

## **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:**

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### **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.

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### **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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**email:** [paul.dale@merton.gov.uk](mailto:paul.dale@merton.gov.uk) Budget files held in the Corporate Services department.

# Cabinet

**Date: 20 October 2014**

**Subject: Business Plan 2015-19**

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

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

**Contact Officer:** Paul Dale

## **Urgent report:**

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

## **Recommendations:**

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

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

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

## **Details**

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

#### **2.1 Background**

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

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

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

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

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

##### **2.3.1 Pay**

The current assumptions regarding pay inflation incorporated into the MTFS are

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

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

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

**Provision for Pay Inflation:**

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

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

**2.3.2 Prices**

The current assumptions regarding price inflation incorporated into the MTFS are

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

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

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



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

The latest projections are included in the following table:-

**Provision for Price Inflation:**

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

**2.3.3 Inflation > 1.5%:**

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

|                          | 2015/16<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 |
|--------------------------|-----------------|-----------------|-----------------|-----------------|
| Inflation exceeding 1.5% | 880             | 877             | 873             | 873             |

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

**2.3.4 Growth**

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

**2.4 Income**

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

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

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

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

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

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

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

## 2.5 Pension Fund

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

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

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

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

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

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

### 2.6.1 Background

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

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

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

### 2.6.4 Funding Forecast for 2015/16

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

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

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

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

2.6.7 Funding Forecasts for 2016/17 to 2018/19

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

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

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

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

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

| Forecast Settlement Funding Assessment | 2015/16<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£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<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 |
|--|-----------------|-----------------|-----------------|-----------------|
| Council 5 March based on 97% collection rate | (75,425)        | (75,802)        | (76,181)        | (76,562)        |
| Based on 97.25% collection rate              | (75,619)        | (75,997)        | (76,337)        | (76,759)        |
| Change                                       | (194)           | (195)           | (196)           | (197)           |

### 2.7.2 Collection Fund

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

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

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

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

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

## 2.8 Re-priced MTFS 2014-18

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

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

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

## 2.9 Summary

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

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

## 3. Approach to Setting a Balanced Budget

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

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

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

b) Review of Central Items

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

c) Further Departmental Savings/Income Targets

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

d) Review of funding

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

e) Capital Programme 2015-19

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

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

### 3.2 Formula Grant and Business Rates Retention

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

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

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

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

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

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

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

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

3.4.6 Last year the savings targets set were:-

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

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

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

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

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

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

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

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

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



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

3.5.3 As for last year, it is expected that departments should first of all address the savings which they did not meet from the 2014/15 targets. Therefore, if £13.573m 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:-

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

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

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

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

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

### 3.6 Replacement Savings

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

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

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

#### 3.6.3 Proposed Amendments to Previously Agreed Savings

##### Children, Schools and Families

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

##### Environment and Regeneration

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

##### Community and Housing

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

Equalities impact assessments will be available for scrutiny where required.

#### 3.6.4 Summary

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

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

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

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

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

| Capital financing costs of £1m over the MTFS period | 2015/16<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£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<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£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<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 |
|-------------------|-----------------|-----------------|-----------------|-----------------|
| Capital Programme | 14,698          | 21,487          | 20,799          | 26,978          |

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

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

a) Review of CSF Expansion Programme

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

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

b) Non-School Expansion Schemes

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

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

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

## 5. Service Planning for 2015-19

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

## 6. Alternative Options

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

## 7. Consultation Undertaken or Proposed

- 7.1 All relevant bodies have been consulted.



## **8. Timetable**

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

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

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

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

- 10.1 As outlined in the report.

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

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

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

- 12.1 Not applicable.

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

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

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

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

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

Appendix 3 – Service Department Targets

Appendix 4 - Business Plan Timetable 2015-19

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

Appendix 6 – Replacement Savings – CSF and E&R

Appendix 7 – Service Planning Timetable

Appendix 8 – Interim Service Plans

**15. Background Papers**

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

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

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

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

## APPENDIX 2

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

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

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



## APPENDIX 3

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

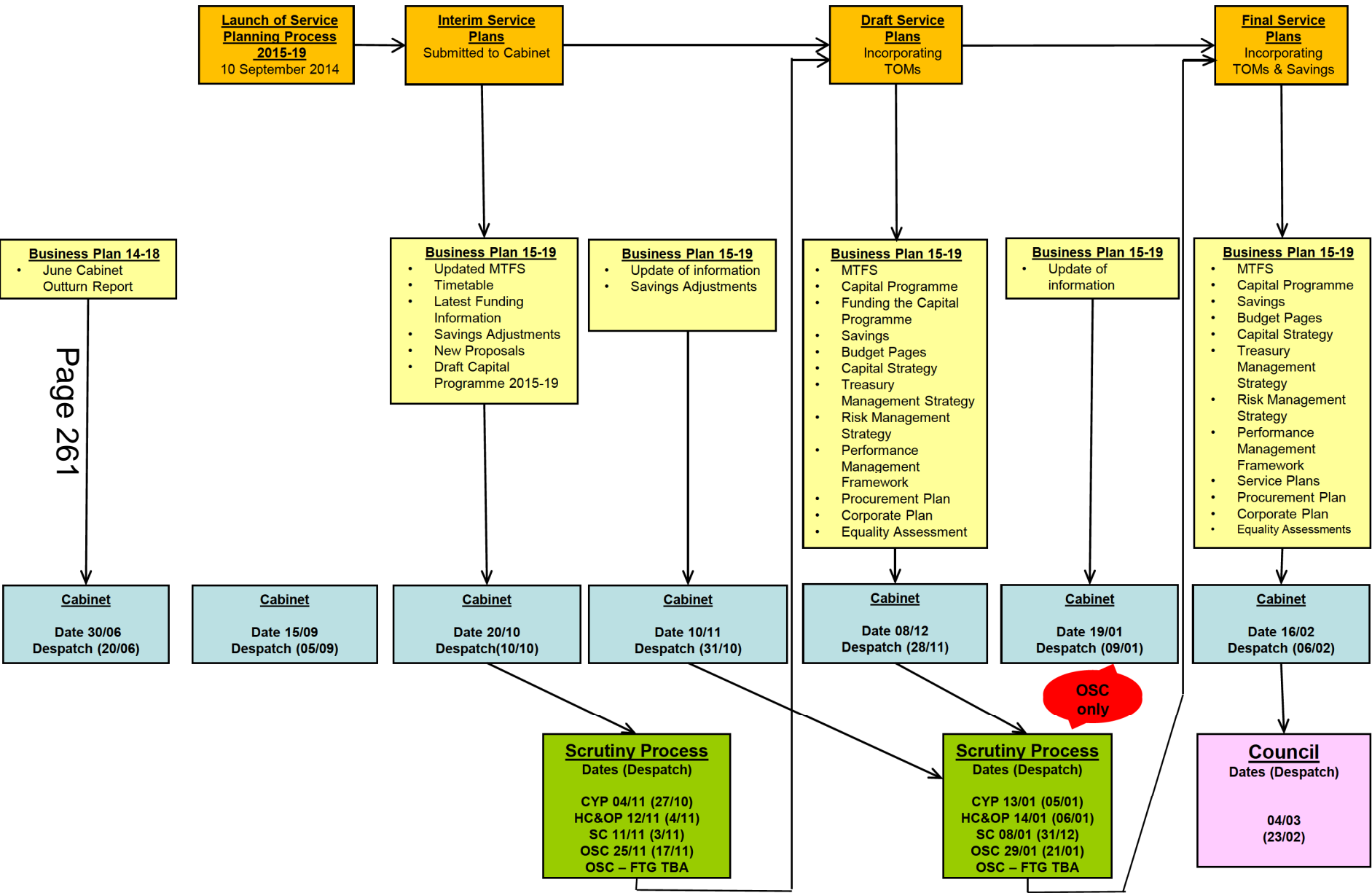
| <b>BALANCE OF 2014/15 SAVINGS</b> | <b>2015/16<br/>£000</b> | <b>2016/17<br/>£000</b> | <b>2017/18<br/>£000</b> | <b>2018/19<br/>£000</b> | <b>Total £000</b> |
|-----------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------|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

