Quarterly	Outcome	Increased waiting ti
Carry out a statutory duty to	enforce Enviro	nmental Healt	h (Housing) legi	islation		Rent deposit - new tenar	ncies	90	90	90	90	90		High	Annual	Outcome	Increased waiting ti
Provide grant assistance for	improvements	and adaptatio	ins			enforcement/improvem		57	60	60	60	60		High	Quarterly	Outcome	Reduced enforcem
						of Disabled Facilities Gra		52	75	75	75	75		High	Quarterly	Outcome	Customer hardsh
	D		BUDGET AND	RESOURCES									· · · · ·	1			
					Budget	Budget Durt	ot		:	2015/16 Ex	penditure					2015/16 Income	
enue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget Budg 2017/18 2018/							Frankright				
enditure	2013/14	1013/14	3,566	3,481	3,412	3,357	0						Employees				Government grants
bloyees	962	Ū	1,310	1,233	1,233	1,197							<b>D</b>				
nises	1		38	38	38	38							Premises				Reimbursements
nsport	18		28	28	28	28	-	4									
plies & Services	190		200	213	186	153						i "	Transport				
party payments	909 480		1,375 338	1,389 303	1,403 247	1,417							0			i l	Customer & client receip
sfer Payments	480	L	0	303	0	0	- 1					•	Supplies & Ser	vices			
port services	230		277	277	277	277											
reciation	0		0	0	0	0	I						Transfer Paym	ients			Recharges
enue c'000s	Budget	Actual	Budget	Budget	Budget	Budget Budg											
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18 2018/	19	1					3rd party paym	ients	1		-
ome vernned grants	832 798	0	1,359 1,140	1,293 1,140	<b>1,294</b> 1,140	<b>1,296</b> 1,140									1		Reserves
mburgenents	, 98		5	5	5	5							Transfer Paym	ents			
tomer client receipts	34		147	148	149	151											Capital Funded
	0		0	0	0	0						<b>a</b> 2	Support service	es			
serves bital Funded	0		67	0	0	0	_										
uncil Eunded Net Budget	1,958	0	2,207	2,188	2,118	2,061	0						Depreciation				
UT	1,950	0	2,207	2,100	2,110	2,001	0										
01													Summary	of major budget et	c. changes		
pital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget Budg								2045/40			
-	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18 2018/								2015/16			
hes Close /ilton Road	291,640		100.000				Savings £35	ik Reduction	or Homeless	sness Preve	ntion grant						
	50,000		480,000														
ton Dementia Hub	497,000																
stern Road	760,000		760,000		70101-	000.000											
abled Facilities Grant	n/a		1,224,000	724,000	724,000	280,000											
all Repairs Grant		1	40,000	40,000	60,000	60,000											
		<u> </u>	<b>├</b> ───┤											0045/40			
		<u> </u>												2017/18			
	1,598,640	0	2,504,000	764,000	784,000	340,000		k Reduction									
							Savings £30	k Rationalisa	uon of admi	in buaget (Cl	19)						
2,500																	
	-	_															
2,000 -	-			-	_												
					<b>\</b>												
					<u>۱</u>									2017/18			
1 500 -					\		Savings £36	6k Rationalisa	tion of admi	in budget (C	H9)						
1,500 -					<b>\</b>		Savings £36	6k Deletion of	one staffing	g post (CH1	J)						
					<b>\</b>												
					· · · · · ·												
1,000 -																	
						\											
						1								2018/19			
1						1											
500 -						\											
500 -																	
500 -																	
						$\mathbf{\Lambda}$											
500 - 0	2014	201		2016	2017	2018											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Housing Needs and Enab				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	ject 1	Project Title:	Shared lives optimisation		LIKeimood	impact	30016
Start date End date	2013-14 2014-15	Project Details:	Optimise the use of Shared Lives thereby reducing the associated spend on Adult Social Care budget.	To meet budget savings	3	3	9
	oject 2	Project Title:	Deliver on-line self-assessment tools				
Start date	2014-15						
End date	2015-16	Project Details:	Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre- assessment.	More efficient way of working	3	1	3
Pro	oject 3	Project Title:	Maximise use of private rented sector				
Start date	2013-14	Project Details:	Increase housing supply in Private Rented Sector (PRS) by continuing to consider and implement new and innovative ways to maximise use of the private sector housing market including rehousing through	More efficient way of working	2	2	4
End date	2018-19		empty homes grants.				
Pro	oject 4	Project Title:	CHMP Regeneration				
Start date	2014-15	Project Details:	Input to CHMP regeneration and master-planning with Future Merton.				0
End date	2018-19	-					
	ject 5	Project Title:	Housing Service Review				
State	2015-16	Project Details:	Review whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst				0
End date	2015-16		also considering the place of Environmental Health (Housing).				
O Pro	oject 6	Project Title:	Feasibility Study: Social Enterprise Private Lettings Agency				
Start date	2014-15	Project Details:	Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.	More efficient way of working	3	1	3
End date	2015-16						
Pro	oject 7	Project Title:	Technology Review				
Start date	2016-17	Project Details:	Review whether to retain Capita Housing and Home Connections in light of operating environment and				0
End date	2016-17		undertake a "soft market test" on alternative products.				
Pro	oject 8	Project Title:					
Start date		Project Details:					0
End date							
Pro	oject 9	Project Title:					
Start date		Project Details:					0
End date		i reject Detailo.					
Pro	ject 10	Project Title:					
Start date		Project Dataila					0
End date		Project Details:					

																		Appendix 8
	Librar								0.01	2/4.4		nning Assur		E/46	2040/47	2017/10	2010/40	The Corporate strategies your
Cllr Nick Drape						Anticipate				3/14		4/15		15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descript	-		-			Active			54,			500		,000	56,000	56,000	56,000	Community Plan
The purpose of the service is to						Stock			1050		110			00000	1100000	1,100,000	1,100,000	Corp Equality Scheme
addressing the 'needs of adults Museums Act 1964.	and children ac	coruing to the	F UDIIC LIDIANE	5 al lu		Registered Visitor			125	,000		,000		5,000 10,000	135,000 1,200,000	135,000 1,210,000	135,000 1,210,000	Customer Services Strategy Voluntary Sector Strategy
					Ant	icipated non fi	-	rcoe	201		201			15/16	2016/17	2017/18	2018/19	Performance Management Framework
Local authorities have a statutor decide on how this is delivered.		provision for a	a library service	but may	And	Staff (		1085		6	4			47	46	42.5	42.5	ICT Policy
decide on now this is delivered.						Accommodati	,			7		7		7	7	7	7	Performance Management Framework
Certain aspects of the service m	nust be provided	d for free:				Equipme				44		14		44	144	144	144	Workforce Development Plan
Free lending of books																		Asset Management Plan
Free access to information Free library membership						Performanc	o indicator		Perform	nance Target	ts (T) & Provi	sional Perfo	rmance Targ	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
									2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	-			met
The Library Service aims to prov						itors accessing			110,000	115,000	125,000	135,000	150,000	150,000	High	Monthly	Business critical	Reduced uptake of service
is responsive to the needs of cu service in London whilst continu						/e users - peopl			54,000	54,500	55,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
levels.			5		% seit	service usage Active volunte			95	95	95	95 210	95 220	95 230	High High	Monthly Monthly	Outcome Business critical	Increased costs Customer hardship
						Maintain			180 £282,570	180 £282,570	200 £292,570	£292,570	£292,570	£292,570	High	Monthly	Unit cost	Increased costs
						Partnershi			25	30	30	30	30	30	High	Monthly	Quality	Customer hardship
						% customer sat		)	78	78	78	78	78	78	High	Annual	Outcome	Reduced customer service
							,					-	-		Ť			
			BUDGET AND F		Budget	Budent	Budert			:	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						_	Employees				
Expenditure	3,791	0	3,634		3,603					1				cmpioyees				Government grants
Employees	1,319		1,327		1,306								_	Premises				
Premises Transport	418		401						1					ir remises				Reimbursements
Supplies & Services	618		582											Transport				
3rd party payments	66		65											mansport				
Transfer payments Support services	0 814		0										ι.	Supplies & S	envices			Customer & client receipts
Depreciation	553		566											oupplies & o	ei vices		and the second se	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							3rd party pay	ments			Recharges
	488	0	441	445		454	L 0											
Government grants Reimburgements	120		0		0	114				//				Transfer pay	ments			Reserves
Reimburgements Customer & client receipts	343		327															
Recharge Reserves	25		0	0	0	(	)		~			/		Support serv	ices			Capital Funded
Capital Fundad	25		0		0		,			-			_					
Council Fameed Net Budget	3,303	0	3,193	3,141	3,153	3,075	0							Depreciation		_		
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summar	y of major budget etc	. changes		
Relocation of Colliers Wood Library	2013/14	2013/14	2014/15	2015/16	2016/17 550,000	2017/18	2018/19								2015/16			
Library Self Service	/		1	350,000	550,000			Sovinge Pr	eduction in M	odia Eurod	£12k (CH5)				2015/10			
	1		1	000,000				Savings - Ind	crease Incom	e - £10k (CH	16)							
								Revenueisat	ion - £42k									
	-						-											
	0	0	0 0	350,000	550,000		0 0								2016/17			
4,000																		
3 500																		
3,500 -																		
3,000 -																		
3,000					1													
v 2.500					<u>۱</u>										2017/18			
s 2,500 -					\			Savings - In	troduce self-s	erve Librari	es at off pea	ak times - £9	90k					
द्म 2,000 -					<b>\</b>													
					<u>۱</u>													
1,500 -						<b>\</b>												
						\												
1,000 -						1									2018/19			
500						<b>\</b>									20.0/10			
500 -						<b>\</b>												
2013	2014	2015	5 2	016	2017	2018												
		Budget		/	Actual													
								J										

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

															Appendix 8
	Merton Adult Education			A	dama and		13/14		anning Assu 14/15		AFIAC	2016/17	2017/18	2018/19	The Corporate strategies your service contributes to
	Whelton Cabinet Member for Ed ption of your main activities and			Anticipated d			1000		000		15/16	1000	1000	2018/19	Medium Term Financial Strategy
	rough learning and our mission	-			lopment learners		3000		000		3000	3000	3000		Community Plan
	elopment learning responsive to				ercial learners		300		500		600	600	601		
communities. It is our ambition the college of choice for our co	on for Merton Adult Education to	become an innovator and													
the college of choice for our co	community.		Anticipa		ancial resources		13/14		14/15		15/16	2016/17	2017/18	2018/19	
	g the best learning experience f			Staff (FT	TE)		148		46		146	146	147		
	mers, maximise partnership opp Skills Funding Agency contract														
range of income generating co		adi targoto ana aorotop a													
Our strategic objective is to inc	crease the skills, knowledge and	d educational attainment	D		indiantan	Perfo	mance Targe	ets (T) & Prov	visional Perfo	rmance Tar	rgets (PT)	Delerity	Demonting quals	Indiantest	Main impact if indicator not
of adults through the provision	n of a range of accredited and ne	on accredited courses.		erformance i		2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
	I in response to both governmen needs. A range of courses are			ber of accred		1000	1000	1000	1000	1000		High	Quarterly	Business critical	Loss of income
	h and Maths, ESOL, IT, Mind ar		NO. OT PE	% achieveme	lopment learners	3000 95%	3000 96%	3000 96%	3000 96%	3000 96%	-	High High	Quarterly Annual	Business critical Outcome	Loss of income Government intervention
	amily Learning, Neighbourhood	Learning for Deprived		% retention		87%	88%	88%	88%	88%		High	Annual	Outcome	Government intervention
Communities, Fitness, Art and	o Graft and Employability.			% success		83%	84%	84%	84%	84%		High	Annual	Outcome	Government intervention
				Income ta	arget	662890	732890	732890	732890	732890		High	Monthly	Business critical	Loss of income
			Numb	ber of comme	ercial learners	300	500	600	600	600		High	Quarterly	Business critical	Loss of income
														ł	
		BUDGET AND RESOURCES				I	1	1	1	1	1	ll		<u> </u>	
D	Budget Actual	Budget Budget	Budget	Budget	Budget			2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	2013/14 2013/14	2014/15 2015/16	2016/17 2	2017/18	2018/19						Employees				
Expenditure	2,673 0	2,715 2,722	2,729	2,737	0										Government grants
Employees Premises	1,813 141	1,785 1,785 174 176	1,785 178	1,785 181							Premises				
Transport	3	3 3	3	3											Reimbursements
Supplies & Services 3rd party payments	334	345 350	355	360							Transport				
Transfer Payments	0	0 0	0	0							-0				Customer & client receipts
Support services Depreciation	286 96	311 311 97 97	311 97	311 97				1		۱ ·	Supplies & S	ervices			
Revenue £'000s	Budget Actual	Budget Budget		Budget	Budget			1		Ι.	3rd party pay	ments		-	Recharges
	2013/14 2013/14 2,500 0	2014/15 2015/16 2,676 2,690		2017/18 2,698	2018/19		//		1		end party pay				
Governnen grants	1,873	2,676 2,690 1,873 1,873	2,698 1,873	1,873							Transfer Pay	ments			Reserves
Reimbursements Customer & client receipts	3	0 0	0	0											
Recharge	624 0	803 817 0 0	825 0	825 0							Support servi	ces			Capital Funded
Reserves	0	0 0	0	0					/						
Capital Funded Council Funded Net Budget	0 173 0	0 0 39 32	31	0 39	0		-				Depreciation				
<b>U</b>			0.1								Summar	/ of major budget et	c changes		
<u> </u>	Budget Actual	Budget Budget	Budget	Budget	Budget						Gammar	, or major budget et	oonangoo		
Capital Budget £'000s	2013/14 2013/14	2014/15 2015/16		2017/18	2018/19							2015/16			
						4k Savings									
						be achieved through	increased in	come and so	me statt redi	uctions, nigi	n risks due to	income being depende	ent on external sources wi	nich are themselves volatile	e and liable to change at short
												0040/47			
	0 0	0 0	0	0	0 00	k Savings						2016/17			
		v 0	v	v		k Savings be achieved through	increased in	come and so	ome staff red	uctions, hig	h risks due to	income being depende	ent on external sources w	hich are themselves volatile	e and liable to change at short
250						tice				. 5		<b>.</b>			Ŭ
200 -															
												2017/18			
<i>∞</i>					Inc	come and saving targ	ets difficult to	achieve due	to the colled	ge received	funding from		locations are awarded an	nually further reductions wi	ill impact on being able to meet
ទី 150 - រដ្ឋ						ving targets.					J			,	
ш ш															
100 -	$\mathbf{N}$														
	\														
	\ \											2018/19			
50 -			_												
			-												
		-													
0			0047		<b>_</b>										
2013	2014 2015	2016	2017	2018											
	budget		wide		1 1										I

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

	Public										lanning Assu						The Corporate strategies your
Cllr Caroline Coo	oper-Marbiah Ca	binet Member	for Adult Socia	al Care & Health		Anticipate			13/14		14/15		5/16	2016/17	2017/18	2017/19	service contributes to
						Sexual	health	19	9,854	20	,201	20	,554	20,913	21,243		Health & Wellbeing Strategy
						Drugs &			s/155 Alcohol		/205 alcohol						
						Support			I staff capacity					40% of PH staff capacity			
						NHS Heal			5723		723		773	5872	5872		
					N		easure Program							1.3% increase in population age			
						NHS Smokin	°		1506		580		360	1742	1830		
ur vision for the public's health i gnificant inequalities in health o						Prevention			1066		119		175	1234	1295	0015	
qual opportunities for all residen			weat or interton,	providing more	Ant		nancial resources	20	13/14		4/15		5/16	2016/17	2017/18	2017/19	
						Staff (			8		4.77	14	.77	14.77	13.77		
						Staff (Tr	,		1		2		1	2			
our vision for the public health tea the Council, Merton Clinical Co					High qu	lality data for Ja	SNA and joint projects		n/a	1	n/a	1	/a	n/a			
nderstanding of their contribution								Borfor	rmanco Tara	ets (T) & Prov	icional Porfo	rmanco Taro	lote (PT)				Main impact if indicator not
nequalities, using evidence of be	st practice.					Performanc	e indicator	2013/14(T)		2015/16(T)	2017/18(PT)	2016/17(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	main impact in indicator not
ublic Health services comprise						Chlamydia	diagnosis	2010/14(1)	22014/13(1)	2300	2300	2300	2010/13(11)	Select	Quarterly	Output	Failure to meet PHOF target
Mandatory: sexual health, NHS	health checks,	National Child N	Measurement Pro	ogramme,		Late diagnos	•	46.4%	43.2%	TBC	TBC	TBC		Low	Annual	Outcome	Failure to meet PHOF target
upport to Clinical Commissioning	g groups, and as	surance of hea			Success		of drug treatment (TBC)	10.770	13.270								target
Universal: Smoking cessation, on Other	arugs and alcoho	i, obesity					g (MOU) with MCCG 201	-15 MOU	MOU	MOU	MOU	MOU		1	1		
							ke of those offered service					TBC		High	Quarterly	Output	Increased prevalence of long-
								57.5	58.5	59.5	60%	IBC		r iigii	Qualteriy	Output	term conditions
					% exc	ess weight in cl	nildren age 4-5 years	19.67%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	Increased prevalence of long- term conditions
					% exces	s weight in chil	dren age 10 - 11 years	20 770/	TDO	TDO	TRO	TRO		Low	Annual	Outcome	Increased prevalence of long-
								30.77%	TBC	TBC	TBC	TBC					term conditions
					Numbe	r ot successful	4-week smoking quits	753	790	830	871	915		High	Quarterly	Outcome	Increase prevalence of lung cancer heart disease and COPD
									1								
EPARTMENTAL BUDGET AND	RESOURCES									2015/16 Ex	nonditure			1		2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			2013/10 EX	Penairaire					2010/10 Income	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				
xpenditure	8,985	0	9,844		9,844	9,844											Government grants
mployees remises	569	0	994	994	994	994							Premises				
ransport	0		0 0	) 0	0	(											Reimbursements
upplies & Services	4,227	C	4,366		4,366	4,366		/					Transport				
rd party payments	4,086	0	4,367	4,367	4,367	4,367											
ransfer payments	97		0 0	0 0	110	110						ι.	Supplies & Se	anvices			Customer & client receipts
uport services epreciation	0		0 0	0 0	0	(							acophics a or	111003			
evenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						2rd party pay	monto			Recharges
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						3rd party pay	nents	2		
bvernment grants	8,985 8,985		9,844 9,236	9,844 9,236	9,844 9,236	9,844 9,236					10		Transfer				
Reimbursements	0,000		608		608	608							Transfer payr	nents			Reserves
stomer & client receipts	0	(	0 0	0 0	0	(											
Recharges	0		0 0	0 0	0	(	}						Support servi	ces			Capital Funded
apital Funded	0	(	, 0	,	0		<u>'</u>										
Council Funded Net Budget	0	0	0	) 0	0	0	0		And and a second se				Depreciation				
	Budget	Actual	Budget	Budget	Budget	Budget	Budget										
apital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Summar	y of major budget etc	c. cnanges		
														2015/16			
							Depende	nt on Governme	ent grant, to	be confirmed	ł						
							<b></b>										
	0	(	0 0	0 0	0	(	-							2016/17			
							Depende	nt on Governme	ent grant, to	be confirmed	t						
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-	2014	20		2016	2017	2018											

