Agenda Item 7

Committee: Children and Young People Overview and Scrutiny Panel

4th November 2014

Sustainable Communities Overview and Scrutiny Panel

11th November 2014

Healthier Communities & Older People Overview and Scrutiny Panel

12th November 2014

Overview and Scrutiny Commission

25th November 2014

Agenda item:

Wards:

Subject: Business Plan Update 2015-2019

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

Contact officer: Paul Dale

Forward Plan reference number:

Recommendations:

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

1. Purpose of report and executive summary

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

2. Details - Revenue

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

2.2 At the meeting Cabinet

RESOLVED: That

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

3. Alternative Options

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

4. Capital Programme 2015-19

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

5. Consultation undertaken or proposed

5.1 Further work will be undertaken as the process develops.

6. Timetable

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

7. Financial, resource and property implications

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

8. Legal and statutory implications

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

9. Human Rights, Equalities and Community Cohesion Implications

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

10. Crime and Disorder implications

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

11. Risk Management and Health and Safety Implications

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

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

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

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

BACKGROUND PAPERS

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

Budget files held in the Corporate Services department.

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

13. **REPORT AUTHOR**

Name: Paul DaleTel: 020 8545 3458

email: 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:

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

1. Purpose of report and executive summary

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

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

Details

2. Medium Term Financial Strategy 2015-19

2.1 Background

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

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

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

2.3 Review of Assumptions

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

2.3.1 Pay

The current assumptions regarding pay inflation incorporated into the MTFS are

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

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

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

Provision for Pay Inflation:

	2015/16	2016/17	2017/18	2018/19
Pay inflation in MTFS (%)	1%	1.5%	1.5%	1.5%
Pay inflation in MTFS (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	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Inflation exceeding 1.5%	880	877	873	873

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

2.3.4 Growth

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

2.4 Income

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

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

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

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

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

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

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

2.5 **Pension Fund**

- 2.5.1 The Government believes that there is scope for significant savings to be achieved through reform of the Local Government Pension Scheme. The new Local Government Pension Scheme which came into effect on 1 April 2014 is the first scheme to be introduced that follows Lord Hutton's principles for reform as enacted in the Public Service Pensions Act 2013.
- 2.5.2 The Government has recently consulted local authorities and other interested parties in its consultation paper "Local government pension scheme opportunities for collaboration cost savings and efficiencies". The consultation sets out the evidence for proposals for reforms to the Local Government Pension Scheme and opportunities to deliver savings for local taxpayers. The Government seeks respondents' views on the proposals set out and asks respondents to consider how if adopted, those reforms might be implemented most effectively. Merton is working with London Councils on the potential for Collective Investment Vehicles to gain economies of scale from pooling

- investments whilst leaving local boroughs in charge of fund decision making.
- 2.5.3 Any potential budget implications for Merton will be advised in reports on the Business Plan when more information becomes available.
- 2.5.4 The next revaluation of the fund is due to be implemented in 2017/18. The impact of this will be closely monitored in the intervening period.

2.6 Forecast of Resources and Local Government Finance Settlement

2.6.1 Background

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

- 2.6.2 Each year in December, the Department of Communities and Local Government (DCLG) notifies local authorities of their Provisional Local Government Finance Settlement. The final Settlement figures are published the following January/February but are generally unchanged from the provisional figures. The total amount of funding available for local authorities is essentially determined by the amount of resources that Central Government has allocated as part of its annual Departmental Expenditure Limit.
- 2.6.3 As part of last year's Settlement, final figures were announced for 2014/15 and provisional figures provided for 2015/16. These were used in the MTFS approved by Council on 5 March 2014.

2.6.4 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.

cuts in public sector funding.

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

- 2.6.9 The latest forecast of resources for 2015/16 2018/19 is included in the draft MTFS set out in Appendix 1. These figures assume:-
 - The latest figures for 2015/16 included in the Government 's consultation paper "Local Government Finance Settlement 2015/16 – Technical Consultation"
 - The total spending figures from 2015/16 to 2018/19 published by the Government in the Budget 2014
 - The estimated and planned Government Departmental Expenditure Limits (Resource DELs) published for 2015/16
 - Government departments that have previously been protected (i.e. overseas aid, education and health) continue to be ring-fenced at the same level as for 2015/16 for 2016/17 to 2018/19
- 2.6.10 The change in the resource forecast in the MTFS since Council in March 2015 and the latest draft MTFS in Appendix 1 is set out in the following table:-

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

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

throughout the business planning process as more information becomes available.

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

2.7 Council Tax and Collection Fund

2.7.1 Council Tax

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

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

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

2.7.2 Collection Fund

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

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

- 2.7.3 Merton's share of the surplus (council tax) and deficit (NNDR) were built into the MTFS agreed by Council in March 2014.
- 2.7.4 Since then, the Council has closed its 2013/14 accounts and produced audited accounts as at 31 March 2014. The audited accounts for 2013/14 include the following surplus/deficit for Council Tax and NNDR as at 31 March 2014:-

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

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

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

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

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

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

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

2.8 Re-priced MTFS 2014-18

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

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

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

2.9 **Summary**

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

3. Approach to Setting a Balanced Budget

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

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

b) Review of Central Items

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

c) Further Departmental Savings/Income Targets

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

d) Review of funding

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

e) Capital Programme 2015-19

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

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

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

3.4 Approach to balancing future years budgets.

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

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

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

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

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

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

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

3.5 Controllable budgets and Savings Targets for 2015-19

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

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

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

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

^{*} includes shortfall on replacement savings (para.3.6.3 and para.3.6.4 refer)

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

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

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

3.6 Replacement Savings

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

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

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

3.6.3 Proposed Amendments to Previously Agreed Savings

Children, Schools and Families

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

Environment and Regeneration

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

Community and Housing

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

Equalities impact assessments will be available for scrutiny where required.