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

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

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

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



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

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



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



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

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

| Environment and Regeneration             | Updated Budget 14/15 | Updated Budget 15/16 | Updated Budget 16/17 | Updated Budget 17/18 | Proposed Budget 18/19 | Indicative Budget 19/20 | Indicative Budget 20/21 | Indicative Budget 21/22 | Indicative Budget 22/23 | Indicative Budget 23/24 |
|--|----------------------|----------------------|----------------------|----------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b>Footways Planned Works</b>            |                      |                      |                      |                      |                       |                         |                         |                         |                         |                         |
| Repairs to Footways                      | 1,000,000            | 1,000,000            | 1,000,000            | 1,000,000            | 1,000,000             | 1,000,000               | 1,000,000               | 1,000,000               | 1,000,000               | 1,000,000               |
| B517 Enhancement to Footway              | 0                    | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| B499ab Imprve Holborn Way link           | 0                    | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| B660 Raynes Park Public Real Imps        | 0                    | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| B569a&b Belgrave Walk fencing            | 0                    | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| B500 7-13 Church Rd footway              | 0                    | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| <b>Total Footways Planned Works</b>      | <b>1,000,000</b>     | <b>1,000,000</b>     | <b>1,000,000</b>     | <b>1,000,000</b>     | <b>1,000,000</b>      | <b>1,000,000</b>        | <b>1,000,000</b>        | <b>1,000,000</b>        | <b>1,000,000</b>        | <b>1,000,000</b>        |
| <b>Greenspaces</b>                       |                      |                      |                      |                      |                       |                         |                         |                         |                         |                         |
| Beach Volleyball Courts                  | 0                    | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| Play Space Pollards Hill - S106          | 5,000                | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| Parks Investment                         | 216,000              | 216,000              | 391,000              | 216,000              | 322,500               | 350,000                 | 350,000                 | 350,000                 | 350,000                 | 350,000                 |
| Parks Bins - Finance Lease               | 34,000               | 34,000               | 34,000               | 34,000               | 27,500                | 0                       | 0                       | 0                       | 0                       | 0                       |
| Raynes Park Cricket Slips                | 0                    | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| Sherwood Rec - Play Area                 | 0                    | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| King George Rec Play Area                | 9,990                | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| Lewis Road Rec 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                       |



| <b>Environment and Regeneration</b>    | <b>Updated Budget 14/15</b> | <b>Updated Budget 15/16</b> | <b>Updated Budget 16/17</b> | <b>Updated Budget 17/18</b> | <b>Proposed Budget 18/19</b> | <b>Indicative Budget 19/20</b> | <b>Indicative Budget 20/21</b> | <b>Indicative Budget 21/22</b> | <b>Indicative Budget 22/23</b> | <b>Indicative Budget 23/24</b> |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 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                              |
| B621 Joseph Hood Rec                   | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B627a&b Cottnhm Prk-play area          | 2,960                       | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B621 - 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                              |

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





| Environment and Regeneration   | Updated Budget 14/15 | Updated Budget 15/16 | Updated Budget 16/17 | Updated Budget 17/18 | Proposed Budget 18/19 | Indicative Budget 19/20 | Indicative Budget 20/21 | Indicative Budget 21/22 | Indicative Budget 22/23 | Indicative Budget 23/24 |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b>Street Lighting</b>         |                      |                      |                      |                      |                       |                         |                         |                         |                         |                         |
| Street Lighting Replacement Pr | 410,000              | 200,000              | 462,000              | 290,000              | 509,000               | 509,000                 | 290,000                 | 290,000                 | 290,000                 | 290,000                 |
| <b>Total Street Lighting</b>   | <b>410,000</b>       | <b>200,000</b>       | <b>462,000</b>       | <b>290,000</b>       | <b>509,000</b>        | <b>509,000</b>          | <b>290,000</b>          | <b>290,000</b>          | <b>290,000</b>          | <b>290,000</b>          |
| <b>Street Scene</b>            |                      |                      |                      |                      |                       |                         |                         |                         |                         |                         |
| 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                       |
| <b>Total Street Scene</b>      | <b>375,190</b>       | <b>315,000</b>       | <b>60,000</b>        | <b>60,000</b>        | <b>100,000</b>        | <b>100,000</b>          | <b>100,000</b>          | <b>100,000</b>          | <b>100,000</b>          | <b>100,000</b>          |
| <b>Transport for London</b>    |                      |                      |                      |                      |                       |                         |                         |                         |                         |                         |
| Elec Vehic/Scooter Infrastruct | 0                    | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| Strategic 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                       | 0                       |
| TFL Slippage - Corridors&Neigh | 0                    | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| TFL Projected Slippage         | 319,010              | 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       | 27,600               | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |

2022/23



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

| Environment and Regeneration                | Updated Budget 14/15 | Updated Budget 15/16 | Updated Budget 16/17 | Updated Budget 17/18 | Proposed Budget 18/19 | Indicative Budget 19/20 | Indicative Budget 20/21 | Indicative Budget 21/22 | Indicative Budget 22/23 | Indicative Budget 23/24 |
|---|----------------------|----------------------|----------------------|----------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b>Traffic and Parking Management</b>       |                      |                      |                      |                      |                       |                         |                         |                         |                         |                         |
| 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                       |
| DPN Design Costs                            | 0                    | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| Traffic 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                       |
| <b>Total Traffic and Parking Management</b> | <b>173,230</b>       | <b>135,000</b>       | <b>150,000</b>       | <b>156,000</b>       | <b>175,000</b>        | <b>175,000</b>          | <b>175,000</b>          | <b>175,000</b>          | <b>175,000</b>          | <b>175,000</b>          |
| <b>Transport and Plant</b>                  |                      |                      |                      |                      |                       |                         |                         |                         |                         |                         |
| 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                       |
| <b>Total Transport and Plant</b>            | <b>678,680</b>       | <b>5,500,000</b>     | <b>500,000</b>       | <b>500,000</b>       | <b>500,000</b>        | <b>500,000</b>          | <b>500,000</b>          | <b>500,000</b>          | <b>500,000</b>          | <b>500,000</b>          |

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

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

Appendix 5c

| Merton                               | Updated Budget 14/15 | Updated Budget 15/16 | Updated Budget 16/17 | Updated Budget 17/18 | Proposed Budget 18/19 | Indicative Budget 19/20 | Indicative Budget 20/21 | Indicative Budget 21/22 | Indicative Budget 22/23 | Indicative Budget 23/24 |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Total Corporate Services             | 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 | Indicative Budget 21/22 | Indicative Budget 22/23 | Indicative Budget 23/24 |
|---|----------------------|----------------------|----------------------|----------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Total Corporate Budgets                     | 0                    | 0                    | 0                    | 0                    | 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                             | 0                    | 0                    | 0                    | 0                    | 0                     | 0                       | 0                       | 0                       | 0                       | 0                       |
| Total Information Technology                | 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                       |
| <b>Total Corporate Services</b>             | <b>0</b>             | <b>0</b>             | <b>0</b>             | <b>0</b>             | <b>972,000</b>        | <b>0</b>                | <b>0</b>                | <b>0</b>                | <b>0</b>                | <b>0</b>                |
|   |                      |                      |                      |                      |                       |                         |                         |                         |                         |                         |
| <b>Community and Housing</b>                |                      |                      |                      |                      |                       |                         |                         |                         |                         |                         |
| 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                       |
| <b>Total Community and Housing</b>          | <b>0</b>             | <b>0</b>             | <b>0</b>             | <b>0</b>             | <b>0</b>              | <b>0</b>                | <b>0</b>                | <b>0</b>                | <b>0</b>                | <b>0</b>                |
|   |                      |                      |                      |                      |                       |                         |                         |                         |                         |                         |
| <b>Children, Schools and Families</b>       |                      |                      |                      |                      |                       |                         |                         |                         |                         |                         |
| 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                  |
| <b>Total Children, Schools and Families</b> | <b>0</b>             | <b>322,460</b>       | <b>1,702,140</b>     | <b>(524,420)</b>     | <b>(7,474,680)</b>    | <b>(2,984,400)</b>      | <b>646,800</b>          | <b>301,580</b>          | <b>(3,261,630)</b>      | <b>58,800</b>           |

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

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

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



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



| <b>Children, Schools and Families</b>  | <b>Updated Budget 14/15</b> | <b>Updated Budget 15/16</b> | <b>Updated Budget 16/17</b> | <b>Updated Budget 17/18</b> | <b>Proposed Budget 18/19</b> | <b>Indicative Budget 19/20</b> | <b>Indicative Budget 20/21</b> | <b>Indicative Budget 21/22</b> | <b>Indicative Budget 22/23</b> | <b>Indicative Budget 23/24</b> |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>Primary School Expansions</b>       |                             |                             |                             |                             |                              |                                |                                |                                |                                |                                |
| All Saints/ South Wim YCC exp          | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Aragon expansion                       | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Benedict expansion                     | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Cranmer expansion                      | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Cricket Grn Exp-Chapel Orchard         | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Dundonald expansion                    | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Gorrige Park expansion                 | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Hillcross School Expansion             | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Hollymount Permanent Expansion         | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Holy Trinity Expansion                 | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Joseph Hood Permanent Expansn          | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Liberty expansion                      | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Merton Abbey                           | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Pud Growth - Unallocated               | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Penam 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                              |
| <b>Total Primary School Expansions</b> | <b>0</b>                    | <b>0</b>                    | <b>(200,000)</b>            | <b>(3,250,000)</b>          | <b>(3,200,000)</b>           | <b>(3,200,000)</b>             | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       |