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

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## **Corporate Services**

Heating Assumption         Planning Assumption           Other Advision Cabinet Member for Finance         Anticipated demand         2013/14         2014/15         2016/16         2016/17         2017/18         A           Enter a brief description of yournam activities and objectives below         Core service request (days)         4400         3960         3520         3080         3080         1450         1	2018/19 2018/19 2018/19	The Corporate strategies your service contributes to Customer Services Strategy ICT Policy Capital Programme
Enter a brief description of your main activities and objectives below         Core service request (days)         4400         3960         3520         3080         3080           - 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.         - Non Core service requests (days)         2000         1800         1620         1450         1450           - Support DMTs to embed a culture of continuous business improvement within the organisation through the radioc Projects and Programmes of work at the direction of CMT and M2015 Board.         - Lead and deliver a coordinated programme of Public Value Reviews (PVRs) and reactive, is directed and monitored through DMTs, M2015 and CMT so that resources, dependencies, risks and insues are managed effectively and benefits – aligned to organisational objectives are realised.         - Vork with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation that complex submation takes a coordinated and planeage strategy. Standards and supportability.         - Establish a Technical Design Authority (TDA), ensuring the aligned to organisational objectives are realised.         - Performance Targets (T) & Provisional Performance Targets (PT)         Polarity with projects completed on time           - Procestively and support to the subses of opportunities to establish – under the direction of CMT – the strategy for IT, an associated implementation that complex with and drives agreed corporate strategy, standards and supportability.         - Establish a Technical Design Authority (TDA), ensuring the organisation tale on an associat		Customer Services Strategy ICT Policy
<ul> <li>Operate as a Centre of Excellence for Project and Programme Management (PPM), raising successfully.</li> <li>Support DMTs to embed a culture of continuous business improvement within the organisation to consistently plan and deliver projects/programmes</li> <li>Support DMTs to embed a culture of continuous business improvement within the organisation of closs, techniques, advice and support – including but not limited to lean.</li> <li>Manage and deliver advoc Projects and Programme of Public Value Reviews (PVRs) and reactive service reviews to deliver efficiencies and Improve customer satisfaction.</li> <li>Lead and deliver advoc Projects and Programme of Public Value Reviews (PVRs) and reactive service reviews to deliver efficiencies and Improve customer satisfaction.</li> <li>Station Parogramme Mine deliver advoc Projects and Programme of through DMTs, M2015 and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational activity is directed and monitored timough DMTs, M2015 and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational activity and approach to systems implementation that concretation ad activity for organisation plan and manage its delivery.</li> <li>Establish a Technical Design Authority (TDA), ensuring the organisation takes a coordinated approach to systems implementation tat coordinated and provach to systems implementation tat coordinated and provach to systems implementation tat coordinated and provements for improved business effortion plan and threaging technologies and to leverage existing systems investments for improved business of opportunities to exploit earlies to applications.</li> <li>Provise businesses of opportunities to exploit earlies to applications.</li> <li>Provise businesses of opportability.</li> <li>Provise businesses of opportability.</li> <li>Provise businesses of opportability.</li> <li>Pr</li></ul>	2018/19	ICT Policy
- Operate as a Centre of Excellence for Project and Programme Management (PPM), raising successfully.         - Support DNTs to emped a culture of continuous business improvement within the organisation to consistently plan and deliver projects/programmes within the organisation to consistent within the organisation of tools, techniques, advice and support - including but not limited to least the direction of CMT and M2015 Board.       Support for continuous/business improvement (days)       600       1000       900       750       600         - Nanage and deliver adhoc Projects and Programmes of work at the direction of CMT and M2015 Board.       - Lead and deliver a coordinated programme of Public Value Reviews (VPRs) and reactive service reviews to deliver efficiencies and improve customer satisfaction.       - Staff - Programme Management Office (PRO), ensuring that all transformational activity is directed and monitored through DMT is to that resources. dependencies, risks and issues are managed effectively and benefits – aligned to organisation takes a coordinated implementation plan and deliver .       Staff - Programme Management Office (PTE)       4	2018/19	
the capacity of the organisation to consistently plan and deliver projects/programmes successfully. - Support DMT's to embed a culture of continuous business improvement within the organisation to limited to lean through the provision of tools. Iechniques, advice and support – including but not limited to lean the direction of CMT and M2015 Board. - Lead and deliver adhoc Projects and Programme of Public Value Reviews (PVRs) and reactive service reviews to deliver efficiencies and improve customer satisfaction. - Establish a Programme of fublic Value Reviews (PVRs) and reactive service reviews to deliver efficiencies and improve customer satisfaction. - Stablish a Programme deffectively and benefits – aligned to organisation al objectives are naneged effectively and benefits – aligned to organisation takes a coordinated projects (some fixed term) - Establish a Technical Design Authority (TDA), ensuring that and drives agreed corporate strategy, standards and supportability. - Prodectively advise businesses efficiency and service. - Provide support ablisty. - Proceetively submerstain that complex with and drives agreed corporate strategy, standards and supportability. - Provide support to the businesses of organization takes a coordinated negative advice prove business for opportability. - Provide support to the businesses of organization takes a coordinated negative advice proved business efficiency and service. - Provide support to the businesses of organization takes a coordinated negative advices are trategy, standards and supportability. - Provide subjects investments for improved business efficiency and service. - Provide subjects investment for improved business efficiency and service. - Provide subjects investment for improved business for opprotability. - Provide subjects investments for improved business for opprotability. - Provide subjects or operational and maintenence related tasks for applications.	2018/19	Capital Programme
successfully.       300       150       100       100         - Support DNTs 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 lear.       300       150       100       100         - Manage and deliver advoce projects and Programmes of work at the direction of CMT and M2015 Board.       - Lead and deliver a coordinated programme of Public Value Reviews (PKRs) and reactive service reviews to deliver efficiencies and improve customer satisfaction.       21.8 FTE       150       100       100         - Lead and monitored through DNTs, M2015 and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives are realised.       4       4       4       4       4         - Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.       21.8 FTE       12.8       12.8       -       -         - Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.       21.8 FTE       12.8       12.8       -	2018/19	
Support DMTs to embed a culture of continuous business improvement within the organisation.       12.8 FTE       15 FTE       12 FTE       12 FTE         - Manage and deliver addoc Projects and Programmes of work at the direction of CMT and M2015 Board.       Anticipated non financial resources       2013/14       2014/15       2015/16       2016/17       2017/18         - Lead and deliver addoc Projects and improve customer satisfaction.       - Establish a Programme of Public Value Reviews (PVRs) and reactive service reviews to deliver efficiencies and improve customer satisfaction.       - Establish a Programme of More (PMC), ensuring that all transformational activity is directed and monitored through DMTs, M2015 and CMT so that resources, dependencies, related tasks for unprovement to plan and manage at fedivery.       - Establish a Technical Design Authority (TDA), ensuring that and one agreed correlated approach to systems impresting that complies with and drives agreed corporate strategy, standards and supportability.       - Performance indicator       2 2       2       0       0         - Provise usport bio businesses of upportability.       - Establish a Technical Design Authority (TDA), ensuring that and onview agreed corporate strategy, standards and supportability.       - Establish a Technical Design Authority (TDA), ensuring that and onview agreed corporate strategy, standards and supportability.       - Establish a Technical Design Authority (TDA), ensuring the argumation takes a coordinated approach to systems injectionery and service.       - Establish a Technical Design Authority (TDA), ensuring the argumation takes agreed ton time       85%       85%       85% <td>2018/19</td> <td></td>	2018/19	
Ithrough the provision of lools, techniques, advice and support - including but not limited to learn.       Amage and deliver accordinated programmes of work at the direction of CMT and M2015 Board.       2013/14       2013/14       2014/15       2015/16       2016/17       2017/18            - Lead and deliver accordinated programme of Public Value Reviews (PVRs) and reactive service reviews to deliver efficiencies and improve customer satisfaction.          - Stabilish a Programme Office (P(R)) ensuring that all transformational activity is directed and monitored through DMTs, M2015 and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives are realised.          - 2          - 2          - 2          - 2          - 2          - 0          - 2          - 2          - 2          - 2          - 0           - Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.          - Stratelish a Technical Design Authority (TDA), ensuring that and drives agreed corporate strategy, standards and supportability.          - Periormance indicator           - 2013/14(T)         -2014/15(T)         -2013/14(T)         -2014/15(T)           -2013/14(T)           -2015/16           -2017/18           -2017/18           -2013/14(T)           -2013/14(T)           -2013/14(T)           -2013/14(T)	2018/19	
- Marage and deliver a dord enloyer and be of public value registration of CMT and Walts Board.         - Lead and deliver a coordinated programme of Public Value Reviews (PVRs) and reactive so deliver wis to deliver efficiencies and improve customer satisfaction.         - Establish a Programme Management Office (PMO), ensuring that all transformational activity is directed and monitored through DMTs, M2015 and CMT so that resources, dependencies, related.         - Work with businesses and l&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.         - Establish a Technical Design Authority (TDA), ensuring the organisation takes a coordinated programme daparoach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.         - Provide support to the business of opportunities to exploit emerging technologies and to leverage existing systems investments for improve dusiness efficiency and service.         - Provide support to the business of opportunities to exploit emerging technologies and to leverage existing systems investments for improve dusiness efficiency and service.	2010/13	
- Lead and deliver a coordinated programme of Public Value Reviews (PVRs) and reactive service reviews to deliver efficiencies and improve customer satisfaction.       25.9       26.9       23.9         - Establish a Programme Management Office (PMO), ensuring that all transformational activity is directed and monitored through 20 MTs, M2015 and CMT so that resources, dependencies, resistand susces are managed effectively and benefits – aligned to organisational objectives are realised.       12.8       12.8       2       0       0         - Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation that complex with and drives agreed corporate strategy, standards and supportability.       2013/4(T)		
service reviews to deliver efficiencies and improve customer satisfaction.  Staff - Programmes and projects (some fixed term)  Lat - Pr		
- Establish a Programme Management Office (PMO), ensuring that all transformational activity is directed and monitored through DMTs, M2015 and CMT so that resources, dependencies, realised. - Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery. - Establish a Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability. - Procide usinesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service. - Provide support to the business for opportanities for applications		
risks and issues are managed effectively and benefits – aligned to organisational objectives are realised. - Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage is delivery. - Establish a Technical Design Authority (TDA), ensuing the organisation takes a coordinated approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability. - Proceed support to the business for improved business efficiency and service. - Provide support to the business for improved business efficiency and service.		
Performance indicator       Performance indic		
- Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.       2016/17(PT)       2016/17(PT)       2016/17(PT)       2018/19(PT)       2018/19(P		Main impact if indicator not
an associated implementation plan and manage its delivery.       Systems availability       80%       95%       95%       High       Monthly         - Establish a Technical Design Authority (TDA), ensuring the organisation takes a coordinated approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.       80%       95%       95%       95%       High       Monthly         - Prodectively advise businesses of opportability.       -	Indicator type	met
- Establish a Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.       % projects completed on time       85%       85%       85%       85%       High       Quarterly         - Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service.       - Provide support to the business of opportunities to exploit emerging technologies and to leverage existing systems investments for operational and maintenance related tasks for applications       - Improved business of opportunities to exploit emerging technologies and to leverage existing systems investments for operational and maintenance related tasks for applications       Improved business efficiency and service.       Improved business efficiency an	Business critical	Reduced service delivery
and planted approach to systems implementation and compares with andin and and with and compares with and compares with and compares	Output	Increased costs
Proactively advise businesses of opportunities to exploit emerging technologies and to     leverage existing systems investments for improved business efficiency and service.     -Provide support to the business for operational and maintenance related tasks for applications	output	
leverage existing systems investments for improved business efficiency and service Provide support to the business for operational and maintenance related tasks for applications		
I including upgrages, nousekeeping, periodic scheduled tasks and batch processing, thus		
including opgravery indexected in a data in data in the data in th		
sustaining usances continuity, verandulity, perioritialite, allu capability of the systems.		
DEPARTMENTAL BUDGET AND RESOURCES 2004E/45 Exponditure		
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Revenue £'000s Budget Actual Budget Budget Budget Budget Budget		
2013/14 2013/14 2014/15 2016/17 2017/18 2018/19		Government grants
Expenditure 2,458 0 2,790 2,892 2,814 2,750 0		grand
Employees 1,477 1,541 1,491 1,403 1,329		
Premises Premises Premises		Reimbursements
Transport 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3		
Suppress Services 0.59 92/8 1,080 1,090 1,100 Transport		
Support services 339 318 318 318 318 318		Customer & client receipts
Depreciation Depreciation		
Budget Actual Budget Budget Budget Budget Budget		
Revenue z 000s 2013/14 2013/14 2014/15 2015/16 2016/17 2017/18 2018/19		Recharges
Income 1.954 0 2.727 2.727 2.727 0		
Governman grants		
		Reserves
Customer a cuent receipts 79 64 69 69 69		
Recharger 1,875 2,638 2,638 2,638 2,638		
Reserves		Capital Funded
Capital Funded		
Council Funded Net Budget 504 0 68 165 87 23 0		
Capital Wilet £'000s Budget Actual Budget Budget Budget Budget Budget Budget Budget Capital Summary of major budget etc changes		
2013/14 2013/14 2014/15 2016/17 2017/18 2018/19 Summary of major budget etc. changes		
Document management system 740,000 2015/16		
Customer contact programme 785,000 CS1 Rationalisation of management costs £50k		
CS3 Generate income through training £5k		
Further implementation of the workforce plan in 2015/6 will meet target savings.		
0 0 1,525,000 0 0 0 0 0 <u>2016/17</u>		
Reorganisation of systems development and support arrangements CS63 £88k.		
500		
500 -		
400 -		
Reorganisation of systems development and support arrangements CS63 £74k.		
Guina autoriori systema development ana aupport anangementa GOUS 214K.		
200 -		
2018/19		
2013 2014 2015 2016 2017 2018		
➡Budget ➡Actual		

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

	0										DI-							The Corporate strategies your
Cilir Mor	Corporate G		Financa			Antioinoto	d domond		201	3/14		nning Assu 4/15		5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip				low		Resid	ed demand			,038	201			,569	214,229	216,806	2010/13	Corp Equality Scheme
			nu objectives be	510 W			cers			)81	200		211	,505	14,225	210,000		Customer Services Strategy
Corporate Governance is made up Information Governance - manage	es complaints. M	es. P & Member en	auiries. Freedom	of Information		Coun				60 60		0		+ 50	÷ 60	÷ 60		Risk Management Strategy
requests, ensuring organisational	compliance with	Data Protection	Act and the Tran	nsparency		Coun	011013		+			•			00	00	<u> </u>	Information Governance Policy
agenda, including maintaining the function.	Publication Sche	eme. Also provi	ides the Local La	nd Charges	Ant	inipoted nep fi	inancial resou	2000	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Corp Procurement Strategy
					Am	Staff		ICes		8	4			nvestigations)	39.7 (excl. Investigations)	38.7 (excl. Investigations)	2010/10	Performance Management Framework
Internal Audit and Investigations- p governance & internal control proc	provides indeper	dent, objective	appraisal of risk i	management,		Staff -				8		3		8	8	8		Civil Contingencies Plan
Investigates allegations of poor co	ontrol and conflict	s of interest. Čo	o-ordinates the A	nnual			Election			0	9			00	800	0		Central Government
Governance Statement. Reviews a						Staff - (				50		50		50	150	150		Schild Sovenment
controls to members. Investigation internal cases.	ns - investigates :	allegations of tra	aud for Housing E	Benefit and		Stail - V	Carivas				ts (T) & Provi				150	150		Main impact if indicator not
						Performanc	ce indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
Safety Services - provides H&S , e	emergency plann	ing & business	continuity service	э.	6	FOL requests - c	dealt with in tim	e	90%	90%	92.5%	95%	95%	2010/13(F1)	High	Monthly	Perception	Reduced customer service
Democracy Services - maintains in	ndependent scru	tiny function, su	pport to Councille	ors and Mayor &			ealt with in time		90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
ensures council has robust decisio	on making arrang	ements.					ed against plan		90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
Electoral Services - maintains regi	isters of electors	whilst managing	g the move to ind	lividual electoral			ented by agree		90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
registration, administers elections	& referendums a	ind undertakes	boundary & elect	oral reviews.			ed H&S inspecti		60	60	60	60	60		High	Monthly	Outcome	Breach statutory duty
There is also the shared Legal ser	rvice with the Lor	idon Borough o	f Richmond, whic	h has its own			ns completed or		75%	85%	90%	90%	90%		High	Quarterly	Outcome	Breach statutory duty
Service Plan.						,	ry agendas issu		28	26	24	22	20		Low	Quarterly	Quality	Rework
							,		20									
									1		1		1		1	1	1	
	Di		L BUDGET AND	RESOURCES					•				•		·	•		•
-	Budget	Actual	Budget	Budget	Budget	Budget	Budget			:	2015/16 Ex	senaiture					2015/16 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						_	Employees				
Expenditure	4,018	0	4,031	3,869	3,897	3,92								Employees				Government grants
Employees	2,407		2,449		2,344	2,34	4											
Premises	4		5		5		5							Premises				Reimbursements
Transport Supplies & Services	25 1,166		25		26											15		
3rd party payments	1,100		1,220	1,170	1,130	1,22								Transport				
Support services	416		324	324	324	324	4											Customer & client receipts
Depreciation		0	)						<u> </u>				Ι.	Supplies & S	anvices			
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget		l í		1			Subblies & S	ci vices	)		Recharges
Income	2013/14 2,334	2013/14	2014/15 2,367	2015/16 2,373	2016/17 2,377	2017/18	2018/19											
Government grants Reimburgements	70		70		70	7								3rd party pay	ments			
	54		59		62													Reserves
Custonet & client receipts	61		153		160									Support servi	ces			
Recharg Reserves	2,149		2,085	2,085	2,085	2,08	5											Capital Funded
Capital Funded			1								1			Depreciation				
Council Funded Net Budget	1,684	0	1,664	1,496	1,520	1,544	1 0							Depreciation				
Conital Dudlat Cloba	Budget	Actual	Budget	Budget	Budget	Budget	Budget							C	e of moley budget of	channes		
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summar	y of major budget etc	changes		
Ctte Decision Making	2,000														2015/16			
															esources £30k			
									onalise Healt									
									onalise interr									
								CS34 Servi	ices and sup	pliers savir	ngs within C	orporate G	overnance	£86k				
			1															
		-			-													
L						L												
	2,000	0	0	0	0	0	) 0								2016/17			
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2013	2014	201	15	2016	2017	2018	'											
		Budget		/														
		-																

Appendix 8

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

	Customer	Services									PI	nning Assur	nntions					The Corporate strategies your
Selec	ct your Cabinet		tfolio			Anticipate	d demand		201	3/14		4/15		5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descri				ow	Benefit/Council					,000		000		000	14,000	14,000	14,000	Customer Services Strategy
			-		Telephone calle					0,000		,000		,000	500,000	450,000	400,000	Homelessness Strategy
There are 5 core services:					Face to face cus					5,000		,000		000	85,000	80,000	70,000	Medium Term Financial Strategy
Local Taxation - responsible for Bailiff collection services; - this in					Council tax prop	erties			82	,000	82	500	83,	000	83,000	83,000	85,000	Social Inclusion Strategy
Housing Benefit - responsible for					Anti	cipated non fi	nancial resou	rces	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
identification and prevention of fr		il quatamora e i	visitors through a	ither face to		Staff (	(FTE)		16	62.4	13	9.4	13	6.4	134.4	133.4	133.4	
Merton Link - first point of conta face or via telephone - also provi			visitors, through e	iner lace to		Apprentic	ces(FTE)			3		3		4				
Registrars - responsible for regi	istration of births a		ages & civil partne	rships,														
citizenship ceremonies & nationa Communications - responsible		l onbancing the	reputation of Mer	ton Council:														
promoting Merton as a good place	ce to live, work an	id learn; ensurir	ng residents know	about and		Performanc	e indicator			nance Target			-		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
have access to services; ensurin									2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				met
and engaging council staff so the putting customers at the heart of		arection of the	e council and are o	committed to		Business Rat			97%	97.25%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
Front line service for Universa						lerton Bailiff Se cluding parking and			58%	58%	58%	58%	58%	58%	High	Monthly	Outcome	Loss of income
line services for universal credit anticipated that this new service						COC & new clai			16	16	10	10	10	10	Low	Monthly	Business critical	Customer hardship
vague due to the uncertainty of t						First contact	t resolution			60%	65%	70%	75%	75%	High	Monthly	Perception	Reduced customer service
					Income from	events (marria	ages, civil parti	nerships etc)		415,000	400,000	415,000	425,000	450,000	High	Monthly	Business critical	Loss of income
						Successful w	ebsite visits		83%	84%	84%	84%	84%	84%	High	Monthly	Perception	Reduced uptake of service
						No. of on-line	transactions					30,000	45,000	60,000	) High	Monthly	Business critical	Reduced customer service
															L			
	DE	PARTMENTA	L BUDGET AND	RESOURCES						2	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget											
Expenditure	2013/14 12,456	2013/14	2014/15 9,863	<u>2015/16</u> 9,487	2016/17 9,394	<u>2017/18</u> 9,312	2018/19							Employees				Government grants
Employees	5,749	,	5,037	5,008	4,897	4,788												
Premises	39		20	21	21	21	1							Premises				Reimbursements
Transport Supplies & Services	91 3,346		63 1,447	64 1,459	65 1,470	65 1,491												
3rd party payments	475		828	467	473	479								Transport				
Support services	2,753		2,465	2,465	2,465	2,465												Customer & client receipts
Depreciation	3 Budeet	Astual	3 Dudaat	3 Budent	3 Dudaat	Budeet	Budeet			-			ι.	Supplies & S	ervices			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19		_									Recharges
Income	11,216	0	7,399	6,966	6,774	6,801								0				
Government grants Reimburger lents	1,826		1,980	1,520	1,302	1,302					1			3rd party pay	ments			
Custom Client receipts	930 6,185		930 2,184	930 2,211	930 2,237	930 2,264												Reserves
Decharges	2,275		2,305	2,211	2,305	2,305								Support serv	ices			
Reserve																		Capital Funded
Capital Funded Council Funded Net Budget	1,240	0	2.464	2,521	2,620	2,511	0				-			Depreciation				
<b></b>	Budget	Actual	Budget	Budget	Budget	Budget	Budget											
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summar	y of major budget e	tc changes		
															2015/16			
															A decision is required	regarding future funding	g for the ascheme and it	's administration
								Funding for							mmo the impact of th	o Customor Sonviso Bo	iow will not only 620k i	n this year. Savings from
								elsewhere v						lact progra	inine the impact of t	le custonner service Rev	New WIII HOL Save 230K	in this year. Savings norm
							+							ementation	of telephone parking	£10k		
							1								work for supporting			
							1											
	0	0	0 0	0	0	0	0 0								2016/17			
									dgetary sav	vings from 1	4/15 includ	e a deletior	n of manage	er position	within Customer Ser	vices and a reduction wit	hin the debt recovery/b	ailiff function resulting in £81k of
3,000								savings.		- 0	0							
				-				Continued i							of telephone parking	£10k		
2,500 -	-							The roll out								2.1010		
															work for supporting	Universal Credit.		
								New perform	mance targe	et required t	o monitor t	ake-up of o	n-line servio	ces. This ir	cludes revision of nu	mber of telephone calls	and face-toface custom	ers
2,000 -					\										2017/18			
£,000s					<b>\</b>			CS60 Delet	ion of Assis	tant Directo	r post £10	9k						
تم 1,500 -					· · · · ·								reduce telp	hone calls	and face-to-face cus	tomers		
					· · · · · ·													
1,000 -						\												
						1									2018/19			
500 -						\ \		Continued	mpact of C:	istomor Co	atact project	t to further	roduco tola	hone colle		tomore		
						\		Continued impact of Customer Contact project to further reduce telphone calls and face-to-face customers. Anticipated small increase in number of Council Tax propoerties.										
						Γ												
0 +	2014	201	15 2	2016	2017	2018												
		Budget			Actual													
								ļ										

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

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Clir Mar	Human Res k Allison Cabine		Finance			Anticinate	ed demand	20	13/14		nning Assur 4/15		15/16	2016/17	2017/18	2018/19	The Corporate strategies your service contributes to
Enter a brief descrip				low	Employees in N		payroll, advice, L&I		,600	1	400		400	4,400	201710	2010/10	Workforce Development Plan
1) Support effective people mana			-				o be appointed	-	180		60		60	160			Economic Development Strategy
workforce strategy/TOM people I	layer						FTE		6.4		5.4		5.4	41.4	40.4		
<ol> <li>Implement and maintain efficiency payroll, performance manageme</li> </ol>	ent HR transaction	ns for recruitme	ent, induction, em	ployee data,	Anti	cipated non fi	inancial resources	20	13/14	201	4/15	201	15/16	2016/17	2017/18	2018/19	
3) Provide HR business partner	support across the	e Council				Select anticipa	ated resources										
4) Produce HR metrics, analyse 5) Produce HR strategies, policy	people-related pro	oblems and take	e appropriate act	ions		Select anticipa	ated resources										
management	I ameworks and s	systems to supp	port effective pec	pie		Select anticipa											
_						Select anticipa	ated resources						( ( ) )				
						Performanc	ce indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)			Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
							to hire	90	90	90	90			Low	Monthly	Outcome	Increased costs
					Sickn		Average days per fte		7	7	7			Low	Monthly	Outcome	Increased costs
						% Members L8	Is completed	98%	98%	98%	98%			High	Annual Quarterly	Outcome	Poor decision making
						% Wernbers Lo	&D satisfaction	81%	82%	83%	83%			High	Quarterly	Outcome	Poor decision making
									1	1							
					-			- 1	1	1					1		
										L							
	DE	PARTMENTAL	L BUDGET AND	RESOURCES						2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget				ponunure					2010/10/1100/110	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				Government grants
Expenditure	3,242	0	3,133	3,140		2,629											
Employees Premises	2,220		2,185 15	2,185 15	1,825 15	1,76							Premises				
Transport	7		5	5	5	ł	5					_					Reimbursements
Supplies & Services 3rd party payments	210 255		218 259	222 262		16 <sup>-</sup> 230							Transport				
Support services	533		451	451		45					1						Customer & client receipts
Depreciation												_	Cuppline 9 0	ruiooo			
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget		1	-			Supplies & Se	IVICES			Recharges
Income	2013/14 3,101	2013/14	2014/15 3,128	2015/16 3,134	2016/17 3,139	2017/18 3,14	2018/19 5 0										
Government grants Reimburgenents	-,		3,.20	2,.01	5,.55	2,11							3rd party pay	nents			_
	E20		E00	E7F	500	F0/		1									Reserves
Custome & client receipts Recharges	533 2,568		569 2,559	575 2,559	580 2,559	586 2,559							Support servi	ces			
Recharge Reserve	-,				_,						/						Capital Funded
Capital Funded Council Funded Net Budget	141	0	-	6	-465	-516				/			Depreciation				
							·		_								
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						Summary	of major budget e	tc changes		
														2015/16			
							CS	649 Introduction of n	ew applicat	ion tracking	system £5k	K					
	<b>├</b>																
	<b>├</b> ────┤						+										
	╂────╂		<u> </u>				+										
	<u>├</u>						+										
	0	0	0	0	0	(	0 0							2016/17			
	. •		· · · ·			· · · · ·	 C.9	648 Further rationali	sation of HI	R Services f	130k						
200 1							CS	649 (2013-2017) Intr	oduction of	new applica	ation trackin	ig system £	210k				
							CS	50 Occupational He	ealth & Emp	loyee Assis	tance progr	amme £40	k				
100 -								S51 HR Transaction: S49(2012-2016) Fur									
		_						549(2012-2016) Fun 574 Review of L&D £		uation of HF	Cauvisory V	VUIK £ 140K					
0				2016	2017	2	[ Ŭ.										
2013	2014	201	1	2010	2017	018								2047/40			
so -100 - 000 44 - 2000								75 Davies ( 0.07				d		2017/18			
£,01						/	CS	675 Review of COT	statting in li	gnt of 4 bor	ougn shared	a service o	pportunities	FORK			
-200 -			<b>\</b>			/											
-300 -						,											
-300			<b>\</b>														
-400 -			· · · · ·				L										
														2018/19			
-500 -																	
-600																	
		Budget			Actual												

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OI Human Resources	10 OVER THE FOUR YEAR PERIOD			Appe
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	0
Pro	oject 1	Project Title:	Occupational Health Service	More efficient way of working	Likelihood	Impact	Score
Start date	01/04/2014	Project Details:			3	3	9
End date	31/03/2015						
Pro	oject 2	Project Title:	Employee Assistance programme	More efficient way of working			
Start date	01/04/2014	- Project Details:	Flexible working - policy development and learning and development to support culture and technical change.		3	4	12
End date							
Pro	oject 3	Project Title:	Leadership and management development	More efficient way of working			
Start date	01/04/2014	- Project Details:	Centralisation of L&D and appraisal systems within iTrent system.		3	3	9
End date	31/03/2015						
Pro	oject 4	Project Title:	Recruitment - agency and executive search via the LBRP	More efficient way of working			
Start date	01/04/2015	Project Details:			3	3	9
End date	31/03/2016						
	oject 5	Project Title:		Select one major outcome			
		Project Details:					0
End date							
2 Pro	oject 6	Project Title:		Select one major outcome			
Start date							0
End date		<ul> <li>Project Details:</li> </ul>					
Pro	oject 7	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date							
Pro	oject 8	Project Title:		Select one major outcome			
Start date							0
End date		<ul> <li>Project Details:</li> </ul>					
Pro	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		.,					

Appendix 8	
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	Infrastructure ar								0/4.4		anning Assu		5/40	0040/47	0017/40	0010/40	The Corporate strategies your
	ark Allison Cabin				Deneire 0 Milli	Anticipate			3/14		4/15		5/16	2016/17	2017/18	2018/19	Asset Management Plan
Enter a brief descr	. ,					enance of Corp	orate Buildings		,000		0,00	80	-	800,00	800,00		
Infrastructure and Transactic functions which are:-	ons Division (I&T	) is a support s	ervice made up o	of three	IT Service Calls	4-			000		,000		000	18,000	17,000	<u> </u>	Customer Services Strategy
functions which are					Service Reques				000		000		000	6,000	6000		Customer Services Strategy
IT Service Delivery - IT (SD)					Transactions rec				,000 3/14		4/15		,000	115,000 2016/17	120,00 2017/18	2018/19	Customer Services Strategy
desktop equipment and associ Desk facilities, IT Disaster Rec					Anti	FM (F	nancial resourc		3/14		4/15 35		<b>5/16</b>	2016/17	2017/18	2010/19	
governance and data security.		,,				Transactional S	,		4.7		4.7		3.7	13	13		
Facilities Management - FM p	provides the infrast	ructure to delive	r services through			IT Service De	( )		33		33		2.2	27.2	27.2		
accommodation, building repair						Staff (App	, , ,		2		5		4	3	0		
energy management and conse		catering, print a	nd post room serv	vices, security		Otari (App	Jiennees)			ets (T) & Prov	-				-		Main impact if indicator not
and other associated hard and	SOIL FIVI SERVICES.					Performanc	e indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
Transactional Services incorp					Repairs & N	Aaintenance rat	tio of Reactive to	Planned 50/50	40/60	30/70	30/70	30/70		Low	Annual	Outcome	Increased costs
Administration and Vendor Mai and services provided to LBM.						Total externa		200,00	225,000	235,000	245,000	250,000		High	Quarterly	Output	Loss of income
revenue received. Maintain ac	curate records re	client contributio	ns on Carefirst to	enhance	CO2 er	nissions corpor	ate buildings (to	nnes) 4,200	4,100	4,000	3,900	3,800		Low	Quarterly	Output	Environmental issues
correct involving and reduce qu					Firs	t time fix rate fo	or IT Service De	sk 63%	64%	64%	65%	65%		High	Monthly	Outcome	Reduced service delivery
cleansed, Providing training a invoicing.	and support for all	users of the sys	terns required for	payments or	Custom	er Satisfaction -	- IT incident reso	lution 85%	90%	90%	90%	90%		High	Monthly	Outcome	Reduced customer service
					Invoices	paid within 30	days of receipt b	y LBM 91%	93%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery
						-	n 30 days from ir		93%	95%	95%	95%		High	Monthly	Business critical	Increased costs
							, =							, j		1	
	ם	EPARTMENTAI	BUDGET AND	RESOURCES										·			•
D	Budget	Actual	Budget	Budget	Budget	Budget	Budget			2015/16 Ex	cpenditure					2015/16 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				
Expenditure	11,968	0	11,815	11,061	10,807	10,768	3 0						Employees				Government grants
Employees	3,304		3,365	3,222	3,080	2,995							_				
Premises Transport	2,908		2,733	2,185	2,132	2,160			/				Premises				Reimbursements
Supplies & Services	2,828		2,687	2,620	2,558	2,573											
3rd party payments	274		206	210	213	215		1					Transport				
Support services	930		875	875	875	875 1.916		/									Customer & client receipts
Depreciation	1,685 Budget	Actual	1,916 Budget	1,916 Budget	1,916 Budget	Budget	Budget						Supplies &	Services			
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19										Recharges
Income	11,797	0	11,815	11,864	11,868	11,907	7 0						3rd party pa	avments			
Government grants Reimbursen ents	-						<u> </u>						ord purty pe	, , , , , , , , , , , , , , , , , , ,			Reserves
Custome & client receipts	1,990		2,063	2,112	2,116	2,155	5						0				
Recharges	9,807		9,752	9,752	9,752	9,752		0					Support ser	VICES			
Reserve												/					Capital Funded
Capital Funded Council Funded Net Budget	171	0	0	-803	-1,061	-1,139	0						Depreciatio	n			
		-	Durlant														
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						Summar	y of major budget et	c changes		
Information Technology	1,405,520	2010/11	953,000	584,000	1,862,000	1,806,000								2015/16			
Facilities Management	3,282,110		1,600,000	500,300	1,000,000	1,000,000	) (	CS5 Review procurement	of support	, maintenand	e & license	contracts £6	Ok				
							(	CS7 re-procurement of m	obile teleph	one contract	£10k						
								CS8 Reduction of WAN c	osts £10k, 0	CS15 Asset &	change and	alyst post £2	4k				
								CS17 Post savings £30k CS20 Energy refit £100k,	CS21 Incre	ase income t	argets for bi	uilding and re	enair work£4	l5k			
							(	CS22 Restructure of Arch	ive Store £	15k, CS23 O	utsourcing b	uilding servio	ces and secu				
L	1	L						CS25 Deletion of two pos									
	- I																
L	4,687,630	0	2,553,000	1,084,300	2,862,000	2,806,000								2016/17			
1 500								CS5 Review procuremen				contracts £5	0k				
1,500								CS7 re-procurement of m CS8 Reduction of WAN of		ione contract	£2UK						
								CS10 Outsourcing of ser									
1,000 -								CS12 Deletion of post £3									
								CS16 (deferred from 14/1				CS23 Outso	urcing build	ing services and securi	ty services £50k		
500 -								CS28 Amalgamation of ir	nuuer aldff	n contract £2	ur,						
							-							2017/18			
								CS70 Apply admin charg	e to custom	er requesting	hard copy r	paper invoice	£35k	2011/10			
ਸ਼ੂ 2013	2014	201	5 2	2016	2017	2018	·	CS70 Apply admin charg	ts £85k	ion roquooting	,		2001				
500								CS72 Consolidation of bu	lugets £34k								
-500 -																	
		<u></u>															
-1,000 -																	
1 1														2018/19			
-1,500 -																	
-1,500 -																	
-1,500 -																	
	-	Budget			Actual												

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

																		Appendix 8
	Resou											nning Assu			· · · · · · · · · · · · · · · · · · ·			The Corporate strategies your
		et Member for F				Anticipate	ed demand		201	3/14	201	4/15	2015	5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip	-		d objectives be	low		Revenue Bud	0			47	1	17	14		147	147		Asset Management Plan
Resources is made up of four maj	or areas of activ	ity:					get Managers		2	3	2	3	23	3	23	23		Capital Programme
Accountancy - manage financial Members, production of council's	financial accoun	ts, revenue & but	ce & support to Iget setting, pro	filing, reporting			ormance & Risk	-	8 Re		8 Re		8 Rep		8 Reports	8 Reports		Central Government
& monitoring, council's day to day	/ cash flow, insu	rance services, tr	easury manage	ment &	<b>.</b>		mance & Risk N	°	8 Re		8 Re		8 Rep		8 Reports	8 Reports		Corp Equality Scheme
pensions. Over the next four years processes /how information is stor	s we will transfor	m by improving u ial systems	ise of technolog	y /reviewing	<b>.</b>	· · · · ·	rmance & Risk	ů.	2 Re		2 Re		2 Rep		2 Reports	2 Reports		Corp Procurement Strategy
Business planning - manage Fin	ancial Strategy	& Capital Strateg	y/Monitoring, Fi	nancial	Anti		inancial resour	rces	201		-	3/14	2014		2015/16	2016/17	2018/19	Medium Term Financial Strategy
Systems Liaison & Development, & Risk Management, developing k	Business & Ser	vice Planning, Pe	erformance Man	agement (PM)		Staff				3.2	68		68		65.2	65.2		Risk Management Strategy
multi-year planning, target resource						Appre	ntices		(	)		2	2	2	0	0		Treasury Management Strategy
information. Over the next four year challenge services to improve their	ars we will impro	ove robustness of	our systems &	projections,														Voluntary Sector Strategy
quality and risk management	ii periormance n	lanagement to ra	clinate transion	idiloii, udid					Deufeuu	T		signal Daufa						Select Strategy delivery
Commercial & procurement - Th						Performanc	ce indicator	L L	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
is to be a strategic centre of excell training and advice including owne	ence for procure	ement and contra uncil's Procureme	ct management	, guidance,	Accuracy of I	28 Dovonuo Eg	precast (compar		2013/14(1)					2018/19(PT)	High	Annual	Outcome	Poor decision making
key tender processes, identificatio	n of savings opp	portunities and co	mmercial benef	its,	,		013/14) Capital	,		90% 90%	90% 90%	90% 90%	90% 90%		High	Annual	Outcome	Poor decision making
compliance with EU and UK procu ownership of the contracts register		on, benchmarking	g and best pract	ice and	,		nts to Draft Acc		0	90%	90%	90%	90%		Low	Annual	Business critical	Government intervention
Policy and strategy - coordinate	corporate strate	gy & policy; ensu	re effective & hi	gh-quality			n by Procureme		0	80%	80%	80%	80%		High	Quarterly	Quality	Poor decision making
policy development across the cou community sector; ensure the cou							lace for 'red' risl		90%	90%	90%	90%	90%		High	Quarterly	Outcome	Poor decision making
cohesion policy; lead on effective	partnership worl	king by managing	the local strate	gic					30 /0	3070	50%	3070	3070			quarterry	Sucome	. co. accision making
partnership, including leading on t	he Stronger Cor	nmunities agenda	a and delivery of	fthe														
Sustainable Community Strategy;	and provide a s	ecretariat tunctioi	I OF CIVIT and L	30.												1		
	וח	EPARTMENTAL	BUDGET AND	RESOURCES							2015/16 Ex	anditure			·		2015/16 Income	
	Budget	Actual	Budget	Budget	Budget	Budget	Budget			4	2015/16 EX	penalture					2015/16 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						ш Р	Employees				
Expenditure	9,181	0	8,660	8,717	8,539	8,524			4				-					Government grants
Employees	4,030		3,821	3,815	3,643	3,596								Dun un in				
Premises Transport	103	1	105	106	107	109							■F	Premises				Reimbursements
Supplies & Services	4,198		3,834	3,895	3,889	3,919												
3rd party payments	23		178	179	178	178		1					∎T	Fransport				Customer & client receipts
Support services	823		718	718	718	718	8											Customer & client receipts
Depreciation	Budget	Actual	Budget	Budget	Budget	Budget	Budget						<b>.</b>	Supplies & Se	ervices			
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19									1		Recharges
Income Government rants	7,694		6,718		6,747	6,762							-2	Brd party pay	monto			
	0		C	0	0	(	0						•3	oru party pay	ments			Reserves
Reimbursements	789		804	818	833	848	8											Reserves
Customer client receipts Recharge	6,905		5,914		5,914	5,914							<b>S</b>	Support servi	ces			
Reserves	C		C	0 0	0	(	0											Capital Funded
Capital Funded Council Europed Net Budget	1.487	0	1.942	0 1.985	0	1.762	0						шC	Depreciation				
																_		
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							Summary	of major budget et	c changes		
Financial System re-engineering	2013/14	2013/14	1,100,000	2015/16	2010/17	2017/18	2018/19								2015/16			
Acquisitions Budget	30,730		1,042,340	500,000	500,000										2010.10			
Transformation Budgets	,		638,000	507,000	,		1 1	MTFS/Business	Planning:	Throughou	t the financia	l year office	ers within the t	team will be	compiling the Business	s Plan for 2016-20, this wi	ill include provision of a tir	netable for compilation and horizon
Capital Bidding Fund			1,000,000	1,000,000			1									nd detailed scenario plann		
			,,					Financial System processes . Opti						operational.	It is envisaged that the	e implementation of this ne	ew financial system and the	ne adoption of new streamlined
	İ													resultina fra	om the new financial sys	stem.		
									,	, <b>.</b>			,					
	30,730	0	3,780,340	2,007,000	500,000	(	0 0								2016/17			
2,000								MTFS/Business	s Planning	: Throughou	t the financia	I year office	ers within the	team will be	compiling the Business	s Plan for 2017-21. this w	ill include provision of a ti	metable for compilation and horizon
1 000								scanning and ev	valuating t	he impact of	f any legislat	ive changes	<ol> <li>The modell</li> </ol>	ling assump	tions will be reviewed a	ind detailed scenario plan		
1,800 -															esses will facilitate the			· · · · · · · · · · · · · · · · · · ·
1,600 -					<u>۱</u>			Savings: Saving	gs of £103	k will be deli	vered by red	uction of the	ree posts , no	on salary bu	lagets savings £137k th	rough improved processe	es , consolidation of budge	ets and review of recharges.
					<u>۱</u>													
1,400 -					\													
ළි 1,200 -					\										2017/18			
00					<b>\</b>													
1,000 -					· · · · · ·													metable for compilation and horizon
000						•										nd detailed scenario planr	ning undertaken.	
800 -						\		Savings: Saving	gs of £78,0	ou will be a	elivered from	i improved p	processes and	d the appro	priate charging for servi	ces.		
600 -						1												
						\									2049/40			
400 -						<b>\</b>									2018/19			
200 -						<u>۱</u>												
200						<u>۱</u>												
0	1	1				<b>`</b>												
2013	2014	201	5	2016	2017	2018												
	-	<ul> <li>Budget</li> </ul>			Actual													