|   | Updated<br>Budget 14/15 | Updated<br>Budget 15/16 | Updated<br>Budget 16/17 | Updated<br>Budget 17/18 | Proposed<br>Budget 18/19 | Indicative<br>Budget 19/20 | Indicative<br>Budget 20/21 | Indicative<br>Budget 21/22 | Indicative<br>Budget 22/23 | Indicative<br>Budget 23/24 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>Children, Schools and Families</b>     |                         |                         |                         |                         |                          |                            |                            |                            |                            |                            |
| Scheme 1 Phased Extra 4fe                 | 0                       | 0                       | 0                       | 0                       | 0                        | 0                          | 0                          | 0                          | 0                          | 0                          |
| Scheme 2 Phased Extra 4fe                 | 0                       | 0                       | 0                       | 0                       | 0                        | 0                          | 0                          | 0                          | 0                          | 0                          |
| Scheme 3 Phased Extra 4fe reduced to 2fe  | 0                       | 0                       | 0                       | 0                       | (1,849,610)              | 0                          | 0                          | 0                          | 0                          | 0                          |
| Scheme 5 Phased Extra 2fe                 | 0                       | 0                       | 0                       | 0                       | 0                        | 0                          | 0                          | 0                          | 0                          | 0                          |
| Scheme 6 Phased Extra 2fe                 | 0                       | 0                       | 0                       | 0                       | 0                        | 0                          | 0                          | 0                          | 0                          | 0                          |
| Scheme 7 Phased Extra 1fe reduced to 0 fe | 0                       | 0                       | (50,000)                | (1,100,000)             | (2,639,630)              | 0                          | 0                          | 0                          | 0                          | 0                          |
| Scheme 8 Phased Extra 1fe reduced to 0 fe | 0                       | 0                       | (50,000)                | (1,100,000)             | (1,909,970)              | 0                          | 0                          | 0                          | 0                          | 0                          |
| Scheme 9 Phased Extra 2fe reduced to 0 fe | 0                       | 0                       | 0                       | 0                       | 0                        | 0                          | 0                          | (150,000)                  | (3,320,430)                | 0                          |
| Scheme 4 New School Extra 6fe             | 0                       | 0                       | 0                       | 0                       | 0                        | 0                          | 0                          | 0                          | 0                          | 0                          |
| Secondary School Expansions               | 0                       | 0                       | (100,000)               | (2,200,000)             | (6,399,210)              | 0                          | 0                          | (150,000)                  | (3,320,430)                | 0                          |
| SEN                                       |                         |                         |                         |                         |                          |                            |                            |                            |                            |                            |
| Cricket Green                             | 0                       | 0                       | (1,500,000)             | 1,500,000               | 0                        | 0                          | 0                          | 0                          | 0                          | 0                          |
| Primary school autism unit                | 0                       | 0                       | 0                       | 0                       | 0                        | 0                          | 0                          | 0                          | 0                          | 0                          |
| Peripaid                                  | 0                       | 0                       | 0                       | 0                       | 0                        | 0                          | 0                          | 0                          | 0                          | 0                          |
| Peripaid - 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                          |
| <b>Other</b>                              |                         |                         |                         |                         |                          |                            |                            |                            |                            |                            |
| 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                     |
| <b>TOTAL</b>                              | <b>0</b>                | <b>322,460</b>          | <b>1,702,140</b>        | <b>(524,420)</b>        | <b>(7,474,680)</b>       | <b>(2,984,400)</b>         | <b>646,800</b>             | <b>301,580</b>             | <b>(3,261,630)</b>         | <b>58,800</b>              |



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

| <b>Environment and Regeneration</b>    | <b>Updated Budget 14/15</b> | <b>Updated Budget 15/16</b> | <b>Updated Budget 16/17</b> | <b>Updated Budget 17/18</b> | <b>Proposed Budget 18/19</b> | <b>Indicative Budget 19/20</b> | <b>Indicative Budget 20/21</b> | <b>Indicative Budget 21/22</b> | <b>Indicative Budget 22/23</b> | <b>Indicative Budget 23/24</b> |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 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                              |
| Joseph Hood Playground (B524)          | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B626 Joseph Hood Rec                   | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B627a&b Cottnhm Prk-play area          | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B596 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&HolInd 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 Improvmt          | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B650 Rowan Road Park Improvmt          | 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                              |

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| <b>Environment and Regeneration</b>         | <b>Updated Budget 14/15</b> | <b>Updated Budget 15/16</b> | <b>Updated Budget 16/17</b> | <b>Updated Budget 17/18</b> | <b>Proposed Budget 18/19</b> | <b>Indicative Budget 19/20</b> | <b>Indicative Budget 20/21</b> | <b>Indicative Budget 21/22</b> | <b>Indicative Budget 22/23</b> | <b>Indicative Budget 23/24</b> |
|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Tamworth Paddling Pool                      | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Mitcham Common Conservators                 | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Living Wandle Ravensbury Park               | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| GLL Football                                | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Outdoor Gyms                                | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| <b>Total Greenspaces</b>                    | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    | <b>0</b>                     | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       |
| <b>Highways General Planned Works</b>       |                             |                             |                             |                             |                              |                                |                                |                                |                                |                                |
| Surface Water Drainage                      | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Highways bridges & structures               | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Maintain AntiSkid and Coloured              | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B340MOSS rpt (land Rutlish Rd)              | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B4978 Lombard Rd Improvements               | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| River Wandle Footbridge                     | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B453 Haydons Road                           | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| New Traffic Schemes                         | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B638d/e Sustainable Transport               | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B646a Lombard Industrial Estat              | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B646b 7 Abbey Road                          | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B639a Fair Green                            | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B642 Streatham Rd                           | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B671 Victoria Road                          | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B674a-d Phase 1 Lambton Rd                  | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| B673a-c Phase 2 Lambton Rd                  | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| <b>Total Highways General Planned Works</b> | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    | <b>0</b>                     | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       |
| <b>Highways Planned Road Works</b>          |                             |                             |                             |                             |                              |                                |                                |                                |                                |                                |
| Borough Roads Maintenance                   | 0                           | 0                           | 0                           | 0                           | (100,000)                    | (100,000)                      | (100,000)                      | (100,000)                      | (100,000)                      | (100,000)                      |
| Homezones                                   | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Severe Weather Maintenance                  | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| <b>Total Highways Planned Road Works</b>    | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    | <b>(100,000)</b>             | <b>(100,000)</b>               | <b>(100,000)</b>               | <b>(100,000)</b>               | <b>(100,000)</b>               | <b>(100,000)</b>               |

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| <b>Environment and Regeneration</b> | <b>Updated Budget 14/15</b> | <b>Updated Budget 15/16</b> | <b>Updated Budget 16/17</b> | <b>Updated Budget 17/18</b> | <b>Proposed Budget 18/19</b> | <b>Indicative Budget 19/20</b> | <b>Indicative Budget 20/21</b> | <b>Indicative Budget 21/22</b> | <b>Indicative Budget 22/23</b> | <b>Indicative Budget 23/24</b> |
|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>Street Lighting</b>              |                             |                             |                             |                             |                              |                                |                                |                                |                                |                                |
| Street Lighting Replacement Pr      | 0                           | 0                           | 0                           | 0                           | 0                            | (26,000)                       | 0                              | 0                              | 0                              | 0                              |
| <b>Total Street Lighting</b>        | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    | <b>0</b>                     | <b>(26,000)</b>                | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       |
| <b>Street Scene</b>                 |                             |                             |                             |                             |                              |                                |                                |                                |                                |                                |
| 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                              |
| <b>Total Street Scene</b>           | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    | <b>40,000</b>                | <b>40,000</b>                  | <b>40,000</b>                  | <b>40,000</b>                  | <b>40,000</b>                  | <b>40,000</b>                  |
| <b>Transport for London</b>         |                             |                             |                             |                             |                              |                                |                                |                                |                                |                                |
| Elec Vehic/Scooter Infrastruct      | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Strategic 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                              |

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| <b>Environment and Regeneration</b>   | <b>Updated Budget 14/15</b> | <b>Updated Budget 15/16</b> | <b>Updated Budget 16/17</b> | <b>Updated Budget 17/18</b> | <b>Proposed Budget 18/19</b> | <b>Indicative Budget 19/20</b> | <b>Indicative Budget 20/21</b> | <b>Indicative Budget 21/22</b> | <b>Indicative Budget 22/23</b> | <b>Indicative Budget 23/24</b> |
|---------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 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                              |
| Willy Lane Bridge                     | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Willy Lane TC Accessibility & Streets | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Haydens Road                          | 0                           | 0                           | 0                           | 0                           | 0                            | 0                              | 0                              | 0                              | 0                              | 0                              |
| Central Road                          | 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                              |
| <b>Total Transport for London</b>     | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    | <b>0</b>                    | <b>0</b>                     | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       |

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

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

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

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

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

| Panel   | Ref        | Description of Saving              |  | Baseline Budget 14/15 £000 | 2015/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact |
|---|------------|------------------------------------|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|
| C&YP  | CSF2014-02 | <b>Service Description</b>         | <b>Commissioning, Strategy and Performance</b><br>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           |              |              | M                            | M                                 |
|   |            | <b>Service Implication</b>         | Savings will be secured through improved commissioning and procurement of post 16 placements   |                            |              |              |              |              |                              |                                   |
|   |            | <b>Staffing Implications</b>       | None   |                            |              |              |              |              |                              |                                   |
|   |            | <b>Business Plan implications</b>  | No specific Implications   |                            |              |              |              |              |                              |                                   |
|   |            | <b>Impact on other departments</b> | Will require close working relationship with housing department re needs assessments and supported housing options   |                            |              |              |              |              |                              |                                   |
|   |            | <b>Equalities Implications</b>     | LAC and care leavers risk particular disadvantage which improved commissioning of placements can mitigate  |                            |              |              |              |              |                              |                                   |
| C&YP  | CSF2014-03 | <b>Service Description</b>         | <b>Commissioning, Strategy and Performance</b><br>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.                                       |                            | 63           | 40           |              |              | Medium                       | High                              |
|   |            | <b>Service Implication</b>         | 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.  |                            |              |              |              |              |                              |                                   |
|   |            | <b>Staffing Implications</b>       | Reductions in staffing within provider organisations. Potential for increased pressure on social care.   |                            |              |              |              |              |                              |                                   |
|   |            | <b>Business Plan implications</b>  | No specific Implications   |                            |              |              |              |              |                              |                                   |
|   |            | <b>Impact on other departments</b> | None.  |                            |              |              |              |              |                              |                                   |
|   |            | <b>Equalities Implications</b>     | These services are targeted at vulnerable groups, we will continue to prioritise commissioning according to need and risks.  |                            |              |              |              |              |                              |                                   |
| <b>Total Children, Schools and Families Savings</b> |            |                                    |  |                            | <b>201</b>   | <b>90</b>    | <b>0</b>     | <b>0</b>     |                              |                                   |