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

	Legal Services					DI	nning Accur	nntions				The Corporate strategies your
Clir Mar	· · · · · · · · · · · · · · · · · · ·	Anticipated domand		20'	13/14				2016/17	2017/18	2018/19	
											2010/10	Service contributes to
	stion of your main activities and objectives below										+	
This is a short discustor of the second				18	3602				¥	*		
Borough of Kingston upon Tham	in the London Boroughs of Richmond and Sutton and the Roya es. The service delivers legal advice, support and	chargeable heare let eatten									<u>↓</u>	
representation to all services acro	oss all four councils. The service also provides advice in											
	ecision making in all councils and advice to members in relation		urces								2018/19	
to their roles.		Staff (FTE)		4	2.5	8	.5	87.5	86.5			
There will continue to be a share	d service over the coming 3 years.	Apprentices			1		1	0	0	<b>→</b>		
	5.,	Select anticipated resources										
		Select anticipated resources										
				Perfor	mance Target	s (T) & Prov	sional Perfo	rmance Targets (P	Т) —			Main impact if indicator not
		Performance indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT) 2018/	19(PT) Polarity	Reporting cycle	Indicator type	met
		Chargeable hours			82 425			J.	High	Monthly	Business critical	Increased costs
				00,101	02,120	02,120	•		ÿ	,		
				-								
				+	+							
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					L						l	
				1								
	DEPARTMENTAL BUDGET AND RESOURCE	S				2015/16 F×	oenditure		1		2015/16 Income	
Revenue £'000s	Budget Actual Budget Budget	Budget Budget Budget	1		4		- smanture				2010/10/11/00/110	
Revenue £ 000s		2016/17 2017/18 2018/19						Emplo	/ees			
Expenditure	2,813 0 4,775 4,	75 4,715 4,695	0					==				Government grants
Employees	2,035 4,150 4,		]	<								
Premises	4 5	5 5 5	-					Premis	es			
Transport			-									Reimbursements
Supplies & Services 3rd party payments	482 426	26 426 426	-					Transp	ort			
Support services	289 185	85 185 185	-									
Depreciation	200 100		1	<u>ta</u>				Suppli	as & Services			Customer & client receipts
Devenue Cloope	Budget Actual Budget Budget	Budget Budget Budget	1	JB:			1.1	■ Suppli	53 & DEI VICES			
Revenue £'000s		2016/17 2017/18 2018/19										
Income	2,793 0 4,829 4,	29 4,829 4,829	0					3rd pa	ty payments			Recharges
Governnen grants			4									ő
Reimbursements Customer & client receipts		53 4,353 4,353	-					Suppo	t services			
Recharges		76 476 476	-					- ouppo				Capital Funded
Capital Funded	1,511		-		-							
Council Funded Net Budget	20 0 -54	54 -114 -134 (	4					Depred	ciation			
						_						
Capital Budget £'000s								Sun	nmary of major budg	et etc changes		
Legal Case Management		2010/17 2017/18 2018/19	-						2015/16			
Logal oddo Managomoni	220,100								2010/10			
			-									
			-									
			-									
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			4									
			4									
	226,100 0 0	0 0 0	-						2016/17			
			£60,000 sav	vings for Mert	ton are requir	ed. Further	savings for \$	Sutton, Kingston a	nd Richmond may be re	equired.		
40 <sub>1</sub>												
20 - 🔍												
0												
2013	2014 2015 2016	2017 2018	Calculation         1802         19337									
-20 -		Balant Handing Handing       Balant Balant       Balant       Balant Balan										
SOC	<b>\</b>											
sooo, -40 - .3			£20,000 sav	vings for Merl	ton are requi	ed. Further	savings for S	Sutton, Kingston a	nd Richmond may be re	quired.		
		/										
-60 -												
		/										
-80 -												
-100 -		/							2018/19			
							-					
-120 -												
		$\sim$										
-140		-										ļ
	Budget	Actual										
			_									

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

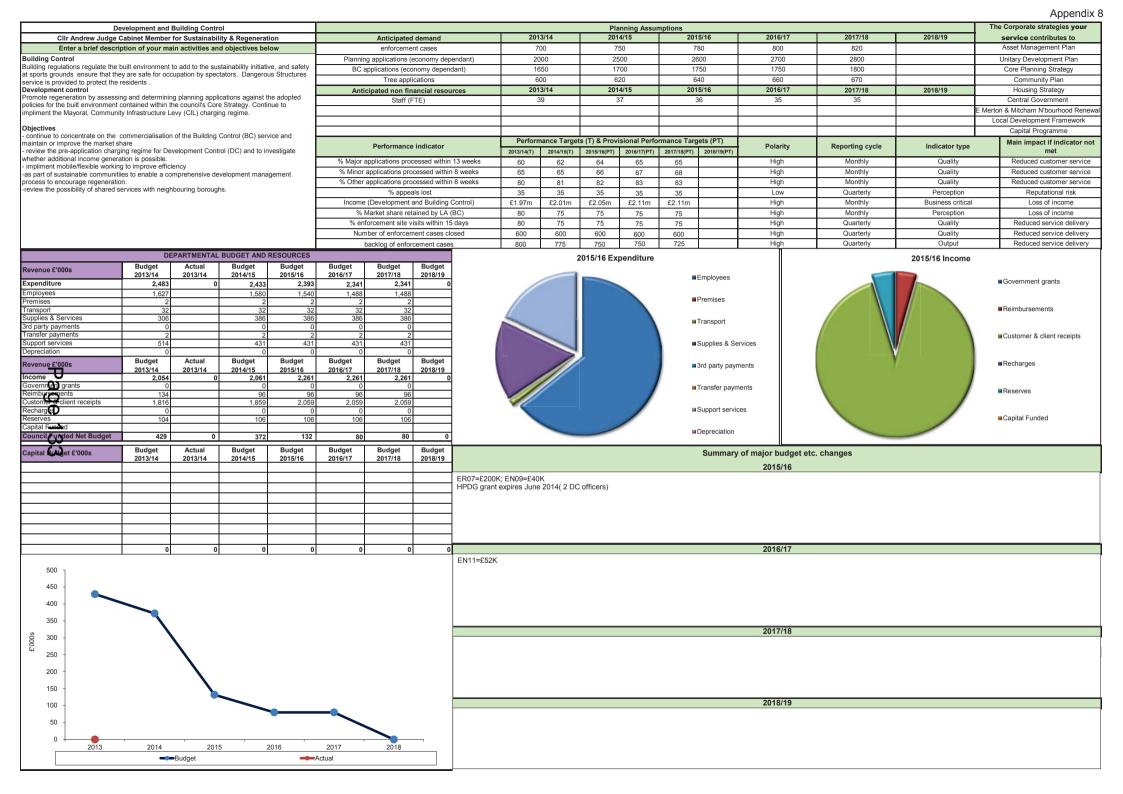
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Page 129

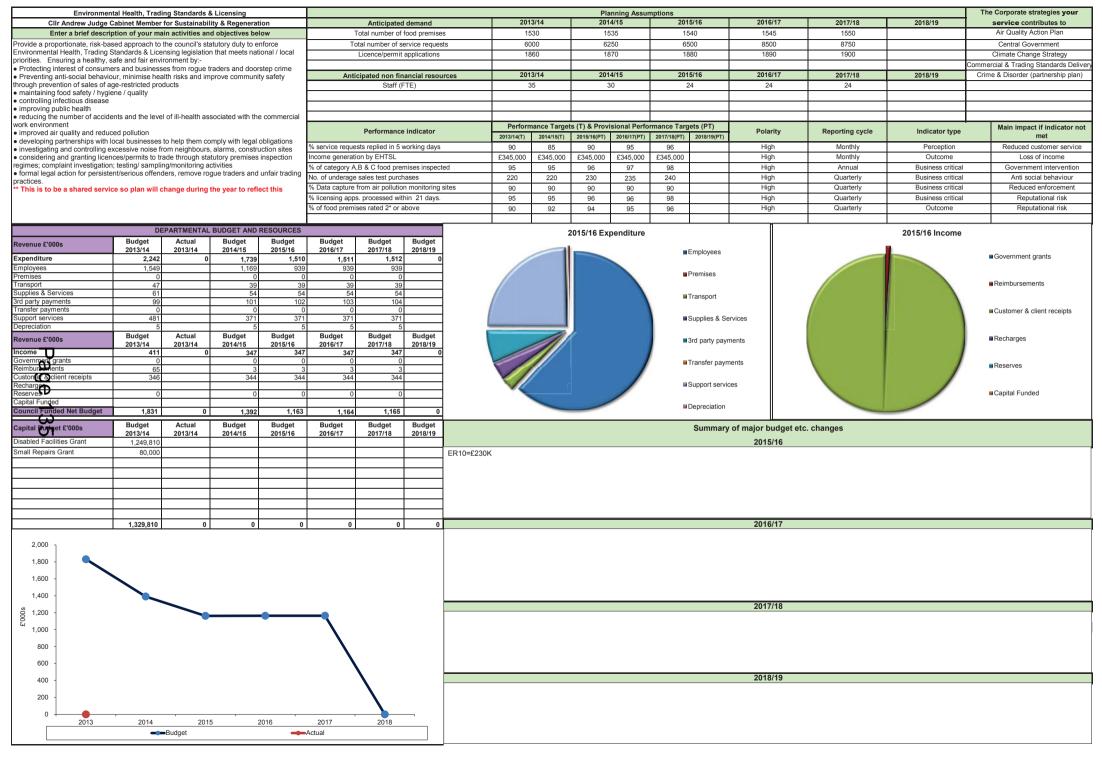
# Environment & Regeneration

Cit/Ludy Sumders Cabinet Member for Performance & Implementation         Anticipited demand         2019/14         2019/16         2016/17         2017/18         2018/19         sen           Enter a brief description of your main activities and objectives below         Resolution contracts         963         1183         1333         1403         Wate         Wate         Wate         Resolution contracts         963         1183         1334         1724         Other         Wate           Commercial Wate & Recycling, Collection & Diopscal directly monocla businesses. Under government legislation the counce has a duty to arrange for the collection of commercial wase when receives to or so.         Sent Gentral Mate         2013/14         2014/15         2015/16         2016/17         2017/18         2018/19         Wate           used wholly or mainly for the purposes of a trade or business or the purposes of sport, recreation or entertainment?         The Act defines concent for the purposes of a trade or businesses a good quality, competitively providers. Merion is able to offer its residents and businesses a good quality, competitively providers. Merion is able to offer its residents and businesses a good quality, competitively providers. Merion is able and positive and competitive in the commercial waste         Performance Targets (PT) Performance Targets (PT)         Polarity         Reporting cycle         Indicator type           Objectives         - Explain dimensional dimensional dimensinde sentos ausonal dimensional dimensional dimensional the servic	n Term Financial Strategy
Enter a brief description of your main activities and objectives below         Residual contracts         983         1183         1333         1403         Wass           Commercial Waste & Recycling, Collection & Disposal directly from local businesses. Under government legislation for anargo of the collection of commercial waste when requested to do so. The Act defines commercial waste as: "waste from premises used wholicy or main's of the purposes of a trade or businesses of sport, recreation or entertainment".         Diff recreation or entertainment".         2013/14         2014/15         2015/16         2016/17         2016/17         2016/17         2016/17         2016/17         2016/17         2016/17         2016/17         2016/17         2016/17         2016/17         2017/18         2018/14         2016/17         201	ste Management Plan nate Change Strategy n Term Financial Strategy lain impact if indicator not met Loss of income Loss of income Loss of income
Commercial Waste & Recycling, Collection & Disposal directly from local businesses. Under government legislation the councel has a duty to arrange for the collection of commercial waste when requested to do so. The Act defines commercial wastes waste momercial wastes: waste for momercial waste wastes: waste for momercial waste waste waster momercial waste waster momercial waste waste waster momercial waste waste waster momercial waste waste	nate Change Strategy n Term Financial Strategy lain impact if indicator not met Loss of income Loss of income Loss of income
Commercial Waste & Recycling, Collection & Disposal directly from local businesses. Waste when requested to do so. The Act defines commercial waste as: "waste from premises used when requested to do so. The Act defines commercial waste as: "waste from premises used when requested to do so. The Act defines commercial waste as: "waste from premises used when requested to do so. The Act defines commercial waste as: "waste from premises used when requested to do so. The Act defines commercial waste as: "waste from premises used when requested to do so. The Act defines commercial waste as: "waste from premises used when requested to do so. The Act defines commercial waste as: "waste from premises".       Pest control work no of paid jobs       1213       1273       1338       1408       Medium       Medium         Viete Section or entertainment".       Pest control work no of paid jobs       1213       1213       1213       1338       1408       Medium       Medium         Viete Section or entertainment".       Pest control work no of paid jobs       1213       1213       1213       1338       1408       Medium       Medium         Pest Control work no of paid jobs       1213       1213       1213       1338       1408       Medium       Medium         Pest Control work no of paid jobs       1213       1213       1213       1213       1338       1408       Medium       Medium         Pest Control work no of paid jobs       1213       1213       1214/15       2013/14       2013/1	n Term Financial Strategy lain impact if indicator not met Loss of income Loss of income Loss of income
Under government legislation the "council has a duty to arrange for the collection of commercial waste when requested to do so. The Act defines commercial waste set: waste from reminess used wholly or mainly for the purposes of a trade or business or the purposes of sport, recreation or relatationers?.       Pest Control Service: Legislation requires that local authorities undertake enforcement for the purposes of controlling rats and mice. Owners / tenants have discretion on pest control providers. Melting rute is resident and businesses as good quality, competitively prived service using Uity qualified officers.       Performance indicator       Performance Targets (T) & Provisional Petrol recommercial waste is "taste for the purposes of control income files.       Performance indicator       Performance Targets (T) & Provisional Petrol recommercial waste is "taste for the purposes of control income files.       Performance indicator       Performance Targets (T) & Provisional Petrol recome files.       Performance indicator       Petrol recommercial waste is "taste for the purposes of the collection of the purpose of the collection of the purposes of control income files.       Petrol recome files.       Petrol recommercial waste is "taste for the purposes of the collection of the purposes of control income files.       Petrol recommercial waste is "taste for the purposes of the collection of the purposes of control income files.       Petrol recome fil	lain impact if indicator not met Loss of income Loss of income Loss of income
wask men requested to do so. The Act defines commercial waste as: waste from premises used wholiny or mainly for the purposes of a trade or business or the purposes of sport, recreation or entertainment'.       Anticipated non financial resources       2013/14       2016/15       2016/17       2017/18       2018/19         Pest Control Service: Legislation requires that local autorities undertake enforcement for providers. Metro is able to offer its residents and businesses a good quality, competitively providers. Metro is able to offer its residents and businesses a good quality, competitively providers. Metro is able to offer its residents and businesses a good quality, competitively providers. Metro is able to offer its residents and businesses a good quality, competitively providers. Metro is able to offer its residents and businesses a good quality, competitively providers. Metro is able to offer its residents and businesses a good quality, competitively providers. Metro is able to offer its residents and pusinesses a good quality, competitively be more reactive to seasonal demands       Performance Targets (PT)       Polarity 2013/14       Polarity 2013/14       Polarity 2013/14       Reporting cycle       Indicator type       Mate         - be more reactive to seasonal demands       - best control income       £1.45m       £1.45m       £1.65m       £1.65m       £1.65m       High       Monthly       Business critical         - be control income       £1.45m       £1.45m       £1.65m       £1.65m       £1.65m       High       Monthly       Business critical       Indicator type       Indicator type       Ind	met           Loss of income           Loss of income           Loss of income
Tecreation or entertainment".       Staff (FTE)       14       13 <th< td=""><td>met           Loss of income           Loss of income           Loss of income</td></th<>	met           Loss of income           Loss of income           Loss of income
Pest Control Service: Legislation requires that local authorities undertake enforcement for the purposes of controlling rats and musinesses a good quality, competitively providers. Merris in sable of first insciencement and businesses a good quality, competitively providers. Merris in sable of first insciencement and businesses a good quality, competitively providers. Merris in sable of first insciencement and businesses a good quality, competitively providers. Merris inscience more efficient, cost effective and competitive in the commercial market - to marke both services more efficient, cost effective and pest control, looking at the marketing of the services and pricing structure.       Performance Targets (T) & Provisional Performance Targets (PT) 2013/14(T) 2014/18(T) 2	met           Loss of income           Loss of income           Loss of income
Perf Control Service: Legislation requires that local autonities undertake enforcement for providers. Meritor is able to offer its residents and businesses a good quality, competitively providers. Meritor is able to offer its residents and businesses a good quality, competitively priced service using fully qualified officers.       Performance Targets (T) & Provisional Performance Targets (PT)       Polarity       Reporting cycle       Indicator type       Meritor         Objectives       - to make both services more efficient, cost effective and competitive in the commercial market.       Performance indicator       £1.45m       £1.65m       £1.65m       £1.65m       High       Monthly       Business critical         - be more receive to seasonal demands       - be more receive to seasonal demands       - be more receive to seasonal demands       £1.45m       £1.65m       £1.65m       £1.05m       £1.05m       Monthly       Business critical       -         - be more receive to seasonal demands       - be core receive to seasonal demands	met           Loss of income           Loss of income           Loss of income
providers. Merton is able to offer its residents and businesses a good quality, competitively priced service using fully qualified officers.       Image: Competitive in the commercial market of the services more efficient, cost effective and competitive in the commercial market of the services and pricing structure.       Performance indicator       Performa	met           Loss of income           Loss of income           Loss of income
price service using fully qualified officers.       Performance indicator       Performance Targets (P)       Polarity       Polarity       Reporting cycle       Indicator type       Mate         - to make both services more efficient, cost effective and competitive in the commercial waste of the services and pricing structure.       Total income from commercial waste       £165,000       £166,000       £165,000       £170,000       High       Monthly       Business critical       Indicator type       Indicator	met           Loss of income           Loss of income           Loss of income
Objectives       Performance indicator       2013/14(T)       2014/15(T)       20	met           Loss of income           Loss of income           Loss of income
Objectives       Column etail waste and pest control, looking at the marketing of the services and pricing structure.       Total Income from commercial waste       £1.45m       £1.6m       £1.65m       High       Monthly       Business critical         - be more reactive to seasonal demands       - be more reactive to seasonal demands       Pest Control income       £145m       £1.6m       £1.65m       High       Monthly       Business critical       Pest Control income       £155,000       £160,000       £167,000       £170,000       High       Monthly       Business critical       Pest Control income       £155,000       £160,000       £167,000       £170,000       High       Monthly       Business critical       Pest Control income       £155,000       £160,000       £167,000       £170,000       High       Monthly       Business critical       Pest Control income       £155,000       £167,000       £170,000       High       Monthly       Business critical       Pest Control income       £155,000       £167,000       £170,000       High       Monthly       Outcome       Pest Control income       £155,000       £167,000       £170,000       High       Monthly       Business critical       Pest Control income       Euglisitical       Pest Control income       Euglisitical       Pest Control income       Euglisitical       Pest Control income	Loss of income Loss of income
be more reactive to seasonal demands       be more reactive to seasonal demands       E170,000       High       Monthly       Business critical         - become competitive in both commercial waste and pest control, looking at the marketing of the services and pricing structure.       Market Share Commercial waste %       New       30       32       34       36       Low       Quarterly       Outcome       Image: Commercial waste %       New       30       32       34       36       Low       Quarterly       Outcome       Image: Commercial waste %       New       85       87       89       91       High       Annual       Outcome       Image: Commercial waste %       New       85       87       89       91       High       Annual       Outcome       Image: Commercial waste %       New       85       87       89       91       High       Annual       Outcome       Image: Commercial waste %       New       85       87       89       91       High       Annual       Outcome       Image: Commercial waste %       New       85       87       89       91       High       Annual       Outcome       Image: Commercial waste %       New       New       85       87       89       91       Image: Commercial waste %       New       New       New       New	Loss of income
-become competitive in both commercial waste and pest control, looking at the marketing of the services and pricing structure. TOM TOM TOM	
TOM     Customer satisfaction survey %     New     85     87     89     91     High     Annual     Outcome       Image: Customer satisfaction survey %     New     85     87     89     91     High     Annual     Outcome       Image: Customer satisfaction survey %     New     85     87     89     91     High     Annual     Outcome       Image: Customer satisfaction survey %     New     85     87     89     91     High     Annual     Outcome       Image: Customer satisfaction survey %     New     85     87     89     91     High     Annual     Outcome       Image: Customer satisfaction survey %     New     85     87     89     91     High     Annual     Outcome       Image: Customer satisfaction survey %     New     1     1     1     1     1     1       Image: Customer satisfaction survey %     New     1     1     1     1     1     1       Image: Customer satisfaction survey %     New     1     1     1     1     1     1       Image: Customer satisfaction survey %     New     1     1     1     1     1     1       Image: Customer satisfactin survey %     New     1     1	Reputational risk
<ul> <li>Image: Construction of the second of th</li></ul>	
Budget 2013/14         Actual 2013/14         Budget 2014/15         Budget 2015/16         Budget 2016/17         Budget 2016/17         Budget 2016/17         Budget 2016/17         Budget 2018/19	
Budget 2013/14         Actual 2013/14         Budget 2014/15         Budget 2015/16         Budget 2016/17         Budget 2016/17         Budget 2016/17         Budget 2016/17         Budget 2018/19	
Budget 2013/14         Actual 2013/14         Budget 2014/15         Budget 2015/16         Budget 2016/17         Budget 2016/17         Budget 2016/17         Budget 2016/17         Budget 2018/19	
Budget 2013/14         Actual 2013/14         Budget 2014/15         Budget 2015/16         Budget 2016/17         Budget 2016/17         Budget 2016/17         Budget 2016/17         Budget 2018/19	
Budget 2013/14         Actual 2013/14         Budget 2014/15         Budget 2015/16         Budget 2016/17         Budget 2016/17         Budget 2016/17         Budget 2016/17         Budget 2018/19	
Budget         Actual         Budget         Budget         Budget         Budget         Budget         Budget         Budget           2013/14         2013/14         2014/15         2015/16         2016/17         2017/18         2018/19	
2013/14 2013/14 2013/14 2015/16 2016/17 2017/18 2018/19	
	overnment grants
Employees 400 357 357 357 357	· - · · · · · · · · · · · · · · · · · ·
Employees         400         307         307         307         307           Premises         6         6         6         6         6         9	
	imbursements
Supplies & Services         62         62         62         62         62           Output:         Supplies & Services         Image: Services	
3rd party payments         0         0         0         0           Transfer payments         0	istomer & client receipts
Support services 103 172 172 172 172 172	stomer & client receipts
Depreciation 1 0 0 0 0	
	charges
Income         2013/14         2013/14         2014/15         2016/17         2017/18         2018/19           Income         2,022         0         2,245         2,245         2,245         0	
Government 0 0 0 0 0 0 Transfer payments	
Reimburgements 0 7 7 7 7 7	serves
Customer d client receipts         2,022         2,238         2,238         2,238         2,238         2,238         End of the client receipts         Support services	
	pital Funded
Capital Funded	
Council unded Net Budget -1245 0 -1522 -1522 -1522 0	
Capital Budget £'000s Budget Actual Budget B	
0 0 0 0 0 0 0 0 0 0 0 0 2016/17	
-200 -	
-400 -	
2 -600 -	ds         663         993         1354         1724         Image Number Strategy           dc pole         1213         1273         1338         1464         Image Numper Strategy           dc pole         1213         2016/16         2016/16         2016/17         2017/18         2016/16           1         1         1         1         1         1         1         Image Numper Strategy           1         1         1         1         1         1         Image Numper Strategy         Mediator Numper Strategy           1         1         1         1         1         1         Image Numper Strategy         Mediator Numper Strategy           1         1         1         1         1         1         1         Image Numper Strategy           1         1         1         1         1         1         1         Image Numper Strategy         Mediator Numper Strategy         Mediator Numper Strategy         Mediator Numper Strategy           1
-1.000 -	
-1,200	
2018/19	
-1,400	
-1,600	
Actual Actual	