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

| Budget Process                                    | Ref  | Description of Saving   |   | 2015/16<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 |
|---|------|---|---|-----------------|-----------------|-----------------|
| 2012/15   | ER07 | Level 1   | 1) <b>Development &amp; Building Control</b><br>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 | <b>Service/Section Description</b><br><br><b>Service Implication</b><br><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><br><b>Impact on other departments</b><br><br><b>Equalities Implications</b> | <b>Building and Development Control</b><br>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.<br><br>During the implementation period there may be a limited impact on service delivery.<br><br>reduce 1FTE<br>It is intended that the introduction of this initiative will allow staff to carry out site inspections in a more timely and efficient manner.<br>Initially a reduced ability to help coordinate wider council strategies<br><br>none | 40              |                 |                 |
| <b>Total Environment and Regeneration Savings</b> |      |   |   | <b>240</b>      | <b>0</b>        | <b>0</b>        |

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

| Budget Process                                    | Ref  | Description of Saving   |   | 2015/16<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 |
|---|------|---|---|-----------------|-----------------|-----------------|
| 2012/15   | ER07 | Level 1   | 1) <b>Development &amp; Building Control</b><br>The Government is no longer planning on implementing changes to the current charging model. Therefore, other options are being explored to meet this saving e.g. a shared services with other authorities, new ways of working, looking at income generation from fast track planning applications/ pre app advice, and expanding our planning performance agreements potential.  | -200            | 200             |                 |
| 2014/17   | EN09 | <b>Service/Section Description</b><br><br><b>Service Implication</b><br><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><br><b>Impact on other departments</b><br><br><b>Equalities Implications</b> | <b>Building and Development Control</b><br>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.<br><br>During the implementation period there may be a limited impact on service delivery.<br><br>reduce 1FTE<br>It is intended that the introduction of this initiative will allow staff to carry out site inspections in a more timely and efficient manner.<br>Initially a reduced ability to help coordinate wider council strategies<br><br>none | -40             | 40              |                 |
| <b>Total Environment and Regeneration Savings</b> |      |   |   | <b>-240</b>     | <b>240</b>      | <b>0</b>        |

## 2015-19 Service Planning Timetable

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

# Children Schools & Families





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

**Children's Social Care**

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

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| DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD |         |                  |   |                                  |        |       |
|---|---------|------------------|---|----------------------------------|--------|-------|
| Commissioning, Strategy and Performance   |         |                  |   |                                  |        |       |
| PROJECT DESCRIPTION   |         |                  |   | MAJOR EXPECTED OUTCOME           |        | Risk  |
|   |         |                  |   | Likelihood                       | Impact | Score |
| <b>Project 1</b>  |         | Project Title:   | <b>Commissioning</b>  | More efficient way of working    |        | 6     |
| Start date  | 2014-15 | Project Details: | Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor services for CYP & families; working with CCG to explore options for the future commissioning of health services for CYP & families -initial project to identify the way forward, could develop into a substantial piece of work for major transformational change depending on solution; commissioning of post-16 AltEd & RPA places; commissioning of placements for older LAC and care leavers accommodation. |                                  |        |       |
| End date  | 2015-16 |                  |   |                                  |        |       |
| <b>Project 2</b>  |         | Project Title:   | <b>Implementation of secondary &amp; special school expansion strategy</b>  | To meet legislative requirements |        | 15    |
| Start date  | 2013-14 | Project Details: | Pupil places planning, development of strategy, statutory processes, planning & delivery of construction contracts. Includes consideration of provision for SEND.   |                                  |        |       |
| End date  | 2017-18 |                  |   |                                  |        |       |
| <b>Project 3</b>  |         | Project Title:   | <b>PFI - 5 year review</b>  | More efficient way of working    |        | 8     |
| Start date  | 2014-15 | Project Details: | Quinquennial soft services review.  |                                  |        |       |
| End date  | 2014-15 |                  |   |                                  |        |       |
| <b>Project 4</b>  |         | Project Title:   | <b>School Admissions System Procurement</b>   | More efficient way of working    |        | 9     |
| Start date  | 2013-14 | Project Details: | Procurement of school admissions system, including consideration of surrounding processes. Also engagement with CC Programme.   |                                  |        |       |
| End date  | 2015-16 |                  |   |                                  |        |       |
| <b>Project 5</b>  |         | Project Title:   | <b>Participation &amp; Engagement Review</b>  | Improved resident well being     |        | 3     |
| Start date  | 2014-15 | Project Details: | Review of i) existing participation and engagement capacity in CSF, ii) reprioritisation of activity and iii) model of delivery. Work could lead to internal restructuring or external commissioning of service.  |                                  |        |       |
| End date  | 2014-15 |                  |   |                                  |        |       |
| <b>Project 6</b>  |         | Project Title:   | <b>Increase uptake of Free School Meals</b>   | Improved resident well being     |        | 4     |
| Start date  | 2014-15 | Project Details: | Increase proportion of those eligible for free school meals who apply for and then take up entitlement. Work will include reviewing marketing and application procedures and targeted work with schools with lower FSM registrations than would be expected from analysis of deprivation factors.   |                                  |        |       |
| End date  | 2014-15 |                  |   |                                  |        |       |
| <b>Project 7</b>  |         | Project Title:   | <b>Release of Assets</b>  | More efficient way of working    |        | 3     |
| Start date  |         | Project Details: | To address a range of issues related to CSF property & accommodation, including consideration of further potential for flexible working & consolidation in the Civic Centre; review of caretakers' houses.  |                                  |        |       |
| End date  |         |                  |   |                                  |        |       |
| <b>Project 8</b>  |         | Project Title:   | <b>Progress existing capital schemes &amp; provide additional FE's in primary schools</b>   | To meet legislative requirements |        | 9     |
| Start date  | 2013-14 | Project Details: | Completion of construction projects in progress. Consideration of further primary places required, planning & delivery of construction projects.  |                                  |        |       |
| End date  | 2016-17 |                  |   |                                  |        |       |





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

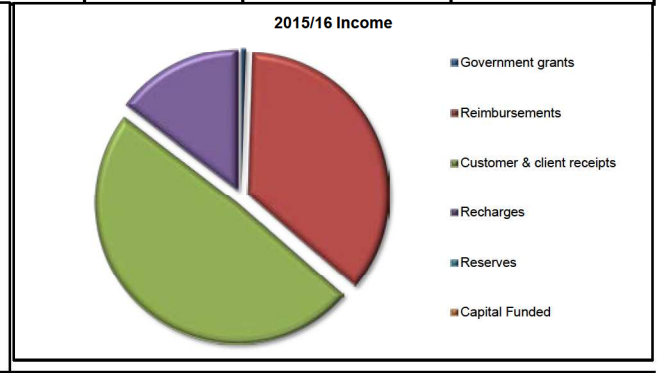
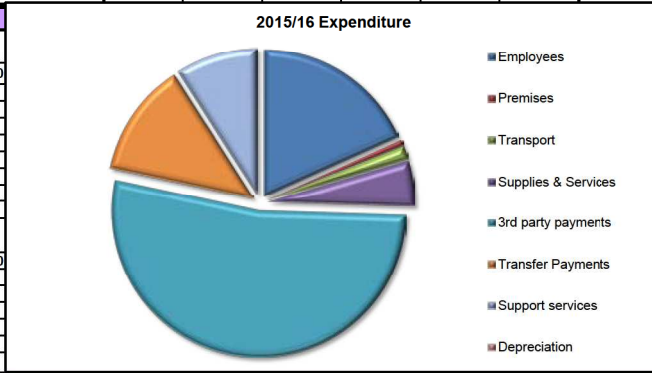


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# Community and Housing

| Adult Social Care   | Planning Assumptions                 |  |             |             |             |             | The Corporate strategies your service contributes to |          |                                |                         |
|---|--------------------------------------|--|-------------|-------------|-------------|-------------|--|----------|--------------------------------|-------------------------|
| <p>Cllr Caroline Cooper-Marbiah Cabinet Member for Adult Social Care &amp; Health</p> <p>Enter a brief description of your main activities and objectives below</p> <p>Adult Social Care is a statutory service, underpinned by several pieces of legislation, whereby the council has a duty to provide or commission support, based on an assessment of need for people over the age of 18. People who are in need /at risk due to disability or illness. Once a need has been defined, there is a duty to meet it.</p> <p>There are eligibility criteria to define need and to keep this in line with resources as far as possible.</p> <p>Our approach to redesign the service and find savings is based on a model for using resources. This means maintaining some focussed investment in prevention and recovery in order to limit spend on long term support. Where long term support is needed, we do this in a person centred way which encourages maximum independence, minimises processes if they don't add value for customers or taxpayers, to work in partnership to achieve these goals, and to enable and encourage everyone to contribute to their own or others' support alongside what is funded by the taxpayer.</p> <p>Looking ahead there are two key national policy changes and challenges to incorporate in our redesign, namely the Care Bill and integration with health services.</p> | Anticipated demand                   |  | 2013/14     | 2014/15     | 2015/16     | 2016/17     | 2017/18  | 2018/19  | Voluntary Sector Strategy      |                         |
|   | No. of people requiring services     | 6630   | 6729        | 6829        | 6920        |             |  |          | Community Plan                 |                         |
|   | People aged 85-89                    | 2400   | 2400        | 2500        | 2500        |             |  |          | Social Inclusion Strategy      |                         |
|   | People aged 95+                      | 1700   | 1800        | 1800        | 1900        |             |  |          | Children & Young person's Plan |                         |
|   | No. of people aged 65+ with dementia | 1963   | 1957        | 2022        | 2047        |             |  |          | Corp Procurement Strategy      |                         |
|   | Anticipated non financial resources  |  | 2013/14     | 2014/15     | 2015/16     | 2016/17     | 2017/18  | 2018/19  | Customer Services Strategy     |                         |
|   | Staff (FTE)                          | 444  | 420.19      | 420.19      | 418.19      |             |  |          | Homelessness Strategy          |                         |
|   |                                      |  |             |             |             |             |  |          | Older People's Housing         |                         |
|   |                                      |  |             |             |             |             |  |          | Workforce Development Plan     |                         |
|   | Performance indicator                | Performance Targets (T) & Provisional Performance Targets (PT) |             |             |             |             |  | Polarity | Reporting cycle                | Indicator type          |
|   | 2013/14(T)                           | 2014/15(T)   | 2015/16(PT) | 2016/17(PT) | 2017/18(PT) | 2018/19(PT) |  |          |                                |                         |
| No of carers receiving a service  | 28.5%                                | 878  | 930         | 996         | 1075        |             | High   | Monthly  | Business critical              | Breach statutory duty   |
| % Older people still at home following Reablement   | 77                                   | 85.7   | 85.8        | 85.9        | 86          |             | High   | Annual   | Outcome                        | Increased costs         |
| No of people on the Occupational Therapy waiting list   | 80                                   | 75   | 74          | 72          | 70          |             | Low  | Monthly  | Quality                        | Increased waiting times |
| % People receiving 'long term' Community Services   | 82                                   | 70   | 71          | 72          | 73          |             | High   | Monthly  | Business critical              | Increased costs         |
| % People with 'long term' services receiving Self-Directed Support  | 45                                   | TBC  | TBC         | TBC         | TBC         |             | High   | Monthly  | Unit cost                      | Government intervention |
| The rate of Delayed Transfers of care from hospital (both NHS and Merton)   | 6.5                                  | 5  | 5           | 5           | 5           |             | Low  | Monthly  | Business critical              | Increased costs         |

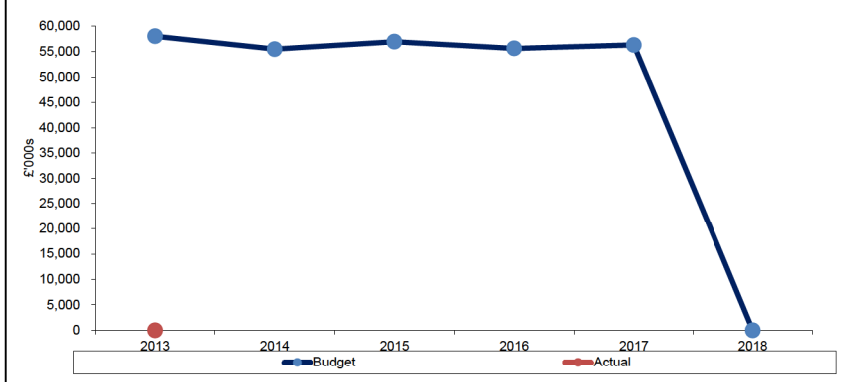
| DEPARTMENTAL BUDGET AND RESOURCES |                       |                       |                       |                       |                       |                       |                       |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenue £'000s                    | Budget 2013/14        | Actual 2013/14        | Budget 2014/15        | Budget 2015/16        | Budget 2016/17        | Budget 2017/18        | Budget 2018/19        |
| <b>Expenditure</b>                | <b>81,775</b>         | <b>0</b>              | <b>77,102</b>         | <b>78,237</b>         | <b>77,071</b>         | <b>77,911</b>         | <b>0</b>              |
| Employees                         | 15,405                |                       | 14,464                | 14,309                | 14,324                | 14,339                |                       |
| Premises                          | 500                   |                       | 481                   | 489                   | 497                   | 505                   |                       |
| Transport                         | 1,390                 |                       | 1,167                 | 1,188                 | 1,209                 | 1,230                 |                       |
| Supplies & Services               | 3,682                 |                       | 3,914                 | 3,965                 | 4,010                 | 4,055                 |                       |
| 3rd party payments                | 40,964                |                       | 40,565                | 41,338                | 39,633                | 39,933                |                       |
| Transfer Payments                 | 12,550                |                       | 9,394                 | 9,831                 | 10,281                | 10,732                |                       |
| Support services                  | 7,208                 |                       | 7,041                 | 7,041                 | 7,041                 | 7,041                 |                       |
| Depreciation                      | 76                    |                       | 76                    | 76                    | 76                    | 76                    |                       |
| <b>Revenue £'000s</b>             | <b>Budget 2013/14</b> | <b>Actual 2013/14</b> | <b>Budget 2014/15</b> | <b>Budget 2015/16</b> | <b>Budget 2016/17</b> | <b>Budget 2017/18</b> | <b>Budget 2018/19</b> |
| <b>Income</b>                     | <b>23,736</b>         | <b>0</b>              | <b>21,604</b>         | <b>21,253</b>         | <b>21,413</b>         | <b>21,611</b>         | <b>0</b>              |
| Government grants                 | 131                   |                       | 135                   | 109                   | 71                    | 71                    |                       |
| Reimbursements                    | 10,012                |                       | 7,936                 | 7,611                 | 7,809                 | 8,007                 |                       |
| Customer & client receipts        | 10,276                |                       | 10,424                | 10,424                | 10,424                | 10,424                |                       |
| Recharges                         | 3,317                 |                       | 3,109                 | 3,109                 | 3,109                 | 3,109                 |                       |
| Reserves                          | 0                     |                       | 0                     | 0                     | 0                     | 0                     |                       |
| Capital Funded                    | 0                     |                       | 0                     | 0                     | 0                     | 0                     |                       |
| <b>Council Funded Net Budget</b>  | <b>58,039</b>         | <b>0</b>              | <b>55,498</b>         | <b>56,984</b>         | <b>55,658</b>         | <b>56,300</b>         | <b>0</b>              |



| Capital Budget £'000s        | Budget 2013/14 | Actual 2013/14 | Budget 2014/15   | Budget 2015/16   | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 |
|------------------------------|----------------|----------------|------------------|------------------|----------------|----------------|----------------|
| Replacement SC System        |                |                | 971,000          | 971,000          |                |                |                |
| Laptops for Managers & Staff | 22,100         |                | 60,000           | 60,000           |                |                |                |
| Other IT Schemes             | 142,940        |                | 79,100           | 79,100           |                |                |                |
| <b>Total</b>                 | <b>165,040</b> | <b>0</b>       | <b>1,110,100</b> | <b>1,110,100</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       |

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

Growth - Placements -Demographic changes - £1m  
 Growth for Concessionary fares increase - £0.436m  
 Savings - £2.014m  
 BCF allocation increases to £11.254m.  
 £5.4m of the total allocation will be spent on investments managed by the Council  
 (i.e £2.9m spend carried forward from 2014/15 and £2.4m proposed new investments )



**2016/17**

Growth - Placements -Demographic changes - £1m  
 Growth for Concessionary fares increase - £0.450m  
 Savings - £2.328m

**2017/18**

Growth - Placements -Demographic changes - £1m  
 Growth for Concessionary fares increase - £0.450m  
 Savings - £0.322

**2018/19**

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



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

**Housing Needs and Enabling Services**

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

Pages 3 to 10





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



| DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD |         |                  |   |   |        |       |
|---|---------|------------------|---|---|--------|-------|
| Merton Adult Education  |         |                  |   |   |        |       |
| PROJECT DESCRIPTION   |         |                  |   | MAJOR EXPECTED OUTCOME  |        | Risk  |
|   |         |                  |   | Likelihood  | Impact | Score |
| <b>Project 1</b>  |         | Project Title:   | <b>Introduction of New 24+ Loans</b>  |   |        |       |
| Start date  | 2013-14 | Project Details: | Devise and implement an awareness raising campaign to promote the take up of the new 25+ Advanced Loans   | To meet legislative requirements  |        | 3     |
| End date  | 2014-15 |                  |   |   |        |       |
| <b>Project 2</b>  |         | Project Title:   | <b>MAE Commercial Business Plan</b>   |   |        |       |
| 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     |
| End date  | 2014-15 |                  |   |   |        |       |
| <b>Project 3</b>  |         | Project Title:   | <b>Widening Participation in Learning</b>   |   |        |       |
| 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     |
| End date  | 2015-16 |                  |   |   |        |       |
| <b>Project 4</b>  |         | Project Title:   | <b>Accommodation Strategy</b>   |   |        |       |
| 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     |
| End date  | 2015-16 |                  |   |   |        |       |
| <b>Project 5</b>  |         | Project Title:   | <b>Virtual Learning Environment Strategy</b>  |   |        |       |
| Start date  | 2013-14 | Project Details: | Outline a robust VLE model and implement a range of programmes and services via this medium   | More efficient way of working   |        | 2     |
| End date  | 2014-15 |                  |   |   |        |       |
| <b>Project 6</b>  |         | Project Title:   | <b>Increase the use of the E Learning Portal Moodle</b>   |   |        |       |
| Start date  | 2014-15 | Project Details: | Provide training and awareness raising for tutors in how to access and use the Moodle on line system for managing resources and communicating with students   | More efficient way of working   |        | 2     |
| End date  | 2015-16 |                  |   |   |        |       |
| <b>Project 7</b>  |         | Project Title:   | <b>Adult Skills and Employability Scrutiny Action Plan Implementation</b>   |   |        |       |
| Start date  | 2013-14 | Project Details: | Implement the key skills and employability elements of the scrutiny action plan   | More efficient way of working   |        | 2     |
| End date  | 2015-16 |                  |   |   |        |       |
| <b>Project 8</b>  |         | Project Title:   |   |   |        |       |
| Start date  |         | Project Details: |   |   |        |       |
| End date  |         |                  |   |   |        |       |
| <b>Project 9</b>  |         | Project Title:   |   |   |        |       |
| Start date  |         | Project Details: |   |   |        |       |
| End date  |         |                  |   |   |        |       |
| <b>Project 10</b>   |         | Project Title:   |   |   |        |       |
| Start date  |         | Project Details: |   |   |        |       |
| End date  |         |                  |   |   |        |       |