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMU Commercial Services (Waste Ope				Арр
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pro	oject 1	Project Title:	Market Testing of Pest Control Service	To meet budget savings	Likelihood	Impact	Score
Start date	2014-15	- Project Details:	Undertake a review of the market in relation to Pest Control.		2	2	4
End date	2014-15						
Pro	oject 2	Project Title:	Sales and Marketing Plan	Income generation			
Start date	2014-15	- Project Details:	Produce a Sales and Marketing plan for Commercial Waste Service area		3	2	6
End date	2014-15						
Pro	oject 3	Project Title:		More efficient way of working			
Start date		- Project Details:			0	0	0
End date							
Pro	oject 4	Project Title:					
Start date		- Project Details:			0	0	0
End date							
	oject 5	Project Title:					
		- Project Details:					0
End date							
	oject 6	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 7	Project Title:		Select one major outcome			
Start date		Drojoot Dataila					0
End date		<ul> <li>Project Details:</li> </ul>					
Pro	oject 8	Project Title:		Select one major outcome			
Start date		Dreiget Datalla					0
End date		<ul> <li>Project Details:</li> </ul>					
Pro	oject 9	Project Title:		Select one major outcome			1
Start date		- Project Details:					0
End date							
Pro	ject 10	Project Title:		Select one major outcome			
Start date		<ul> <li>Project Details:</li> </ul>					0
End date		Filigeot Details:					



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

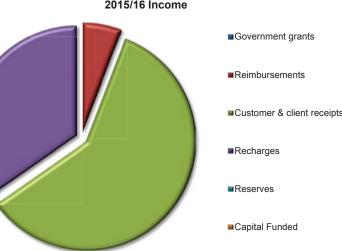


			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				Appe
			Environmental Health, Trading S				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	ject 1	Project Title:	Development of shared 'regulatory' service			mpaor	00010
Start date	2012-13	Project Details:	Provision of Environmental Health, Trading Standards and Licensing services with the London Boroughs of Croydon and Richmond with Merton acting as the lead/host borough.	To meet budget savings	2	3	6
End date	2014-15	Decise of Titles	Implementation of 'Flexible Working' across section				
Pro	ject 2	Project Title:	Implementation of Plexible working across section				
Start date	2014-15	Project Details:	Following Phase 1 of Shared Service implementation look at opportunities to 'mobilise' operational staff, enhance current 'working from home' arrangements to provide for a a more efficient and resilient service.	More efficient way of working	2	1	2
End date	2015-16						
Pro	ject 3	Project Title:	Roll-out of London-wide 'Feeding Stuffs' Protocol				
Start date	2014-15	Project Details:	Respond to the Food Standards Agency's national audit and action plan to improve the supervision and regulation of the animal feed controls across the UK.	To meet legislative requirements	2	2	4
End date	2015-16						
Pro	ject 4	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'				
Start date	2014-15	Project Details:	Build on existing practise by developing a system by which officers through their premises inspection work can better engage business in the development of improved health outcomes	Improved resident well being	2	2	4
End date	2015-16		Launch 'Healthier Workplace Commitment' with Public Health England				
	ject 5	Project Title:	Launch 'Healthier Workplace Commitment' with Public Health England				
Standate	2014-15	Project Details:	A programme to assist local employers/businesses from the public, private or voluntary sector build good practice in health and work within their organisation.	Improved resident well being Improved resident well being Improved resident well being Improved resident well being	2	2	4
End date	2015-16						
	ject 6	Project Title:	Investigation of contaminated land at Marlowe Square				
Start date	2013-14	Project Details:	Assess outcomes of wide scale soil sampling activities and develop action plan for treatment/remediation as necessary to reduce the risk of harm to local residents	Improved resident well being	5	2	10
End date	2015-16						
Pro	ject 7	Project Title:					
Start date		Project Details:					0
End date							
Pro	ject 8	Project Title:					
Start date		Project Details:					0
End date							
Pro	ject 9	Project Title:					
Start date		Project Details:					0
End date							
Proj	ject 10	Project Title:					
Start date		Project Details:					0
End date							

																Appendix 8
	Future M	erton									nning Assu					The Corporate strategies your
Cllr Andrew Judge						Anticipate	d demand		013/14	1	1/15	2015/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descri	iption of your main	n activities and	d objectives be	low		Popu	lation	2	06,038	208	822	211,569	214,229	216,806		Asset Management Plan
fM's TOM is to be like a developm		eliver ing LBM's	regeneration pl	ans, prioritising		Actual busines	ses in borough		7,500	77	00	7900	8,100	8,100		Road Safety Plan
areas for growth and investment																Local Implementation Plan
<ul> <li>Develop new Local Plan policie</li> <li>Develop site assembly required</li> </ul>	es to support regen	eration and gro	wth objectives													Local Transport Plan
<ul> <li>Develop site assembly requirer development objectives</li> </ul>	ments to support rei	generation, gro	owin and econom	lic	Ant		nancial resources	2	013/14	201		2015/16	2016/17	2017/18	2018/19	Community Plan
Develop sustainable development	ent policies to supp	ort Merton's co	mmitment to car	bon reduction		Staff	(FTE)		28	2	7	27	27	27		Climate Change Strategy
<ul> <li>Develop urban design / plannin design quality in the borough</li> </ul>	ng frameworks to su	upport regenera	ation and growth	and increase										_		Core Planning Strategy
<ul> <li>Deliver projects as set out in out</li> </ul>	ur Economic Develo	pment and Clir	mate Change Str	ategies and the												Economic Development Strategy Local Development Framework
<ul> <li>Regeneration Delivery Plan (future)</li> <li>Attract developer and inward in</li> </ul>	re Growth Strategy)	ctor funding an	nd support to deli	ver our				Dorfe	manas Tara	to (T) 8 Brow	nional Barfa	ormance Targets (PT)			<u> </u>	
regeneration and growth objective	res.	-				Performanc	e indicator	2013/14(T	-	2015/16(PT)	2016/17(PT)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
<ul> <li>To develop transport policies a deliver improvements to Merton's</li> </ul>	and secure external s public realm	funding from T	ransport for Lon	don (TfL) to	Ne	v homes target	(number per year)	320	320	411	411	411	High	Annual	Outcome	Loss of Government grant
<ul> <li>Deliver regeneration projects in</li> </ul>		iers Wood and	coordinating fun	ding from LBM		0	ates (% of units vacan		10	10	9	8	Low	Quarterly	Outcome	Reputational risk
<ul> <li>and the Mayor of London'</li> <li>Adopt Planning Briefs to aid m</li> </ul>	arketing and dispos	al of Broadwa	v car park Wiml	oledon (P4)			share from 35.40% bas	,	0.2	0.2	0.2	0.2	High	Annual	Perception	Reputational risk
Morden Station Planning Brief (1)	MO).				Er	nissions reducti	on from buildings	6.5	9.0	11.5	12.0	12.5	High	Annual	Outcome	Environmental issues
Lead on Major Planning development		bledon / YMCA	/ Colliers Wood	Tower, St			accidents (Number of incider		44	39	37	34	Low	Annual	Perception	Reputational risk
<ul> <li>Georges Quarter, Morden town c</li> <li>LBM lead on planning and des</li> </ul>		raina estate rea	generation propo	sals in	% Modal in	ncrease in cyclir	ng from 2% 2012 base		2	3	5	8	Low	Annual	Output	Political risk
partnership with Circle (High Pat	th, Eastfields, Rave	nsbury) and Mo	oat (Pollards Hill	)			ted through EDS E&S		300	450	600	TBC	High	Annual	Outcome	Social exclusion
<ul> <li>LBM lead on non-operationa</li> <li>LBM lead on Crossrail 2, Tra</li> </ul>					% of new j	obs created; nu	mber that are apprent		60	80	100	TBC	High	Annual	Outcome	Social exclusion
Low read off Crossfall 2, 178	am, ib growin opp	on cuminite's and (			Number of ne	w businesses c	reated as part of EDS	MBSS 50	100	200	300	TBC	High	Annual	Outcome	Reduced Business Rates
	DEF	PARTMENTAL	BUDGET AND	RESOURCES						2015/16 Ex	enditure				2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget								2010/10/1100/110	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					Employees				
Expenditure	3,198	0	2,987	2,987	2,573	2,573		/								Government grants
Employees Premises	1,112 289		1,046 270	1,046 270		632 270						Premises				
Transport	209		270	9	9	2/0	9									Reimbursements
Supplies & Services	601		808	808		808						Transport				
3rd party payments	751		445	445		445	5									
Transfer payments Support services	363		287	0 287		287	7					Supplies & Se	arvices			Customer & client receipts
Depreciation	73		122	122		122							111003		2	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget					■3rd party pay	monto			Recharges
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					Sid party pay	lients			
Governne Grants	1,382	0	1,289	1,329	1,379	1,379										
	118		114	114	114	114	4					Transfer payr	nents			Reserves
Reimbursements Customer & client receipts	306		306	346	396	396	6									
Recharges Reserves	0 958		0 869	0	0	(	0					Support servi	ces			Capital Funded
Capital Funded	906		009	869	869	869	9									Capital Tunded
Council Funded Net Budget	1,816	0	1,698	1,658	1,194	1,194	0					Depreciation				
	Budget	Actual	Budget	Budget	Budget	Budget	Budget									
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					Summary	of major budget e	tc changes		
Regeneration Partnerships	829,660	6,790,860	3,878,000	1,037,000									2015/16			
Plans and Projects	74,090	70,000						2=£40K								Ē
							Capi	alisation ongoing	or Mitcham, 0	Colliers Wood	Cycling an	id asset disposals.				
	<b>↓</b> ↓				ļ		<b></b>									
		0.000.000	0.0-0.00-	4 000 000	-	-							0040/47			
	903,750	6,860,860	3,878,000	1,037,000	0	0	-						2016/17			
0.000								3=£414,000 saving 2=£50K	or income to	be achieved						
2,000								reserves project t	wind down							
1,800 -							200	10001100 project (								
1,600 -																
1,400 -																
1,400													2017/18			
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400						<b>\</b>										
200 -						<b>\</b>										
0 2013	2014	2015	5	2016	2017	2018										
2010		Budget			Actual	2010	—									
		Judger			notuai											

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

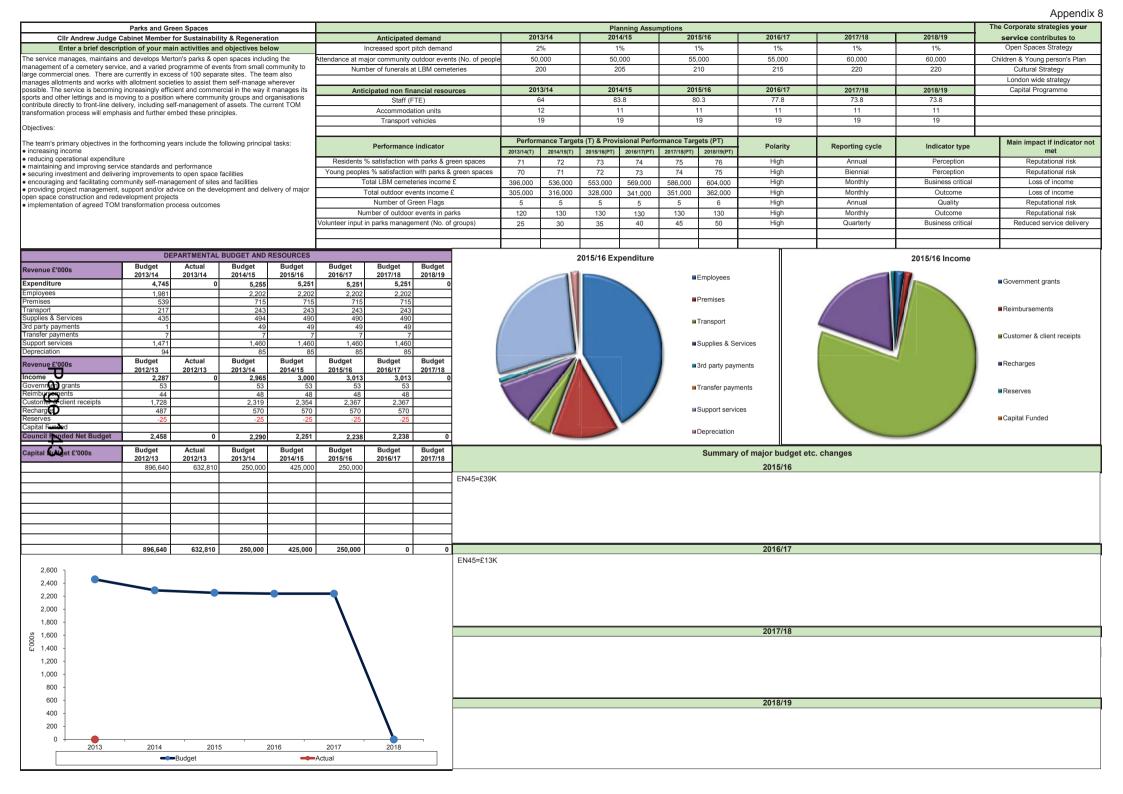
Leisure & Cultural Development			D	anning Assun	antions					The Corporate strategies your
Clir Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2013/14	2014		2015/16	16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Population	206,038	208,		211,569		214,229	216,806	2010/10	Asset Management Plan
Delivery of the objectives of the TOM (Target Operating Model).	No. of Children & Young People aged 8-17 in west of borough	,	7,7		7,900		8,050	8,200		Children & Young person's Plan
Engage local people in healthy living and lifestyle changes through increased involvement and	Population of most disadvantaged wards	125,400	126,		126,850		127,540	128,100		Cultural Strategy
participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer in							121,010			Community Plan
the borough - thus creating a universal culture and sport offer.	Anticipated non financial resources	2013/14	2014	/15	2015/16	16	2016/17	2017/18	2018/19	Open Spaces Strategy
Implement Merton's new Culture & Sport Framework and promote this methodology as best practice across Merton and the Culture and Sport sector more widely.	Staff (FTE)	16.6	16	4	14.1		14.1	14.1		Social Inclusion Strategy
Build a replacement Morden Park Pool and plan for a replacement Wimbledon Park Watersports	Accommodation	7	7		7		7	7		Voluntary Sector Strategy
Centre, encompassed in a masterplan for the Wimbledon Park site. Complete the	Volunteers	20	20	)	20		20	20		
development of the BMX track and transfer to St.Marks Academy. Deliver Merton's contribution to major sports, arts & cultural events.	Staff seasonal	30	30	)	30		30	30		
Manage Leisure Centres & Wimbledon Theatre contracts, one public hall, a water sports centre	Derformenes indicator	Performance Ta	rgets (T) & Pro	visional Perfor	mance Targets (P	(PT)	Delevity	Departing syste		Main impact if indicator not
and all of the booking functions (pitch hire; cemeteries; allotments; activity programmes; pavilions;	Performance indicator	2013/14(T) 2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT) 2	2018/19 (PT)	Polarity	Reporting cycle	Indicator type	met
hall; etc). We will also contribute towards services across the Local Strategic Partnership	Income £ from Merton Active Plus	40,000 50,000	55,000	60,000	60,000		High	Monthly	Business critical	Loss of income
Over the next four years we will transform our services by:	Income £ from Watersports Centre	375,660 367,000	377,000	387,000	387,000		High	Monthly	Business critical	Loss of income
<ul> <li>using improved technology especially in the area of online bookings, self -service, communications and sales &amp; marketing</li> </ul>	Income £ from Morden Assembly Hall	20,230 39,710	42,030	44,000	45,000		High	Monthly	Business critical	Loss of income
<ul> <li>developing the watersports centre into a marine college &amp; outdoor adventure centre</li> </ul>	14-25 yr old Fitness Centre Participation at leisure centres	.,	103,000	106,000	106,000		High	Monthly	Output	Reduced customer service
<ul> <li>drive our services through commercial and community strands</li> </ul>	External Capital & Revenue funding	100,000 320,000	100,000	100,000	100,000		High	Quarterly	Output	Reduced customer service
<ul> <li>vary the leisure centre contract to take account of the new Morden Leisure Centre</li> </ul>	% residents rating facilities Good to Excellent	48.5 51.5	52.0	52.5	53		High	Annual	Outcome	Reduced customer service
• deliver grants, commissions and raising funds in partnership and in accordance with the Culture										
<ul> <li>&amp; Sport Framework</li> <li>reducing costs, increase income and be more cost effective.</li> </ul>										
	r									F
DEPARTMENTAL BUDGET AND RESOURCES	Pudgot Dudgot Dudgot		2015/16 Ex	penditure					2015/16 Income	H
Revenue £'000s         Budget 2013/14         Actual 2013/14         Budget 2013/14         Budget 2013/14	Budget Budget Budget 2016/17 2017/18 2018/19				-					
Expenditure 2,025 0 2,088 1,97					∎Em	mployees				Government grants
Employees 690 685 68										-
Premises 27 22 22	22 22				■ Pre	remises				
Transport         13         8         3           Supplies & Services         343         288         17	<u> </u>									Reimbursements
Supplies & Services         343         266         177           3rd party payments         244         286         288					■ Tra	ransport				-
Transfer Payments 10 5	5 5									Customer & client receipts
Support services         268         361         36					∎Su	upplies & Services		/		
Depreciation         430         433         433           Budget         Actual         Budget         Budget	433 433 Budget Budget Budget									-
Revenue £'000s 2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19				∎ 3rd	rd party payments				Recharges
Income) 977 0 942 97										-
Government grants 7 0	0 0				🖬 Tra	ransfer Payments				Reserves
Reimbody         43         51         50           Customer & client receipts         500         554         570										-
Recharges 427 337 33					Su	upport services				-
Reser <b>ted</b> 0 0										Capital Funded
Capita Cunded					■De	epreciation				H
Council Funded Net Budget 1,048 0 1,146 1,004										ŀ
Capital Budget £'000s         Budget 2013/14         Actual 2013/14         Budget 2013/14         Budget 2013/14	Budget         Budget         Budget           2016/17         2017/18         2018/19				Su	ummary of major	budget etc ch	nanges		
Morden Leisure Centre         0         0         500,000         10,000,000						201	5/16			
Other 418,000 525,000 300,000 300,000		4K; EN36=£10K; EN37=£5	<- EV09=£120	<						
			1, 2100 2120							
418,000 525,000 800,000 10,300,00	800,000 0 0					201	6/17			
	EN35=£14	K; EN36=£10K; EN37=£5k	K							
1,400										
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	Actual									