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



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# Corporate Services



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



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

**Corporate Governance**

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





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



| DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD |            |                  |   |  |                               |        |       |   |    |
|---|------------|------------------|---|--|-------------------------------|--------|-------|---|----|
| Human Resources   |            |                  |   |  |                               |        |       |   |    |
| PROJECT DESCRIPTION   |            |                  | MAJOR EXPECTED OUTCOME  |  | Risk                          |        |       |   |    |
|   |            |                  |   |  | Likelihood                    | Impact | Score |   |    |
| <b>Project 1</b>  |            | Project Title:   | Occupational Health Service   |  | More efficient way of working |        |       |   |    |
| Start date  | 01/04/2014 | Project Details: |   |  |                               |        | 3     | 3 | 9  |
| End date  | 31/03/2015 |                  |   |  |                               |        |       |   |    |
| <b>Project 2</b>  |            | 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  | 31/03/2015 |                  |   |  |                               |        |       |   |    |
| <b>Project 3</b>  |            | 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 |                  |   |  |                               |        |       |   |    |
| <b>Project 4</b>  |            | 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 |                  |   |  |                               |        |       |   |    |
| <b>Project 5</b>  |            | Project Title:   |   |  | Select one major outcome      |        |       |   |    |
| Start date  |            | Project Details: |   |  |                               |        |       |   | 0  |
| End date  |            |                  |   |  |                               |        |       |   |    |
| <b>Project 6</b>  |            | Project Title:   |   |  | Select one major outcome      |        |       |   |    |
| Start date  |            | Project Details: |   |  |                               |        |       |   | 0  |
| End date  |            |                  |   |  |                               |        |       |   |    |
| <b>Project 7</b>  |            | Project Title:   |   |  | Select one major outcome      |        |       |   |    |
| Start date  |            | Project Details: |   |  |                               |        |       |   | 0  |
| End date  |            |                  |   |  |                               |        |       |   |    |
| <b>Project 8</b>  |            | Project Title:   |   |  | Select one major outcome      |        |       |   |    |
| Start date  |            | Project Details: |   |  |                               |        |       |   | 0  |
| End date  |            |                  |   |  |                               |        |       |   |    |
| <b>Project 9</b>  |            | Project Title:   |   |  | Select one major outcome      |        |       |   |    |
| Start date  |            | Project Details: |   |  |                               |        |       |   | 0  |
| End date  |            |                  |   |  |                               |        |       |   |    |
| <b>Project 10</b>   |            | Project Title:   |   |  | Select one major outcome      |        |       |   |    |
| Start date  |            | Project Details: |   |  |                               |        |       |   | 0  |
| End date  |            |                  |   |  |                               |        |       |   |    |





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





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



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

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# Environment & Regeneration





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



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



| DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD |         |                  |   |                        |                                  |       |
|---|---------|------------------|---|------------------------|----------------------------------|-------|
| Environmental Health, Trading Standards & Licensing   |         |                  |   |                        |                                  |       |
| PROJECT DESCRIPTION   |         |                  |   | MAJOR EXPECTED OUTCOME |                                  | Risk  |
|   |         |                  |   | Likelihood             | Impact                           | Score |
| <b>Project 1</b>  |         | Project Title:   | <b>Development of shared 'regulatory' service</b>   |                        |                                  |       |
| 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           |       |
| End date  | 2014-15 |                  |   |                        |                                  |       |
| <b>Project 2</b>  |         | Project Title:   | <b>Implementation of 'Flexible Working' across section</b>  |                        |                                  |       |
| Start date  | 2014-15 | Project Details: | Following Phase 1 of Shared Service implementation look at opportunities to 'mobilise' operational staff, enhance current 'working from home' arrangements to provide for a more efficient and resilient service. |                        | More efficient way of working    |       |
| End date  | 2015-16 |                  |   |                        |                                  |       |
| <b>Project 3</b>  |         | Project Title:   | <b>Roll-out of London-wide 'Feeding Stuffs' Protocol</b>  |                        |                                  |       |
| 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 |       |
| End date  | 2015-16 |                  |   |                        |                                  |       |
| <b>Project 4</b>  |         | Project Title:   | <b>Work with Public Health England to deliver 'Healthy Catering Commitment'</b>   |                        |                                  |       |
| 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     |       |
| End date  | 2015-16 |                  |   |                        |                                  |       |
| <b>Project 5</b>  |         | Project Title:   | <b>Launch 'Healthier Workplace Commitment' with Public Health England</b>   |                        |                                  |       |
| Start date  | 2014-15 | Project Details: | A programme to assist local employers/businesses from the public, private or voluntary sector build good practice in health and work within their organisation.   |                        | Improved resident well being     |       |
| End date  | 2015-16 |                  |   |                        |                                  |       |
| <b>Project 6</b>  |         | Project Title:   | <b>Investigation of contaminated land at Marlowe Square</b>   |                        |                                  |       |
| 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     |       |
| End date  | 2015-16 |                  |   |                        |                                  |       |
| <b>Project 7</b>  |         | Project Title:   |   |                        |                                  |       |
| Start date  |         | Project Details: |   |                        | 0                                |       |
| End date  |         |                  |   |                        |                                  |       |
| <b>Project 8</b>  |         | Project Title:   |   |                        |                                  |       |
| Start date  |         | Project Details: |   |                        | 0                                |       |
| End date  |         |                  |   |                        |                                  |       |
| <b>Project 9</b>  |         | Project Title:   |   |                        |                                  |       |
| Start date  |         | Project Details: |   |                        | 0                                |       |
| End date  |         |                  |   |                        |                                  |       |
| <b>Project 10</b>   |         | Project Title:   |   |                        |                                  |       |
| Start date  |         | Project Details: |   |                        | 0                                |       |
| End date  |         |                  |   |                        |                                  |       |





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





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

## Leisure &amp; Cultural Development

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



| DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD |                |                                  |   |                                |   |            |
|---|----------------|----------------------------------|---|--------------------------------|---|------------|
| Parking   |                |                                  |   |                                |   |            |
| PROJECT DESCRIPTION   |                |                                  |   | MAJOR EXPECTED OUTCOME         |   | Risk       |
|   |                |                                  |   |                                |   | Likelihood |
|   |                |                                  |   |                                |   | Impact     |
|   |                |                                  |   |                                |   | Score      |
| <b>Project 1</b>  | Project Title: | Upgrade enforcement CCTV systems |   |                                |   |            |
| Start date  | 2014-15        | Project Details:                 | Replace the existing cameras and back office system to enable unmanned (automated) enforcement of bus lane and moving traffic contraventions with ANPR (Automatic Number Plate Recognition) capability. | More efficient way of working  | 2 | 2          |
| End date  | 2015-16        |                                  |   |                                |   | 4          |
| <b>Project 2</b>  | 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          |
| End date  | 2014-15        |                                  |   |                                |   | 1          |
| <b>Project 3</b>  | Project Title: |                                  |   |                                |   |            |
| Start date  |                | Project Details:                 |   |                                |   |            |
| End date  |                |                                  |   |                                |   |            |
| <b>Project 4</b>  | Project Title: |                                  |   |                                |   |            |
| Start date  |                | Project Details:                 |   |                                |   |            |
| End date  |                |                                  |   |                                |   |            |
| <b>Project 5</b>  | Project Title: |                                  |   |                                |   |            |
| Start date  |                | Project Details:                 |   |                                |   |            |
| End date  |                |                                  |   |                                |   |            |
| <b>Project 6</b>  | Project Title: |                                  |   |                                |   |            |
| Start date  |                | Project Details:                 |   |                                |   |            |
| End date  |                |                                  |   |                                |   |            |
| <b>Project 7</b>  | Project Title: |                                  |   |                                |   |            |
| Start date  |                | Project Details:                 |   |                                |   |            |
| End date  |                |                                  |   |                                |   |            |
| <b>Project 8</b>  | Project Title: |                                  |   |                                |   |            |
| Start date  |                | Project Details:                 |   |                                |   |            |
| End date  |                |                                  |   |                                |   |            |
| <b>Project 9</b>  | Project Title: |                                  |   |                                |   |            |
| Start date  |                | Project Details:                 |   |                                |   |            |
| End date  |                |                                  |   |                                |   |            |
| <b>Project 10</b>   | Project Title: |                                  |   |                                |   |            |
| Start date  |                | Project Details:                 |   |                                |   |            |
| End date  |                |                                  |   |                                |   |            |