			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXII Leisure & Cultural Developi				Appendix
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pre	oject 1	Project Title:	Increasing participation in culture, sport and physical activity	Improved resident well being	LIKelilloou	impact	Score
Start date	2014	Project Details:	Develop with partners joint community programmes in the east of the borough in accordance with the Culture & Sport Framework		2	2	4
End date	2016-17						
Pro	oject 2	Project Title:	Increasing participation & engagement in the arts, cultural and well-being activities	Improved resident well being	-		
Start date	2014	Project Details:	Develop and deliver in partnership with others projects and programmes which celebrate and commemorate local, national and international events.		2	2	4
End date	2016-17						
Pro	oject 3	Project Title:	Leisure Centres Contract	To meet budget savings			
Start date	2015	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre		2	2	4
End date	2016-17						
Pro	oject 4	Project Title:	Morden Park Pool & Wimbledon Park Masterplan including Replacement Watersports Centre	Improved resident well being			
Start date	2014	Project Details:	Deliver a replacement Morden Park Pools and create a business case to produce a master plan for Wimbledon Park which includes the replacement of the existing Wimbledon Park Watersports Centre.		4	2	8
End date	2017-18						
Prop	oject 5	Project Title:	Implementation of Online Leisure & Cultural Bookings	More efficient way of working	-		
S 🕢 t date	2012	Project Details:	Develop & implement online booking & payment system for pitch, halls, pavilions, courses, events and activities. Working with IT and other service beneficiaries for a whole council approach. Work with		2	2	4
<b>4</b> E <b>@</b> date	2015-16		Customer Contact Programme to ensure service needs are appropriately embedded within that initiative.				
Pro	oject 6	Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings			
Start date	2012	Project Details:	Rebrand the Merton Active Plus programme and generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. Also move the work of the development team to cover two distinct		2	2	4
End date	2016-17		strands of commercial and community activities.				
Pro	oject 7	Project Title:	St Mark's Academy School - Community Use	Improved resident well being	-		
Start date	2012	Project Details:	Work with St Mark's Academy School to increase their sports facilities; develop a community leisure facility increasing community use and transferring the management of the BMX track to the school.		2	1	2
End date	2016-17						
Pro	oject 8	Project Title:	Cultural Framework Implementation	More efficient way of working			
Start date	2012	Project Details:	Promote Culture & Sport Framework widely as well as implementing delivery locally within that		2	1	2
End date	2015-6		framework.				
Pr	oject 9	Project Title:	Develop the boroughs involvement in major sporting, arts & cultural events	Improved reputation			
Start date	2012	• Project Details:	Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and		2	2	4
End date	2016-17	,	required				
Pro	ject 10	Project Title:	External Funding & Inward Investment Opportunities	Income generation			
Start date	2012	Project Details:	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at		2	1	2
End date	2016-17		Wimbledon Park, etc.				

	Darking						~	opping A	antions					App The Corporate strategies your
Clir Judy Sausday	Parking s Cabinet Member for Performance & Implementation		Anticipate	d demand	20	)13/14		anning Assur 14/15		5/16	2016/17	2017/18	2018/19	service contributes to
	cription of your main activities and objectives below			ent permits issued		3,638		1,481		known	Not known	Not known	2010/10	Road Safety Plan
	ce the parking regulations to ensure the through flow of traffic c			rs permits issued		52,520		0,600		known	Not known	Not known	<u>├</u> ────┤	Medium Term Financial Strategy
e maintained and ensuring res	sidents and blue badge holders have the ability to park in bays t			o pormito ioducu	20	-,020	20	0,000	NUL		NOCKIOWI	NOTINIOWI		Local Transport Plan
	plus income generated by traffic management must be used for													
ransport related areas.		Δ	nticipated non fi	nancial resources	20	)13/14	20	14/15	201	5/16	2016/17	2017/18	2018/19	
Dbjectives		^		(FTE)		71		72		72	72	72		
<ul> <li>continue to improve the efficience comprehensive review of parkir</li> </ul>	ency of the section in conjunction with the findings of the						1				Not known dependant	Not known dependant		
<ul> <li>enforce parking regulations in</li> </ul>	Icluding Controlled Parking Zones and bus lanes		Tran	sport		15		15	1	15	upon the above	upon the above		
	s where moving traffic can be enforced due to a lack of complia	ce												
and congestion problems it is the intention to introduce Al	NPR CCTV enforcement in 2015 2016 at existing locations this	vill												
improve compliance by the mot	orist and ultimately congestion.				Perfo	rmance Targe	ets (T) & Pro	visional Perfo	rmance Targ	ets (PT)				Main impact if indicator no
	rs of operation, the number of parking spaces and the charging		Performan	ce indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
structure Due to an increase in population	n and changes in planning legislation allowing business premise	to % of parking p	ermits issued with	nin 5-7 days	90%	90%	90%	90%	90%		High	Monthly	Outcome	Loss of income
be change to residential use the	ere could be an increase in demand for parking spaces in existi	Sickness- No o	of days per FTE (	12 month rolling average)	12	11	10	9	8		Low	Quarterly	Quality	Loss of income
	th no controlled parking to introduce CPZ's.		cases won at PA	TAS compared to previou	48%	50%	52%	54%	54%		High	Monthly	Business critical	Loss of income
hich are not regulated. This co	I be implemented this will put pressure on the surrounding roa- buld lead to a demand to regulate these roads and introduce	yours data				30%	JZ%	04%	JH 70		1 IIG11	wortuny	Dubiliebb chuidd	Loss of income
CPZ's.			cases lost at PA	TAS compared to the pre-	ious 24%	23%	22%	21%	21%		Low	Monthly	Business critical	Loss of income
		years data	00000 Whater -	noil doop not						-		. ,		
				ncil does not contest at P/ to the previous years data		27%	26%	25%	25%		Low	Monthly	Business critical	Loss of income
		000 10 1101 01			2070	21 70	2070	2070	2370		2.511		Sources crucal	2000 01 1100116
		Backlog of PC	N correspondenc	e, not to exceed 500 letter	s) New	500	500	500	TBC		Low	Monthly	Business critical	Increased waiting times
									-					
							1	1	1				İ	
									L					
	DEPARTMENTAL BUDGET AND RESOURC	s					2015/16 Ex	nenditure					2015/16 Income	
Revenue £'000s	Budget Actual Budget Budge	Budget	Budget	Budget		4	2010/10 EX	Penalture					2010/10 1100110	
	2013/14 2013/14 2014/15 2015/1	2016/17	2017/18	2018/19						Employees				
Expenditure		577 4,67												Government grants
Employees Premises		76 2,47 689 68	6 2,476 9 689							Premises				
Transport	150 155	55 15	5 155											Reimbursements
Supplies & Services	218 229	229 229 225 229	9 229	9						Transport				
Brd party payments	180 225	5												
Transfer payments Support services	0 0 0	0 832								Supplies & Se	rvices			Customer & client receipts
Support services Depreciation	51 71									1.1				
Roonue £'000s	Budget Actual Budget Budge	71 7 Budget	Budget	Budget			$h_1$			3rd norty por	ments			Recharges
	2013/14 2013/14 2014/15 2015/1	2016/17	2017/18	2018/19			14			3rd party payr	nonta			
	11,457 0 12,182 12	0 13,01					101			T	t.			
Gersmment grants Reimbursements	0 0	0								Transfer paym	ients			Reserves
Customer & client receipts	11,457 12,182 12	13,01	3 13,295	5						0				
Recharges				<b></b> ]						Support servic	ces			Capital Fundad
Reserves Capital Funded			+	┼───┤										Capital Funded
Council Funded Net Budget	-7,055 0 -7,505 -7,	28 -8,33	6 -8,618	0						Depreciation				
	Budget Actual Budget Budge	Budget	Budget	Budget						•				
Capital Budget £'000s	2013/14 2013/14 2014/15 2015/1	2016/17	2017/18	2018/19						Summary	of major budget etc.	changes		
	100,000										2015/16			
					7K; EV02=£4K									
								n officers to	handle incre	ase in back	office volumes with intro	oduction of ANPR camer	ra enforcement £340K	
		_	1											
		_	1											
	100,000 0 0	0	0 (	· ·							2016/17			
			-	EN02=£	26K; EV12=£12	25K								
0 2013	2014 2015 2016	2017	- 210	— I										
-1,000 -	2014 2013 2010	2017	210											
-2,000														
2 000														
-3,000 -			/								2017/18			
တ္တိ -4,000 -			1		051/						2017/18			
8 -4,000 -			/	EV12=£	25K									
-5,000 -			,											
-6,000 -		/												
-0,000		/												
-7,000 -														
		<b>_</b>									2018/19			
-8,000 -											2010/19			
-9,000 -														
-10,000														
-10,000 -				1										
-10,000 -	Budget	Actual		I										

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Appe
			Parking				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Upgrade enforcement CCTV systems			Inpuot	
Start date	2014-15	Project Details:	Replace the existing cameras and back office system to enable unmanned (automated) enforcement of bus lane and moving traffic contraventions with ANPR (Automatic Number Plate Recognition)	More efficient way of working	2	2	4
End date	2015-16		capability.				
Pro	oject 2	Project Title:	Cashless parking				
Start date	2013-14	Project Details:	Implement a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer satisfaction	1	1	1
End date	2014-15						
Pro	oject 3	Project Title:					
Start date		Project Details:					
End date		,					
Pro	oject 4	Project Title:					
Start date		Project Details:					
End date							
State date	oject 5	Project Title:					
State C End date		Project Details:					
A Pro	oject 6	Project Title:					
End date		Project Details:					
Pro	oject 7	Project Title:					
Start date		Project Details:					
End date		Toject Details.					
	oject 8	Project Title:					
Start date		Project Details:					
End date	oject 9	Design t Title					
Start date	oject 9	Project Title:					
End date		Project Details:					
	ject 10	Project Title:					
Start date		·					
End date		Project Details:					



			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT				Appendix
			Parks and Green	Spaces		Dist	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Management of parks & open spaces		Lincollinood	inipuot	00010
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other	More efficient way of working	2	2	4
End date	2017-18	-	community groups. Increase volunteering in parks				
Pro	oject 2	Project Title:	Management of bowling greens				
Start date	2012-13	Project Details:	Review and transformation of the current bowls provisions in Merton	More efficient way of working	2	2	4
End date	2017-18						
Pro	oject 3	Project Title:	Commercialisation of grounds and sports services				
Start date	2012-13	Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including	Income generation	2	2	4
End date	2018-19	-	outdoor events				
Pro	oject 4	Project Title:	New cemetery extensions				
Start date	2012-13	Project Details:	Provision of new burial capacity across Merton's cemeteries	Income generation	2	3	6
End date	2015-16						
	oject 5	Project Title:	Development of new sporting hub at Joseph Hood Rec				
Bart date	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground	Income generation	3	2	6
₽ E date	2017-18						
Pro	oject 6	Project Title:	New pavilion & facilities at Dundonald Rec				
Start date	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)	Improved reputation	3	2	6
End date	2016-17						
Pro	oject 7	Project Title:	Management of paddling pools				
Start date	2013-14	Project Details:	Investment in new water play facilities. Closure of some paddling pools	More efficient ways of working	3	2	6
End date	2015-16	. roject Detaild.					

Property				Plar	nning Assum	ptions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	20	13/14		4/15		15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	The number of proposed disposals		2	1	12		4	5	1		Capital Programme
To ensure that all property transactions provide value for money and comply with statutory control. To maintain an accurate record of the property assets of the council and to provide	The number of proposed lettings.		10		9		8	8	8		Economic Development Strategy
asset valuations to support the council's accounts. To manage the councils investment portfolio	The number of proposed rent reviews		30		25		21	21	21		Housing Strategy
to maximise income, managing the councils asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford. To support regeneration, deal with	The number of commercial properties		394		94		394	394	394	0045115	Medium Term Financial Strategy
occupation of council land by Gypsies and Travellers and lead the Integrated Project Team to deliver a programme of property sales to maximise capital receipts. Community Right to Bid -to	Anticipated non financial resources Staff (FTE)	20	1 <b>3/14</b>	1	<b>4/15</b>		1 <b>5/16</b>	<b>2016/17</b> 6	<b>2017/18</b> 6	2018/19	
manage applications for community assets to be listed and claims for compensation. TOM will	Stall (FTE)		0		0		0	0	0		
lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration thriough closer working with											
Future Merton. This may impact on the timing of sales and capital receipts.											
Objectives • complete Asset Valuations to timetable agreed with Director of Corporate Services	<b>.</b>	Perfor	mance Targets	s (T) & Provis	ional Perfor	mance Targe	ets (PT)				Main impact if indicator not
<ul> <li>drive programme of property disposals to maximise capital receipts and exceed target</li> </ul>	Performance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
<ul> <li>critically examine operational property to ensure the council has the minimum necessary to support the business plan</li> </ul>	Capital receipts	£5m	£4m	£12m	£16m	£1m		High	Quarterly	Business critical	Loss of income
<ul> <li>maximise revenue income by letting vacant property</li> </ul>	% Vacancy rate of prop. owned by council	5	4.0	3.5	3.5	3.3		Low	Quarterly	Outcome	Loss of income
<ul> <li>provide timely advice to inform regeneration projects</li> <li>ensure team is arranged to support objectives.</li> </ul>	% Debt owed to LBM by tenants Inc. businesses	9.8	9.0	8.5	8.5	8.5		Low	Quarterly	Outcome	Loss of income
	Asset Valuations	150	150	150	150	150		High	Annual	Business critical	Breach statutory duty
		_									
			1								
		1	1	1		1	1		1		
		1	1	1		1	1		1	1	1
DEPARTMENTAL BUDGET AND RESOURCES				015/16 Exp	ondituro	•	•	·	-	2015/16 Income	•
Revenue £'000s Budget Actual Budget Budget	Budget Budget		2	o iorio Exp	enunure					2010/10 Income	
2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19						Employees				Government grants
Expenditure 1,189 0 1,182 1,182	1,182 1,182 0	1									Government grants
Employees         268         270         270           Premises         261         270         270	270 270 270 270						Premises				
Transport 0 1 1	1 1										Reimbursements
Supplies & Services         121         155         155           3rd party payments         7         0         0         0	155 155						Transport				
3rd party payments         7         0			N								Customer & client receipts
Support services 518 444 444	444 444						Supplies & Se	ervices			
Depreciation 14 42 42	42 42										
Budget         Actual         Budget         Budget           2013/14         2013/14         2014/15         2015/16	Budget Budget Budget 2016/17 2017/18 2018/19					3rd party payments			N	Recharges	
Income 4,566 0 4,530 4,530	4,530 4,530 0										
Government grants 0 0 0	0 0						Transfer payn	nents			Reserves
Reimburgements         18         5         5           Customer & client receipts         4,046         4,042         4,042	<u> </u>										
Recharges 502 483 483	483 483						Support service	ces			
Reserves         0         0         0           Capital Engled         0	0 0	-			/						Capital Funded
Council Funded Net Budget -3377 0 -3348 -3348	-3348 -3348 0						Depreciation				
	Budget Budget Budget										
Capit Actual Budget Budget Budget Budget	2016/17 2017/18 2018/19						Summary	of major budget etc.	changes		
1,016,670								2015/16			
1,016,670 0 0 0	0 0 0							2016/17			
0 ,											
2013 2014 2015 2016	2017 2018										
-500 -											
-1,000 -											
								0047/40			
g -1,500 - 8 4 -2,000 -								2017/18			
й Ф	/										
-2,000 -											
-2,500 -											
2.000											
-3,000 -								2018/19			
-3,500											
-5,000 -											
-4,000											
<b>■●</b> Budget ●	Actual										

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				Appe
			Property				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk	Score
Pro	ject 1	Project Title:	Integrated Project Team		Likeimoou	impact	30016
Start date	2012-13	Project Details:	This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental	Income generation	2	2	4
End date	on going		Asset Management Plan				
Proj	ject 2	Project Title:	Asset Management Plan				
Start date	2012-13 on going	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
							<u> </u>
Start date	ject 3	Project Title: Project Details:					
End date							
Proj	ject 4	Project Title:					
Start date		- Project Details:					
End date	iect 5	Project Title:					<u> </u>
		Project Details:					
End date		Project Title:					
Start date	Ject o	Project Details:					
End date	ject 7	Project Title:					
	J001 /	Froject fille.					
Start date End date		- Project Details:					
Pro	ject 8	Project Title:					<u> </u>
Start date	-	Project Details:					
End date							
Proj	ject 9	Project Title:					
Start date		Project Details:					
End date							
Í	ect 10	Project Title:					
Start date		- Project Details:					
End date							