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

## Parks and Green Spaces

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



| DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD |                |                                |   |                        |        |       |
|---|----------------|--------------------------------|---|------------------------|--------|-------|
| Property  |                |                                |   |                        |        |       |
| PROJECT DESCRIPTION   |                |                                |   | MAJOR EXPECTED OUTCOME |        | Risk  |
|   |                |                                |   | Likelihood             | Impact | Score |
| <b>Project 1</b>  | Project Title: | <b>Integrated Project Team</b> |   |                        |        |       |
| 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     |
| End date  | on going       |                                |   |                        |        |       |
| <b>Project 2</b>  | Project Title: | <b>Asset Management Plan</b>   |   |                        |        |       |
| Start date  | 2012-13        | Project Details:               | This is the creation of a plan which will help to maximise all the property held by the council   | Income generation      |        | 1     |
| End date  | on going       |                                |   |                        |        |       |
| <b>Project 3</b>  | Project Title: |                                |   |                        |        |       |
| Start date  |                | Project Details:               |   |                        |        |       |
| End date  |                |                                |   |                        |        |       |
| <b>Project 4</b>  | Project Title: |                                |   |                        |        |       |
| Start date  |                | Project Details:               |   |                        |        |       |
| End date  |                |                                |   |                        |        |       |
| <b>Project 5</b>  | Project Title: |                                |   |                        |        |       |
| Start date  |                | Project Details:               |   |                        |        |       |
| End date  |                |                                |   |                        |        |       |
| <b>Project 6</b>  | Project Title: |                                |   |                        |        |       |
| Start date  |                | Project Details:               |   |                        |        |       |
| End date  |                |                                |   |                        |        |       |
| <b>Project 7</b>  | Project Title: |                                |   |                        |        |       |
| Start date  |                | Project Details:               |   |                        |        |       |
| End date  |                |                                |   |                        |        |       |
| <b>Project 8</b>  | Project Title: |                                |   |                        |        |       |
| Start date  |                | Project Details:               |   |                        |        |       |
| End date  |                |                                |   |                        |        |       |
| <b>Project 9</b>  | Project Title: |                                |   |                        |        |       |
| Start date  |                | Project Details:               |   |                        |        |       |
| End date  |                |                                |   |                        |        |       |
| <b>Project 10</b>   | Project Title: |                                |   |                        |        |       |
| Start date  |                | Project Details:               |   |                        |        |       |
| End date  |                |                                |   |                        |        |       |

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| DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD |          |                  |  |                        |                                  |            |        |       |    |
|---|----------|------------------|--|------------------------|----------------------------------|------------|--------|-------|----|
| Safer Merton  |          |                  |  |                        |                                  |            |        |       |    |
| PROJECT DESCRIPTION   |          |                  |  | MAJOR EXPECTED OUTCOME |                                  | Risk       |        |       |    |
|   |          |                  |  |                        |                                  | Likelihood | Impact | Score |    |
| <b>Project 1</b>  |          | Project Title:   | <b>Risk limitation of future grant loss</b>  |                        |                                  |            |        |       |    |
| 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 |                  |  |                        |                                  |            |        |       |    |
| <b>Project 2</b>  |          | Project Title:   | <b>ASB changes</b>   |                        |                                  |            |        |       |    |
| 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 |                  |  |                        |                                  |            |        |       |    |
| <b>Project 3</b>  |          | Project Title:   |  |                        |                                  |            |        |       |    |
| Start date  |          | Project Details: |  |                        |                                  |            |        |       |    |
| End date  |          |                  |  |                        |                                  |            |        |       |    |
| <b>Project 4</b>  |          | Project Title:   |  |                        |                                  |            |        |       |    |
| Start date  |          | Project Details: |  |                        |                                  |            |        |       |    |
| End date  |          |                  |  |                        |                                  |            |        |       |    |
| <b>Project 5</b>  |          | Project Title:   |  |                        |                                  |            |        |       |    |
| Start date  |          | Project Details: |  |                        |                                  |            |        |       |    |
| End date  |          |                  |  |                        |                                  |            |        |       |    |
| <b>Project 6</b>  |          | Project Title:   |  |                        |                                  |            |        |       |    |
| Start date  |          | Project Details: |  |                        |                                  |            |        |       |    |
| End date  |          |                  |  |                        |                                  |            |        |       |    |
| <b>Project 7</b>  |          | Project Title:   |  |                        |                                  |            |        |       |    |
| Start date  |          | Project Details: |  |                        |                                  |            |        |       |    |
| End date  |          |                  |  |                        |                                  |            |        |       |    |
| <b>Project 8</b>  |          | Project Title:   |  |                        |                                  |            |        |       |    |
| Start date  |          | Project Details: |  |                        |                                  |            |        |       |    |
| End date  |          |                  |  |                        |                                  |            |        |       |    |
| <b>Project 9</b>  |          | Project Title:   |  |                        |                                  |            |        |       |    |
| Start date  |          | Project Details: |  |                        |                                  |            |        |       |    |
| End date  |          |                  |  |                        |                                  |            |        |       |    |
| <b>Project 10</b>   |          | Project Title:   |  |                        |                                  |            |        |       |    |
| Start date  |          | Project Details: |  |                        |                                  |            |        |       |    |
| End date  |          |                  |  |                        |                                  |            |        |       |    |

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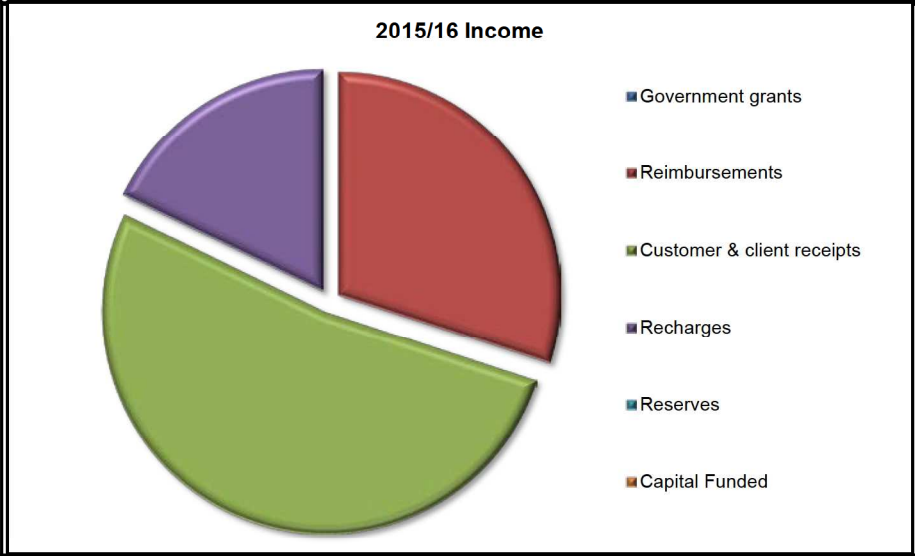
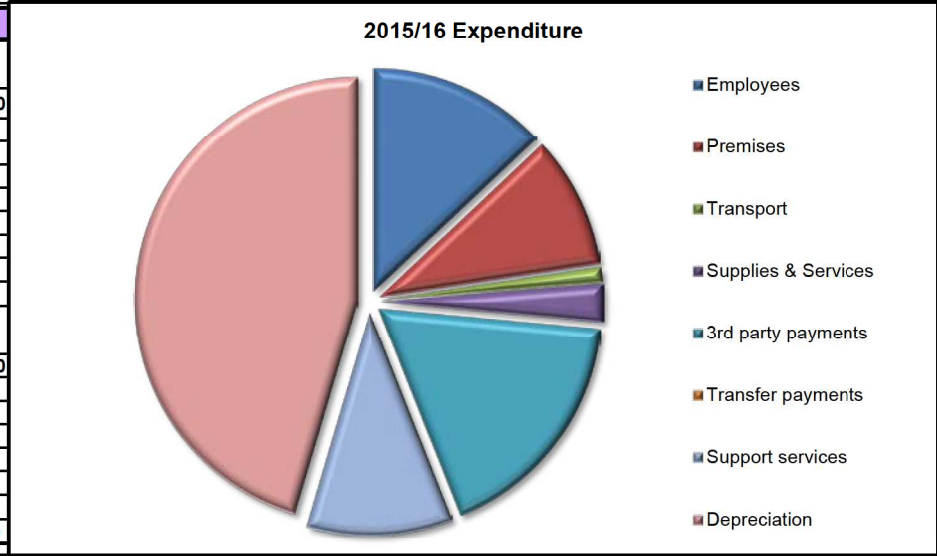
| Street Cleaning   | Planning Assumptions                |         |         |         |         |         | The Corporate strategies your service contributes to |  |                                  |                       |  |
|---|-------------------------------------|---------|---------|---------|---------|---------|--|--|----------------------------------|-----------------------|--|
| Cllr Judy Saunders Cabinet Member for Performance & Implementation  | Anticipated demand                  | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19  |  |                                  |                       |  |
| Enter a brief description of your main activities and objectives below<br><br>Street Cleaning: to improve the street scene by maintaining the public highway, collecting fly tips, removing litter, detritus, graffiti, fly posting and keeping gullies clean<br>Enforcement: to improve the street scene by education, advice and enforcement, reducing fly tipping, litter, dog fouling, abandoned vehicles, graffiti and fly posting; and collecting stray dogs.<br>Winter Gritting: delivering an efficient service in accordance with Highways section priorities.<br>Objectives<br>● fulfill the council's statutory responsibilities in respect of street cleansing<br>● maximise efficiencies through co-ordinated and partnership working<br>● provide value for money services that meet the needs of residents and businesses<br>● champion the needs of the service users<br>● improve our customer information and improve feedback<br>● protect and care for the welfare and development of our employees, the environment, our customers and the local community in which we operate<br>● provide a safe and supportive environment for all our employees and strive for outstanding health and safety performance<br>● provide a customer focussed approach to service design and improvement<br>● improve levels of satisfaction with services provided. | Population                          | 206,038 | 208,822 | 211,569 | 214,229 | 216,806 |  |  | Anti Social Behaviour            |                       |  |
|   | Increased housing density           | 80,890  | 81,000  | 81,400  | 81,800  | 82,100  |  |  | Performance Management Framework | Waste Management Plan |  |
|   | Anticipated non financial resources | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19  |  |                                  |                       |  |
|   | Staff (FTE)                         | 103     | 103     | 103     | 103     | 103     |  |  |                                  |                       |  |
|   | Transport                           | 26      | 26      | 26      | 26      | 26      |  |  |                                  |                       |  |
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## DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