															Appendix 8
	Safer Merton						40/44		anning Assur		EMC	004047	00/5/10	004010	The Corporate strategies your
	auley Cabinet Member for En			Anticipated			)13/14		4/15		15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip	ption of your main activities a	and objectives below		Number of new			600		00		600	600			Adult Treatment Plan
Safer Merton is a partnership of t	the statutory, voluntary and bus	iness sector partners who		Popula			6,038		,822		1,569	214,229	216,806		Anti Social Behaviour
work together to combat crime & within the borough. The team co	k disorder and increase safety & onsists of Voluntary Sector and	the perceptions of safety, Police and Health funded			nent cases (domestic abuse		117		29		41	153			Central Government
staff. The delivery of Crime and E					he One Stop Shop		250		75		75	275			Children & Young person's Plan
interventions such as			Ar	ticipated non fina			)13/14		4/15		15/16	2016/17	2017/18	2018/19	Community Plan
<ul> <li>Tackling anti social behaviour a</li> <li>Managing Neighbourhood Wate</li> </ul>	and domestic violence			Staff (F	TE)		25		22	2	22	22	22		Crime & Disorder (partnership plan)
Drugs and alcohol abuse comm															E Merton & Mitcham N'bourhood Renewal
<ul> <li>The provision of school officers,</li> </ul>	s, CCTV and offender work			Performance	indicator	Perfor	mance Targe		isional Perfo			Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Other support and commissioned		remit as well as ensuring		Fenomance	mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Foldity	Reporting cycle	indicator type	met
that the council is compliant with The service is managed through		Police officers joint health	% of ASB c	ases closed in line	with the national standards	95	95	95	95	95		Low	Monthly	Business critical	Anti social behaviour
staff, voluntary sector and comm		once onicers, joint nearth		% CCTV camera	as operational	95	95	95	95	95		High	Monthly	Outcome	Reputational risk
The Statutory duty of the council			Proportion w		mplete treatment and do no	t 34	35	36	37	37		High	Quarterly	Outcome	Safeguarding issues
<ul> <li>A duty to establish a crime and</li> <li>Complete an annual strategic as</li> </ul>		th partners in response	0/ of resident	re pres	ent ink & rowdy behaviour (AR							_	Annual		Reputational risk
· Respond to and deal with crime	e and disorder through evidence				, ,	, .=	41	40	39	39		Low	Annual	Perception Perception	-
Delivering Anti-Social Behaviou	ur actions and interventions				about ASB (ARS)	44	43	42	41	41					Reputational risk
Specific duties around Domestic	tic Violence.				about crime (ARS)	51	50	49	48	48		Low	Annual	Perception	Reputational risk
			NO. MUITI Ag		nent cases (domestic abuse		129	141	153	153		High	Monthly	Business critical	Breach statutory duty
				No. of One Stop		46	46	46	46	46		High	Quarterly	Business critical	Reduced service delivery
					oblem Solving meetings	27	27	27	27	27		High	Quarterly	Business critical	Reduced service delivery
					bout drug users (ARS)	33	32	31	30	30	ļ	Low	Annual	Perception	Reputational risk
				ts teeling well inform	ned about tackling ASB (ARS)	30	31	32	33	33		High	Annual	Perception	Reputational risk
	DEPARTMENT	AL BUDGET AND RESOU	RCES					2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget Actual		iget Budget	Budget	Budget										
	2013/14 2013/14	2014/15 201	5/16 2016/17	2017/18	2018/19						Employees				
Expenditure	3,204	0 1,526	1,490 1,49		0	1									Government grants
Employees Premises	1,012	840	840 84	- 1 1							Premises				
Transport	4	2	2	2 2		/									Reimbursements
Supplies & Services	179	179	143 14	3 143		/				_	Transport				
3rd party payments	1,568	129	129 12			1			1.1		Transport				
Transfer payments	0	0		0 0		1									Customer & client receipts
Support services	330	230	230 23							•	Supplies & Se	ervices			
Depreciation	104 Budget Astuck	139 Budget Bu	139 13 Iget Budget		Dudaat	-									
Revenue £'000s	Budget Actual 2013/14 2013/14		lget Budget 5/16 2016/17	Budget 2017/18	Budget 2018/19			No.			3rd party pay	ments			Recharges
Income	1,888	0 278	278 27		2018/19										
Government grants	317	70	70 7								Transfer payr	ments			-
Reimbursenents	1,539	202	202 20	2 202							rianoloi paji				Reserves
Customer client receipts Recharge	6	6		6 6						_					
Reserves	26	0	0	0 0							Support servi	ces			Capital Funded
Capital Punded	26	0	0	0 0			JIL.								
Council Hunded Net Budget	1,316	0 1,248	1,212 1,21	2 1,212	0		-				Depreciation				
51					Budaut										
Capital Budget £'000s	Budget Actual 2013/14 2013/14		lget Budget 5/16 2016/17	Budget 2017/18	Budget 2018/19						Summary	of major budget etc	. changes		
	25,000 145,00		2010/11	2017/10	2010/13							2015/16			
	20,000 110,00				EV01=£36	K						2010/10			
					LV01-230	IX .									
	+ +	+ +													
	<u>├                                    </u>	+ +													
	<u>├                                    </u>	+ +													
	25,000 145,00			0	0							2016/17			
	20,000 145,00	0 0	0	0	U							2010/17			
1.000															
1,600															
1,400 -															
1,200 -															
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0 +	2014		0017	-	<b>—</b>										
2013		015 2016	2017	2018											
	Budget		Actual												

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				Appe
			Safer Merto	n			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Risk limitation of future grant loss			Input	00010
Start date	2013-14	Project Details:	Finding ways to limit the impact of the loss of grants from central government and Mayors office.	To meet legislative requirements	4	2	8
End date	on going		ADD strange				
Pro	oject 2	Project Title:	ASB changes				
Start date	2012-13	- Project Details:	This is the changes in definition regarding Anti-Social Behaviour (although this is still awaiting defining from Central Government)	To meet legislative requirements	4	3	12
End date	on going						
Pro	oject 3	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 4	Project Title:					
Start date		Project Details:					
End date							
D Pro	oject 5	Project Title:					
		Project Details:					
End date		- Ploject Details.					
4 Pro	oject 6	Project Title:					
Start date		- Project Details:					
End date							
Pro	oject 7	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 8	Project Title:					
Start date		Project Details:					
End date		roject Details.					
Pro	oject 9	Project Title:					
Start date		Project Details:					
End date		Project Details:					
Proj	ject 10	Project Title:					
Start date							
End date		Project Details:					

Street Clean	l							DI							The Corporate strategies your
Street Clean				A set of second sets		204	13/14		anning Assu 4/15		15/16	2016/17	2017/18	2018/19	service contributes to
Cllr Judy Saunders Cabinet Member for				Anticipated de				1						2010/19	
Enter a brief description of your main a	activities and objectives belo	w		Population			5,038		3,822		1,569	214,229	216,806		Anti Social Behaviour
Street Cleaning: to improve the street scene by				Increased housing	g density	80	,890	81	,000	81	,400	81,800	82,100		Performance Management Framework
collecting fly tips, removing litter, detritus, graffiti,															Waste Management Plan
Enforcement: to improve the street scene by ed															
reducing fly tipping, litter, dog fouling, abandoned	d vehicles, graffiti and fly pos	sting; and	Antic	cipated non financ	ial recources	201	13/14	201	4/15	201	15/16	2016/17	2017/18	2018/19	
collecting stray dogs.			Antic	Staff (FTE			03		03		103	103	103	2010/10	
Winter Gritting: delivering an efficient service in	accordance with Highways s	ection													
priorities.				Transport		-	26	-	26		26	26	26		
Objectives															
fulfil the council's statutory responsibilities in re		ſ													
maximise efficiencies through co-ordinated and						Perforr	mance Targe	ts (T) & Prov	isional Perfo	rmance Targ	gets (PT)				Main impact if indicator not
<ul> <li>provide value for money services that meet the</li> <li>champion the needs of the service users</li> </ul>	needs of residents and bus	inesses		Performance inc	dicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
<ul> <li>improve our customer information and improve</li> </ul>	foodback		% Posid	lents satisfied with	street cleanliness	58	60			63	2010/10(11)	High	Annual	Perception	Reputational risk
<ul> <li>Improve our customer information and improve</li> <li>protect and care for the welfare and development</li> </ul>		vironmont				_		62	62						
our customers and the local community in which		wironnen,		s surveyed below s		8.5	7.5	7	7	6		Low	Quarterly	Perception	Reputational risk
<ul> <li>provide a safe and supportive environment for</li> </ul>		for	% Sites :	surveyed below sta	indard for Detritus	12.5	12	11.5	11	10.5		Low	Quarterly	Perception	Reputational risk
outstanding health and safety performance	all our employees and surve		% Sites	surveyed below sta	andard for graffiti	5.5	5.0	4.5	4.0	4		Low	Quarterly	Perception	Reputational risk
<ul> <li>provide a customer focussed approach to serv</li> </ul>	ice design and improvement		% Sites	surveyed below sta	andard for weeds	14.50	14.00	13.50	13.00	12		Low	Quarterly	Perception	Reputational risk
<ul> <li>improve levels of satisfaction with services pro</li> </ul>		· •		Number of fly tips		3300	3200	3100	3000	3000		Low	Monthly	Outcome	Reputational risk
• Improve levels of satisfaction with services pro	vided.	ŀ													
		L.		/s lost through sickr		12	10	9	8	8	1	Low	Quarterly	Outcome	Increased costs
			% Sites s	urveyed below star	ndard for flyposting	1	1	1	1	1		Low	Quarterly	Perception	Reputational risk
					_										
DEDA	RTMENTAL BUDGET AND R	ESOURCES									-				
				De la citat			1	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s Budget	Actual Budget	Budget	Budget		Budget										
2013/14	2013/14 2014/15	2015/16	2016/17		2018/19						Employees				Government grants
Expenditure 5,094	0 5,296	5,299	5,301	5,303	0										
Employees 3,399	3,313	3,313	3,313	3,313							Drom'				
Premises 24	24	24	24	24							Premises				
Transport 289	492	492	492	492											Reimbursements
Supplies & Services 167	160	160	160	160							Transport				
3rd party payments 152	139	142	144	146											
Transfer payments 0	0	0	0	0											Customer & client receipts
Support services 1,057	1,168	1,168	1,168	1,168							Supplies & Ser	vices			
Depreciation 6	0	0	0	0				E.L					81. ·		
	Actual Budget	Budget	Budget		Budget			X			3rd party paym	ents			Recharges
	2013/14 2014/15	2015/16	2016/17		2018/19		111								
	0 231	231	231	231	0		1///								
Governmen grants 0	0	0	0	0			11/1				Transfer paym	ents			Reserves
Reimbursements         0           Customer of client receipts         231	0	0	0	0											
	231	231	231	231							Support servic				
Recharge											Support service	35			Capital Funded
Capital Funded															Capital Funded
	0 5.065	5,068		5,072	0						Depreciation				
Council Funded Net Budget 4,863	0 5,065	5,060	5,070	5,072	0										
Capital Capital E'000s Budget	Actual Budget	Budget	Budget	Budget E	Budget						Summan	of major budget et	c changes		
2013/14	2013/14 2014/15	2015/16	2016/17	2017/18 2	2018/19						Gammary	or major budget et	c. changes		
												2015/16			
i i				1											
0	0 0			0	0							2016/17			
	v 0	U	U	U	U							2010/17			
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4,500 -			<u>۱</u>												
4,000 -			<u>۱</u>												
			<u>۱</u>									2017/18			
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500 -				$\mathbf{\Lambda}$											
500 -	2015	116	2017	2010	1										
500 - 2013 2014		016	2017	2018	,										
500 -		116		2018	,										

Appendix 8

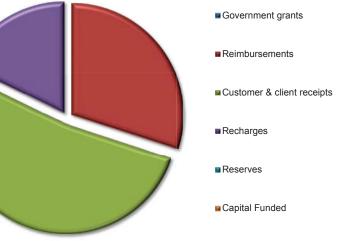
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Appe
			Street Clean	ng		D'ala	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Introduce mobile working				
Start date	2012-13	- Project Details:	This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.	More efficient way of working	2	2	4
End date	2015-16	Project Title:	Public value review of street cleansing and enforcement				
Í		Floject fille.					
Start date	2013-14	Project Details:	Carry out a review of the services provided and introduce any efficiencies resultant from this review	Improved customer satisfaction	2	2	4
End date	2014-15						
Pro	oject 3	Project Title:	Introduce timed commercial waste collections in town centres				
Start date	2013-14	- Project Details:	Introduce time banded waste collections in town centres starting with Wimbledon town centre	To meet legislative requirements	2	2	4
End date	2015-16						
Pro	oject 4	Project Title:	Review Street Cleansing equipment				
Start date		Project Details:	Chewing Gum equipment as well as review Mechanicals sweeping resource with a view to consider	Improve residents satisfaction	2	2	4
End date			more flexible vehicles.				
	oject 5	Project Title:	Street Champions Initiative			İ	
State		- Project Details:	Re-launch street champions initiative	Improve residents satisfaction	2	2	4
End date							
	oject 6	Project Title:	Increase Enforcement Capacity				
O Start date		- Project Details:	Develop and launch pilot programme to increase enforcement potentially utilising additional private contractor capacity	Improve residents satisfaction	3	1	4
End date							
Pro	oject 7	Project Title:					
Start date		- Project Details:					
End date							
Pro	oject 8	Project Title:					
Start date		- Project Details:					
End date		1.10,000 Dotuno.					
Pro	oject 9	Project Title:			1	1	
Start date		Project Details:					
End date							
Proj	ject 10	Project Title:			1	1	
Start date		Project Details:					
End date							

								Ar									
	Traffic & H	<u> </u>						1			nning Assu					The Corporate strategies your	
Clir Andrew Judge C			· ·			Anticipated deman	d		13/14		4/15	2015/16	2016/17	2017/18	2018/19	service contributes to	
Enter a brief descri	• •		-			Street lights		_	2,673	12,		12,673	12,673	12,674		Road Safety Plan	
The service discharges the count Authority, assists with its response						mber of trees to be mai		_	,570	16,		16,710	16,710	16,711		Local Transport Plan	
delivery of the Community Plan v						rk Maintenance and Im		_	3.5km	363		363.5km	363.5km	363.5km		Local Implementation Plan Capital Programme	
network and 16,500 trees on the	public highway w	vith an anticipate	ed additional 70 r	new trees		per of Streetwork Perm			,650 <b>13/14</b>	18, <b>201</b>	4/15	18,000 2015/16	18,000 <b>2016/17</b>	2017/18	2018/19	Local Development Framework	
planted per year.					Antic	ipated non financial r Staff (FTE)	sources		38		8	35	35	35	2010/19	Eddar Development Framework	
The main aims of the service are	e to:								00		0	00	00				
		II 4	l linkun v Natural														
<ul> <li>Ensure the safe and expeditiou</li> <li>Improve the condition of the h</li> </ul>		In traffic on the F	Highway Network														
<ul> <li>Improve the Public Realm.</li> </ul>	0,					Daufauman as indiant		Perfor	mance Targe	ts (T) & Provi	sional Perfo	rmance Targets (PT)	Delevite	Demention evolu	lu di seten tem s	Main impact if indicator not	
<ul> <li>Improve the Street Scene.</li> <li>Improve the quality of life of loc</li> </ul>	cal residents					Performance indicat	or	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT) 2018/19(PT	Polarity	Reporting cycle	Indicator type	met	
• Improve the quality of the of loc	carresidents				Avg days ta	ken to repair out of ligh	Lamp Columns	New	3	3	3	3	Low	Quarterly	Quality	Reduced customer service	
Objectives					% respons	e to Emergency Callou	s (within 2 hrs)	100	100	100	100	100	High	Monthly	Quality	Increased costs	
The overall objectives of the Serv	vice is to effective	elv maintain and	l manage the hig	wav network		reetworks permitting de		98	98	98	98	98	High	Monthly	Quality	Loss of income	
and to ensure that this network is				- ,		eetworks inspections of	•	32	35	37	38	38	High	Quarterly	Unit cost	Loss of income	
Specific Objectives:						ted where no Fixed Pe	,	96	98	99	99	99	High	Monthly	Outcome	Reduced customer service	
Specific Objectives:						ndition Surveys comple		90%	92%	95%	95%	95%	High	Annual	Quality	Increased costs	
Introduce Mobile working		1			Carriageway Co	ndition - Unclassified F Condition Indicator	toads Defectivenes	New	21%	20%	19%	19%	Low	Annual	Quality	Increased costs	
Channel shift and move to on-line	e self service sys	tem			Footway condition	- Defectiveness Cond	ition Indicator	New	21%	20%	19%	19%	Low	Annual	Quality	Increased costs	
										_0,0							
	DI	EPARTMENTAL	L BUDGET AND	RESOURCES				4		2015/16 Ex	onditure		·	•	2015/16 Income	•	
Povonuo £'000o	Budget	Actual	Budget	Budget	Budget	Budget Budg	et		4	1015/10 EX	Jenunure				2013/10 mcome		
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18 2018						Employees					
Expenditure	11,420	0	12,127	11,856	,	11,808	0									Government grants	
Employees Premises	1,622 1,274		1,831 1,138	1,543 1,138		1,544 1,108						Premises					
Transport	1,274		1,138	,		131										Reimbursements	
Supplies & Services	252		326	327	307	307						Transport					
3rd party payments Transfer payments	1,914		2,058	2,074		2,075	_										
Support services	1,294		1,259	1,259	-	1,259	_					Supplies &	Services			Customer & client receipts	
Depreciation	4,936		5,384	5,384		5,384											
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget Budg						3rd party	vments			Recharges	
Income	2013/14 2,619	2013/14	2014/15 2,787	2015/16 2,787	2016/17	2017/18 2018 2,797	19			N			Jinonto			-	
Go Comment grants	2,019	0	0	0		0						Transfer pa	ments			_	
ReinDursements	624		837			847							liento	\ \		Reserves	
Customer & client receipts	1,436 559		1,453 497	1,453 497		1,453 497						Support ser	vices				
Recharges Reserves	559		497	497	497	497										Capital Funded	
Capital Funded												Depreciation					
Council Funded Net Budget	8,801	0	9,340	9,069	8,995	9,011	0										
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget Budg						Summa	y of major budget e	to changes			
-	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18 2018	19					ounnu		to. onungeo			
Traffic & Parking Management	282,000		135,000	135,000		156,000							2015/16				
Highways Gen Planned Works Footways Planned Works	471,470 1,065,390		612,670	412,000		419,000	EN29=£252	2K									
Street Lighting	1,065,390		1,000,000 410,000	1,000,000		290,000											
Street Scene	339,450		315,000	200,000 315,000		60,000											
Highways Planned Road Works	1,590,000		1,500,000	1,500,000		1,500,000											
Transport For London	2,460,990		1,927,000	1,310,000	+ +	,											
	_,,		.,021,000	.,0.0,000	., 1,000												
	6,853,880	0	5,899,670	4,872,000	4,862,000	3,425,000	0						2016/17				
							EN27=£10	K; EN30=£2	20K; EN31=	£30K; EN32	=£10K						
10,000								-									
9,000 -																	
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-Budget

-Actual





	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
			Traffic & High						
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score		
Pro	ject 1	Project Title:	Flood and Water Management Schemes						
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy	To meet legislative requirements	1	1	1		
End date	2014-15								
Pro	ject 2	Project Title:	Delivery of Mitcham Town Centre scheme						
Start date	2013-14	- Project Details:	Major improvement to road network around Mitcham Town Centre	Improved customer satisfaction	4	3	12		
End date	2015-16								
Pro	ject 3	Project Title:	Ride London						
Start date	2014-15	Project Details:	Delivery of London - Surrey Cycle Road Race	Improved customer satisfaction	1	1	1		
End date	2014-15								
Pro	ject 4	Project Title:	Mobile Working	More efficient way of working					
Start date	31/01/2015				2	2	4		
End date	31/03/2015	<ul> <li>Project Details:</li> </ul>	Implement Mobile working solution across Trafic and Highway						
	ject 5	Project Title:	On-line self Service System	Improved customer satisfaction					
		Project Details:	Move to on-line self service system		2	2	4		
	ingt C	Project Title:	Home Zones						
Start date	ject o	Project fille.	10116 20165		2	1	3		
End date		Project Details:	Roll out of Home Zones across the borough				Ŭ		
Pro	ject 7	Project Title:	Mini Holland	Improved resident well being					
Start date		Project Details:	Delivery of Mini Holland Cycling proposals		2	2	4		
End date									
Pro	ject 8	Project Title:	20mph Limits / Zones	Improved resident well being					
start date		Project Details:	Devlopment of Policy to inform a decision on future speed management in Merton		2	2	4		
End date									
Pro	ject 9	Project Title:							
itart date		- Project Details:							
End date									
Proj	ject 10	Project Title:					7		
Start date		- Project Details:							
End date									