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

| Traffic & Highways  |  | Planning Assumptions   |                |                |                |                |                | The Corporate strategies your service contributes to |                             |                                  |                          |
|---|--|--|----------------|----------------|----------------|----------------|----------------|--|-----------------------------|----------------------------------|--------------------------|
| Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration  |  | Anticipated demand   | 2013/14        | 2014/15        | 2015/16        | 2016/17        | 2017/18        | 2018/19  |                             |                                  |                          |
| <b>Enter a brief description of your main activities and objectives below</b>   |  | Street lights  | 12,673         | 12,673         | 12,673         | 12,673         | 12,674         |  | Road Safety Plan            |                                  |                          |
| The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 street lights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year. |  | Number of trees to be maintained                               | 16,570         | 16,640         | 16,710         | 16,710         | 16,711         |  | Local Transport Plan        |                                  |                          |
| The main aims of the service are to:  |  | Network Maintenance and Improvement                            | 363.5km        | 363.5km        | 363.5km        | 363.5km        | 363.5km        |  | Local Implementation Plan   |                                  |                          |
| <ul style="list-style-type: none"> <li>Ensure the safe and expeditious movement of all traffic on the Highway Network.</li> <li>Improve the condition of the highway network</li> <li>Improve the Public Realm.</li> <li>Improve the Street Scene.</li> <li>Improve the quality of life of local residents</li> </ul>   |  | Number of Streetwork Permits issued                            | 11,650         | 18,000         | 18,000         | 18,000         |                |  | Capital Programme           |                                  |                          |
| Objectives  |  | <b>Anticipated non financial resources</b>                     | <b>2013/14</b> | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b>                                       | Local Development Framework |                                  |                          |
| The overall objectives of the Service is to effectively maintain and manage the highway network and to ensure that this network is safe and serviceable for all road users.   |  | Staff (FTE)  | 38             | 38             | 35             | 35             | 35             |  |                             |                                  |                          |
| Specific Objectives:  |  |  |                |                |                |                |                |  |                             |                                  |                          |
| Introduce Mobile working  |  |  |                |                |                |                |                |  |                             |                                  |                          |
| Channel shift and move to on-line self service system   |  |  |                |                |                |                |                |  |                             |                                  |                          |
| Performance indicator   |  | Performance Targets (T) & Provisional Performance Targets (PT) |                |                |                |                | Polarity       | Reporting cycle                                      | Indicator type              | Main impact if indicator not met |                          |
|   |  | 2013/14(T)   | 2014/15(T)     | 2015/16(PT)    | 2016/17(PT)    | 2017/18(PT)    |                |  |                             |                                  | 2018/19(PT)              |
| Avg days taken to repair out of light Lamp Columns  |  | New  | 3              | 3              | 3              | 3              |                | Low  | Quarterly                   | Quality                          | Reduced customer service |
| % response to Emergency Callouts (within 2 hrs)   |  | 100  | 100            | 100            | 100            | 100            |                | High   | Monthly                     | Quality                          | Increased costs          |
| % Streetworks permitting determined   |  | 98   | 98             | 98             | 98             | 98             |                | High   | Monthly                     | Quality                          | Loss of income           |
| % Streetworks inspections completed   |  | 32   | 35             | 37             | 38             | 38             |                | High   | Quarterly                   | Unit cost                        | Loss of income           |
| % jobs completed where no Fixed Penalty Notice issued   |  | 96   | 98             | 99             | 99             | 99             |                | High   | Monthly                     | Outcome                          | Reduced customer service |
| % of Condition Surveys completed on time  |  | 90%  | 92%            | 95%            | 95%            | 95%            |                | High   | Annual                      | Quality                          | Increased costs          |
| Carriageway Condition - Unclassified Roads Defectiveness Condition Indicator  |  | New  | 21%            | 20%            | 19%            | 19%            |                | Low  | Annual                      | Quality                          | Increased costs          |
| Footway condition - Defectiveness Condition Indicator   |  | New  | 21%            | 20%            | 19%            | 19%            |                | Low  | Annual                      | Quality                          | Increased costs          |

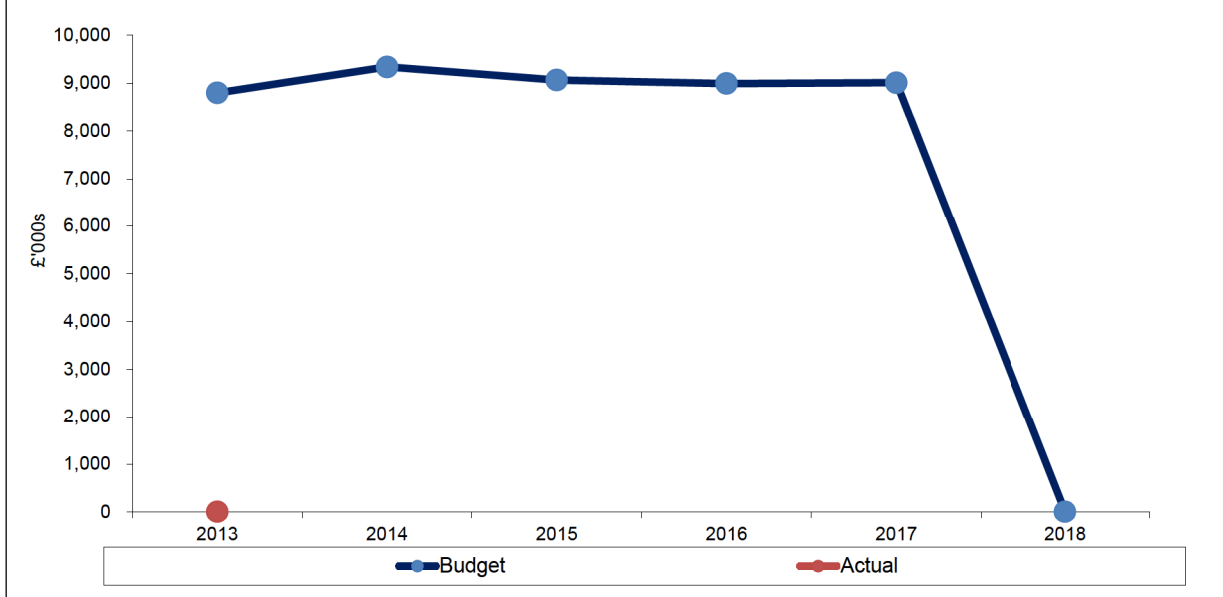
| DEPARTMENTAL BUDGET AND RESOURCES |                       |                       |                       |                       |                       |                       |                       |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-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



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

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

EN29=£252K



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

**2016/17**

**2017/18**

**2018/19**

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



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

## Transport - Commissioning

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





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



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

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

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# Equality Analysis

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

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

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Paul Ballatt – Assistant Director Commissioning Strategy and Performance   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | <p>2015/16 - £63,000 savings from across Early Intervention and Prevention (EIP) Commissioning by:</p> <ul style="list-style-type: none"> <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> <p>2016/17 - £40,000 savings from Early Intervention and Prevention (EIP) commissioning budgets</p>   |
| 2. How does this contribute to the council's corporate priorities?   | Supports the council's medium term financial strategy.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | <p>2015-16 – A small number of children with disabilities and their families will be affected by the proposed de-commissioning of one service. There is a possibility that the number of parenting programmes offered in the future could be reduced due to a shortage of trained facilitators.</p> <p>2016-17 - All of our EIP commissioning is undertaken on a 3-year commissioning cycle, with the current cycle ending in March 2016. The savings proposal for 2016/17 would therefore be to reduce the commissioning budget by £40,000 from an available £704,000. This would have a relatively modest impact on the range and number of services that could be commissioned from April 2016. CVS partners understand our commissioning cycle and that there are no guarantees to continue with a) a service or b) a provider at contract end. The actual allocation of funding/range of services required from April 2016 will be agreed based on identified needs and evaluation of the effectiveness/impact of current EIP delivery (both within Merton and in other areas).</p> |



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

## Stage 2: Collecting evidence/ data

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

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

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

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

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

#### Page 368 7. Which of the following statements best describe the outcome of the EA (Tick one box only)

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

- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

**Stage 5: Improvement Action Plan**

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

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

| Negative impact/ gap in information identified in the Equality Analysis   | Action required to mitigate  | How will you know this is achieved? e.g. performance measure/ target)      | By when         | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan? |
|---|--|--|-----------------|-----------------------------------|--------------|--|
| From April 2015 there could be potential impact on a small number of families of disabled children if one service is withdrawn. | Families would be offered different opportunities throughout a transition period leading up to the de-commissioning.<br>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    |  |
|   |  |  |                 |                                   |              |  |
|   |  |  |                 |                                   |              |  |

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

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

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

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## Stage 7: Sign off by Director/ Head of Service

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