																	Appendix	
C	Transport - Co											nning Assur					The Corporate strategies your	
Clir Andrew Judge Ca						Anticipate	ed demand		20	13/14		4/15	2015/16	2016/17	2017/18	2018/19	service contributes to	
Enter a brief descript	-					-	urneys - Contracte			5000	95		95000	95000	95000		Capital Programme	
To provide a comprehensive and	effective Home	to School and	Vunerable Adults	transport			ourneys - In-Hous			0000	70		70000	70000	70000		Children & Young person's Plan	
service, in support of the user dep & Housing using the in-house and		as Children Sch	oois & Families a	ind Community			urneys - Contract			3000	50		50000	50000	50000		Adult Treatment Plan	
							ourneys - In-Hous			5000	85		80000	80000	80000		Customer Services Strategy	
Providing self drive vehicles for the etc.) who require vehicles to carry	te in-house depa	artments (Waste	e Operations, Leis	sure, Parking			inancial resourc			13/14	201		2015/16	2016/17	2017/18	2018/19		
etc.) who require vehicles to carry	yout their service				No. of Cor		xi Framework cor	ntractors		34	3		34	34	34			
Ensuring all the authorities vehicle	es have schedu	ed maintenance	e through the in-h	ouse		Sta				8		9	9	9	9			
workshop.						No.Transport I	Fleet vehicles		1	192	1	92	192	192	192			
Providing health & safety and vehi	nicle related in-h	ouse training to	all council staff a	nd external						_						ļ l		
organisations						Performanc	ce indicator			-			rmance Targets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not	
Procurement of vehicles for the au	uthority ensuring	depts get the v	vehicles to suit the	eir services		Spot checks c			2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT) 2018/19(PT)	Llieb	Monthly	Business critical	Reduced customer service	
		,			Doront		ction with taxi jou	15201/2	50	50	50	50 80%		High Low	Annual	Perception	Reduced customer service	
Objectives Ensuring that the service provide	ad by commissi	ning is offective	value for mone	while still	Falena	S/Callers Satisfac	CITOTI WILLI LAXI JOU	uneys	0	75%	75%	80%		LOW	Annuai	Ferception	Reduced customer service	
meeting customers expectations.	eu by commissio	ning is enective	e ,value loi mone	y write Still														
Procurement of goods & services		op area. Ensuri	ng value for mon	ey and														
compiling with authorities standing Procurement of replacement veh		ole of the author	rity															
			,.						1	1					1	1		
					├				+	+					+	}		
					├				+	+					+	}		
				RESOURCES	<u> </u>		r		1	1	L		I I	п	1	1	1	
			L BUDGET AND		Budget	Dustant	Budrist			:	2015/16 Ex	oenditure				2015/16 Income		
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19											
Expenditure	4,550	2013/14	2014/15	2015/16						AL CONTRACT			Employees				Government grants	
Employees	367	0	391	389		3,032											-	
Premises	67		49	46	46	46	6						Premises					
Transport	2,330		4,317	4,431													Reimbursements	
Supplies & Services 3rd party payments	67 30		32	38			8						Transport					
Transfer payments	30		0	0	0	(											Customer & client receipts	
Support services	1,174		303	303		303							Supplies & Se	rvices				
Depreciation	515		425	425							//							
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget		■3rd party payments ■Rech							Recharges		
	2013/14 4,550	2013/14	2014/15 5,517	2015/16 5,632	2016/17 5,632	2017/18 5,632	2018/19											
Governnen grants	4,000		0,011	0,002	0,002								Transfer payr	nents			_	
Reimbursements Customer & client receipts	2		911	911										lenta			Reserves	
Customer & client receipts	3,878		4,606	4,721	4,721								Eupport cond					
Recharges Reserves	670		0	0	0	(	0					1	Support servi	Jes			Capital Funded	
Capital Funded																		
Council Funded Net Budget	0	0	0	0	0	0	0											
Capital Capital £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						Cummon	of malor budget et				
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Summary	of major budget et	c. changes			
														2015/16				
							E	Existing pas	ssenger Tax	xi frameworl	c expires in	Oct 2015 -	New contract schedule	ed to run from Oct 20	15 for possibly 4 years			
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			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Appe
			Transport - Commi				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Closer Working with Merton Community Transport			inipaot	
Start date	2012-13	Project Details:	Working closer with Merton Community Transport, to find ways of improving services, and providing training. Merton have made available to MCT the fuel bunker to reduce MCT costs, and further work in being carried regarding vehicle utilisation, and vehicle procurement	More efficient way of working	2	2	4
End date	2014-15						
Pro	oject 2	Project Title:	Passenger Transport Provision Framework				
Start date	2014-15	- Project Details:	Passenger Transport Framework 4 year contract due to expire August 2015. Liaising with neighbouring boroughs (Sutton & Kingston) for the possibility to work together in providing this service	To meet budget savings	2	2	4
End date	2015-16						
Pro	oject 3	Project Title:					ł
Start date		- Project Details:					0
End date							
Pro	oject 4	Project Title:					
Start date		- Project Details:					0
End date							
	oject 5	Project Title:					
		Project Details:					0
End date							ļ
Start date	oject 6	Project Title:					
End date		Project Details:					0
Pro	oject 7	Project Title:					
Start date							0
End date		Project Details:					
Pro	oject 8	Project Title:					
Start date		- Project Details:					0
End date							
Pro	oject 9	Project Title:					
Start date		- Project Details:					0
End date							
Proj	ject 10	Project Title:					
Start date		- Project Details:					0
End date							

Mich Transport Services will provide a concretence as effort transport transport services.         Performance Target (17 & Providence Target																		Appendix 8			
	¥			<i>, ,</i>													2018/19				
				d objectives be	low							-									
	Merton Transport Services prov	vides transport and	d fleet support.	ede Working in a	conjunction																
	with our partners at Special Edu	ucational Needs (	SEN) and Adult S	Social Care offeri	ing transport	counc	ii ileet in need o	or maintenance/repair		192	1	92	19	12	192	192	├				
	support. We operate a fleet of v	velfare vehicles th	at are fully acces	ssible by all. Trar		Ant	icinated non f	inancial resources	2	013/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Local mansport Plan			
	Full fleet management is provid	led to support the	councils fleet of	vehicles. This inc	cludes all	Ant			2								2010/10				
	servicing, repairs, maintenance	and Operators Li	cence requireme	ents. In addition,	we assist																
	vehicle types to enable solution	ste Services, in de is for operational i	problems to be re	e specifications at esolved.	IIU AUVISE ON			.,			1		1								
	Objectives				envice																
	We will support user departme	ents including Cor	nmunity & Housi	ng, Childrens Scl	hools and		Performance	ce indicator		-					Polarity	Reporting cycle	Indicator type	Main impact if indicator not			
	Families, Waste Operations and	d all other departm	nents that require	e transport suppo	ort.																
	services including Operators Lie	cence requiremen	ts.	irements for road	ruansport	Ave					_		-								
							-	-							-						
						70 III									-						
													-								
										1					l						
											2015/16 Ex	penditure					2015/16 Income				
Type         Type <th< td=""><td>Revenue £'000s</td><td></td><td></td><td></td><td></td><td></td><td>Budget</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>	Revenue £'000s						Budget														
	Expenditure												■ E	mployees				Government grants			
	Employees	1,664		1,446	1,446	1,446	1,44	6		*				Dec							
													∎ F	remises				Reimbursements			
Origination of the state of the stat	Supplies & Services													Francost				a nembu sementa			
	3rd party payments	0				0							· · ·	nansp01t			1				
		1 110		0	0		A.A.	9						Sunnlies & S	ervices			Customer & client receipts			
	Depreciation	0	L	449	449	449	44	ŏ	0					Sabbiles & St	51 11000	hin .					
Boole - 101-4 /	Revenue £'000s													Brd narty nav	ments			Recharges			
Control         Control <t< td=""><td></td><td></td><td>2013/14</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>a party pdy</td><td></td><td colspan="6"></td></t<>			2013/14											a party pdy							
	Governnen grants	3,7 <b>95</b> 0	0	3,055 0	<b>3,055</b>		3,05	<b>0</b>						Fransfer navr	nents						
Control         Control <t< td=""><td>Reimbursements</td><td>Ő</td><td></td><td>0</td><td>0</td><td>0</td><td></td><td>0</td><td></td><td></td><td></td><td>1</td><td></td><td></td><td></td><td></td><td></td><td>Reserves</td></t<>	Reimbursements	Ő		0	0	0		0				1						Reserves			
				3,055	3,055		3,05	5					<b>•</b> •	Support servi	ces						
Source         Point Processor         Source         Description         Description           Space         2015/4         2014/4         2014/1         2014/17         2011/1         2014/17           Space         2011/7         2011/7         2011/7         2011/7         2011/7           Space         2011/7         2011/7         2011/7         2011/7	Reserves	1,062		0	0	0						/	-		'			Capital Funded			
Summary of National with a strange         Column of National with a strange         Summary of main of National with a strange           Canada Wet Column of National with a strange         2013/14         2013/16         2013/14         2013/14         2013/14         2013/14         2013/14         2013/16         2013/16           Canada Workholog         102.10         000.00         000.00         0	Capital Funded												=0	Depreciation							
Norm         2013/4 <td>Council up ned Net Budget</td> <td></td> <td></td> <td></td> <td></td> <td>-</td> <td></td>	Council up ned Net Budget					-															
Origination     102.470     599.400     500.000     500.000     Image: Control of the state of the	Capital Capital Capital													Summary	of major budget et	c. changes					
Jam         Jam <td>Transport and Plant</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>201//10</td> <td>2010/19</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>2015/16</td> <td></td> <td></td> <td></td>	Transport and Plant						201//10	2010/19							2015/16						
	Garth Road Workshop						1														
								<u> </u>													
								+													
								+													
		291 190	599 400	500 000	500 000	500 000	0								2016/17						
2017/18 2017/18 2018/19 2018/19		201,190	555,400	500,000	500,000	500,000									2010/11						
2017/18 2017/18 2018/19 2018/19	50 1																				
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	0																				
Comparison Actual	2013			5			2018														
			Budget		,	Actual															

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				Apper
			Transport - Passenger				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk	Score
Proj	ject 1	Project Title:	Closer working with Merton Community Transport		Lincolliood	impuot	00010
Start date	2012-13	Project Details:	Closer working with the voluntary sector has been identified as an objective to improve services. We are looking at ways to better cooperate with Merton Community Transport. So far we have an ended to be the provide the pr	More efficient way of working	2	2	4
End date	on going		arrangement to supply fuel to them and we are now looking at vehicle maintenance and vehicle utilisation.				
Proj	ject 2	Project Title:	Tachograph Facility				
Start date	2012-13	Project Details:	At the present time there is no tachograph repair facility within the borough. We have to visit a Tachograph Centre 40+ times a year. We have undertaken a viability excersice and completed a business case to install operate and market Tachograph Services in house. It is anticipated that this facility will be operational during 2014.	Income generation	2	2	4
End date	2014-15						
Proj	ject 3	Project Title:	Office new build	Select one major outcome			
Start date		- Project Details:	Initial investigation is under way to construct a new office complex at Garth Road Depot. This would house staff from Waste Services, Waste Operations as well as Transport.				0
End date							
Proj	ject 4	Project Title:					
Start date		Project Details:					
End date							
	ject 5	Project Title:			1		_]
Standate		Project Details:					
End date							
OT Proj O Start date	ject 6	Project Title:					
End date		Project Details:					
Proj	ject 7	Project Title:			<b> </b>		┝───┤
Start date		Project Details:					
End date		Floject Details.					
Proj	ject 8	Project Title:			1		
Start date		Project Details:					
End date							
Proj	ject 9	Project Title:			1		
Start date		Project Details:					
End date							
Proje	ect 10	Project Title:			1		
Start date		Project Details:					
End date							

																		Appendix 8
	Waste Man	agement									Pla	nning Assur	nptions					The Corporate strategies your
Cllr Judy Saunders C			ce & Implement	ation		Anticipat	ed demand		201	3/14	201	4/15		15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip	iption of your ma	in activities an	d objectives be	low		Pop	ulation		206	6,038	208	,822	211	1,569	214,229	216,806		Waste Management Plan
As a unitary authority, Merton is	responsible for bo	oth household w	aste collection a	nd disposal.			using properties			890	81,			,400	81,800	82,100		Performance Management Framework
Household Reuse and Recycling disposal of excess household an	ng Centres - Merto nd garden waste f	n is required to ree of charge.	provide facilities	for the	1	Total househol	ld waste tonnage	e	71	,000	71,	000	71	,000	71,000	71,000		London wide strategy
Objectives	-	-	to at all the set															Climate Change Strategy
<ul> <li>provide efficient and accessible needs.</li> </ul>	le services to all o	f our customers	, including those	with specific	Anti		financial resou	rces		3/14	201			15/16	2016/17	2017/18	2018/19	
<ul> <li>to advise our customers on the</li> </ul>	e services provide	ed and to keep in	mproving our ser	vices in line			F(FTE)			07	11			07.5	107.5	107.5		
<ul> <li>with customer needs.</li> <li>promote public awareness of v</li> </ul>	waste minimisatio	n and encourage	e re-use and rec	clina through		Irar	nsport			31	3	1		29	29	29		
information, education and empo		in and cheodrag		, ching through														
									Perform	nance Target	s (T) & Provi	sional Perfo	rmance Taro	aets (PT)				Main impact if indicator not
						Performan	ce indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
						% Household	waste recycled		42	42	43	45	46		High	Monthly	Business critical	Reputational risk
					% Res	idents satisfie	d with refuse col	llection	72	74	76	78	78		High	Annual	Perception	Reputational risk
					Re	sidual waste k	g per household	1 pa	512	504	496	483	483		Low	Monthly	Outcome	Increased costs
					%	Municipal sol	id waste landfille	ed	48	47	46	46	46		Low	Monthly	Outcome	Increased costs
					Nu	mber of misse	ed bins per 100,0	000	60	55	50	45	45		Low	Monthly	Outcome	Reduced customer service
							ig per household	-	874	873	872	868	868		Low	Monthly	Outcome	Reputational risk
							sickness per FT		12	10	10	8	8		Low	Quarterly	Outcome	Increased costs
					% Resi	dents satisfied	I with recycling f	facilities	73	75	77	79	79	<b>↓</b>	High	Annual	Perception	Reputational risk
															High	Annual	Output	Reduced customer service
			BUDGET AND							20	15/16 Expe	enditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget											
Expenditure	2013/14 15,763	2013/14	2014/15 14,053	2015/16 13,833	2016/17 14,029	2017/18 14,22	2018/19 24 0							Employees				Government grants
Employees	3,465	0	3,532	3,504	3,577	3,64												-
Premises	128		182	180	178	17	76		4					Premises				
Transport	1,518		1,387															Reimbursements
Supplies & Services 3rd party payments	573 8,395		890 6,073	890 5,949	890 6,074	6,20								Transport				
Transfer payments	2		2	2	2		2											Customer & client receipts
Support services	1,321		1,360	1,360	1,360	1,36							•	Supplies & Se	rvices			
Depreciation	361 Budget	Actual	627 Budget	627 Budget	627 Budget	62 Budget	Budget				-	-					$\leq$	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							3rd party payn	nents			Recharges
	872	0	1,374	1,374	1,374	1,37												
Governmen grants	0		288	288	288	28								Transfer paym	nents			Reserves
Reimbursements Customent client receipts	274		140 308	140 308	140 308	14												
Recharges	598		638	638	638									Support service	es			
Reserves	0		0	0	0		0					/						Capital Funded
Capital Funded Council Funded Net Budget	14,891	0	12,679	12,459	12,655	12,85	0 0				-			Depreciation				
Capital Buck et £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							Summary	of major budget et	c changes		
	158,330	190,000	60,000	20,000	20,000		2010/10								2015/16			
								EN14=£100	0K; EN16=£	66K; EV08=	£250K							r
	<u>                                     </u>																	
	┨────┤					L												
	158,330	100.000	CO 000	00.000	00.000		0 0								2016/17			
l	158,330	190,000	60,000	20,000	20,000		0 0								2010/17			
16,000 <sub>T</sub>																		
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12,000 -					~													
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й 8,000 -					<b>\</b>													
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6,000 -																		
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4,000 -						1									0040/10			
						\									2018/19			
2,000 -						\												
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0	1	1	-			<b>_</b>												
2013	2014	201	5	2016	2017	2018												
1		Budget		<b>—</b> —A	Actual													

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
			Waste Manage					
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score	
Pro	ject 1	Project Title:	South London waste partnership (phase B)					
Start date	2012-13	Project Details:	The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness. Interim service commencing on 1 April 2014	More efficient way of working	2	4	8	
End date	2014-15							
Pro	ject 2	Project Title:	Improved enforcement regime to support time-banding in town centres					
Start date	2013-14	Project Details:	Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency. There will need to be capital investment approx £120K.	More efficient way of working	2	2	4	
End date	2014-15							
Pro	ject 3	Project Title:	Mobile technology including GPS and in cab monitors	More efficient way of working				
Start date	2014-15	Project Details:	Procurement and introduction of the GPS, driver behavioural management, route optimisation system		3	2	6	
End date	2015-16							
Pro	ject 4	Project Title:	Double shift garden waste collection vehicles reduce 2 x vehicles					
Start date	2015-16	Project Details:	Issues with disposal licences may cause a delay to the commencement date of this project.	More efficient way of working	3	2	6	
End date	2016-17							
<b>D</b> Pro	ject 5	Project Title:	LWARB efficiency review of Domestic waste collections	More efficient way of working				
Standate	2014-15	Project Details:	Review of existing service to ensure we have the most efficient service and consider options for the		2	2	4	
End date	2014-15		future.					
OT Pro OC Start date	ject 6 2014-15	Project Title:	South London waste partnership (phase C) 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		3		6	
End date	2017-18	Project Details:	business models to support the agreed outcomes. The timeline for Phase "C" is estimated to be at least four years.	More efficient way of working	3	2	b	
Pro	ject 7	Project Title:	SLWP HRRC Procurement					
Start date	2013-14				3	2	6	
End date	2014-15	Project Details:	The planned re-procurement of the HWRC contract / return of Garth Road Transfer Station	More efficient way of working				
Pro	ject 8	Project Title:	Waste Framework procurement					
Start date	2014-15	Project Details:	A project for procurement of a Framework Agreement for non-guaranteed tonnages across different	More efficient way of working	3	2	6	
End date	2014-15	i lojoot Detailo.	waste streams, to achieve better pricing fromf materials in the medium term.					
Pro	ject 9	Project Title:						
Start date		Project Details:					0	
End date								
Proj	ject 10	Project Title:						
Start date		Project Details:					0	
End date								

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# **Equality Analysis**





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

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

Stage 1: Overview	
Name and job title of lead officer	Paul Ballatt – Assistant Director Commissioning Strategy and Performance
1. What are the aims, objectives and desired outcomes of your broposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria	<ul> <li>2015/16 - £63,000 savings from across Early Intervention and Prevention (EIP) Commissioning by:         <ul> <li>£17,500 de-commissioning of one project for children with disabilities that has had limited take up and has not met outcomes specified</li> <li>£32,500 from a reduction in commissioning of training for facilitators of parenting programmes</li> <li>£13,000 from miscellaneous budget codes</li> </ul> </li> </ul>
2. How does this contribute to the council's corporate priorities?	2016/17 - £40,000 savings from Early Intervention and Prevention (EIP) commissioning budgets Supports the council's medium term financial strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners,	2015-16 – A small number of children with disabilities and their families will be affected by the proposed de- commissioning of one service. There is a possibility that the number of parenting programmes offered in the future could be reduced due to a shortage of trained facilitators.
stakeholders, the workforce etc.	2016-17 - All of our EIP commissioning is undertaken on a 3-year commissioning cycle, with the current cycle ending in March 2016. The savings proposal for 2016/17 would therefore be to reduce the commissioning budget by £40,000 from an available £704,000. This would have a relatively modest impact on the range and number of services that could be commissioned from April 2016. CVS partners understand our commissioning cycle and that there are no guarantees to continue with a) a service or b) a provider at contract end. The actual allocation of funding/range of services required from April 2016 will be agreed based on identified needs and evaluation of the effectiveness/impact of current EIP delivery (both within Merton and in other areas).

	APPENDIX 2
another department, authority or a	Not a shared responsibility. The service that may be de-commissioned is run by a CVS organisation that also runs other services in Merton. It is considered that de-commissioning this one service would not affect the overall sustainability of the organisation.

### Stage 2: Collecting evidence/ data

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

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

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

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

### Stage 3: Assessing impact and analysis

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

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

		APPENDIX 2
Pregnancy and Maternity	no	
Race	no	
Religion/ belief	no	
Sex (Gender)	no	
Sexual orientation	no	
Socio-economic status	no	

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

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

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

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

## **Stage 4: Conclusion of the Equality Analysis**

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#### Which of the following statements best describe the outcome of the EA (Tick one box only) 78. age

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

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

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

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

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

# Stage 5: Improvement Action Pan

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

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

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

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

# Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

- Savings from the EIP Commissioning budget could potentially have a negative impact on disadvantaged groups within the community
- In particular the proposals for 2015/16 could affect a small number of disabled children and their families
- Proposals for savings in 2016/17 could affect a wider number of children and families as this would mean a further reduction in the amount of money available to commission services

What course of action are you advising as a result of this assessment?

• Acceptance of these savings proposals based on the ability to mitigate negative impact on specific equality groups.

ନ୍ଦୁ Stage 7: Sign off by Director/ Head of Service						
Assessment completed by	Leanne Wallder	Signature:	Date: 13/10/14			
Improvement action plan signed off by Director/ Head of Service	Paul Ballatt	Signature:	Date: 13/10/14			