3.6.4 Summary

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

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

4. Capital Programme for 2015-19

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

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

- 4.3 The bidding process for 2018/19 was launched at the Capital Programme Board on 20 May 2014.
- 4.4 The current capital provision and associated revenue implications in the currently approved capital programme, based on August monitoring information, are as follows:-

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

- 4.5 Review of Children, Schools and Families Capital Provision
- 4.5.1 There are potentially significant changes required to the current capital programme arising from CSF's review of the latest projections on future school provision.
- 4.5.2 The current capital provision for the currently approved Children, Schools and Families capital programme for primary, secondary and SEN expansion, based on August monitoring information, is as follows:-

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

- 4.5.3 This programme is prior to the review of primary, secondary and SEN expansion provision and accompanying inflation contingency. It includes the provision of a new school costed at £26.587m. However revised projections in pupil numbers mean that 6 secondary forms and 2 primary forms have been removed.
- 4.6 In order to simplify the decision making process of what is a potentially complex set of scenarios, the capital and revenue implications of each, compared with the August monitoring position, are set out individually as follows:-
- a) Review of CSF Expansion Programme

	1			
	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Capital Programme:				
- Change in Primary Expansions	0	(200)	(3,250)	(3,200)
-Change in Secondary Expansions	0	(100)	(2.200)	(6,399)
-Change in SEN Expansions	100	0	3,000	0
-Inflation Contingency	164	1,943	1,867	2,066
Total Capital Implications	264	1,643	(583)	(7,533)
Revenue Implications	1	15	100	(67)

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

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

5. Service Planning for 2015-19

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

6. Alternative Options

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

7. Consultation Undertaken or Proposed

7.1 All relevant bodies have been consulted.

8. Timetable

- 8.1 In accordance with current financial reporting timetables.
- 8.2 A chart setting out the proposed timetable for developing the business plan is provided as Appendix 4.
- 9. Financial, resource and property implications
- 9.1 As contained in the body of the report.
- 9.2 The Chancellor of the Exchequer will make an Autumn Statement on 3 December 2014. It is not expected that the overall funding allocations for 2015/16 will change materially from those previously notified and used as the basis of this report.
- 10. Legal and statutory implications
- 10.1 As outlined in the report.
- 11. Human rights, equalities and community cohesion implications
- 11.1 None for the purposes of this report, these will be dealt with as the budget is developed for 2015 2019.
- 12. Crime and Disorder Implications
- 12.1 Not applicable.
- 13. Risk Management and health and safety implications
- 13.1 There is a specific key strategic risk for the Business Plan, which is monitored in line with the corporate risk monitoring timetable.
- 14. Appendices The following documents are to be published with this Report and form part of the Report.
 - Appendix 1 Draft MTFS 2015-19: Re-priced and rolled forward
 - Appendix 2 Summary of DCLG consultation paper "Local Government Finance Settlement 2015/16 Technical consultation"
 - Appendix 3 Service Department Targets
 - Appendix 4 Business Plan Timetable 2015-19
 - Appendix 5 Details of Draft Capital Programme and changes from current approved programme
 - Appendix 6 Replacement Savings CSF and E&R
 - Appendix 7 Service Planning Timetable
 - Appendix 8 Interim Service Plans

15. Background Papers

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

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

16. **REPORT AUTHOR**

- Name: Paul Dale - Tel: 020 8545 3458

email: paul.dale@merton.gov.uk

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

	2045/40	2046/47	2047/40	2040/40
	2015/16	2016/17 £000	2017/18 £000	2018/19
Device when Device Device 1004 4/45	£000	144,420	144,420	£000
Departmental Base Budget 2014/15	144,420			144,420
Inflation (Pay, Prices)	3,179	6,778	10,380	13,979
Autoenrolment/Nat. ins changes	0	1,000	2,000	2,000
FYE – Previous Years Savings	(4,252)	(9,149)	(10,576)	(10,576)
Replacement Savings	340	100	100	100
Income – Additional Fees/Charges	0	이	0	0
Growth	1,000	1,000	1,000	1,000
Revenuisation	(510)	(612)	(612)	(612)
Taxi card/Concessionary Fares	437	887	1,337	1,787
Education Services Grant	654	654	654	654
NHS t/f of Social Care Funding	(100)	(100)	(100)	(100)
Other (inc. reduced service grants)	409	730	800	873
Re-Priced Departmental Budget	145,577	145,708	149,403	153,525
Treasury/Capital financing	13,764	14,679	16,061	17,555
Pensions	4,205	4,395	4,592	4,799
Other Corporate items	(11,393)	(12,098)	(12,097)	(12,097)
Levies	637	637	637	637
Sub-total: Corporate provisions	7,213	7,613	9,193	10,894
BUDGET REQUIREMENT	152,790	153,321	158,596	164,420
Funded by:				
Revenue Support Grant	(30,136)	(24,107)	(15,933)	(11,988)
Revenue Support Grant Business Rates (inc. Section 31 grant)	(33,961)	(24,107) (33,931)	(15,933) (35,155)	(11,988) (36,515)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16	(33,961) (868)	(33,931) 0	(35,155) 0	(36,515) 0
Revenue Support Grant Business Rates (inc. Section 31 grant)	(33,961) (868) (4,797)	(33,931) 0 (4,797)	(35,155) 0 (4,797)	(36,515) 0 (4,797)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16	(33,961) (868) (4,797) (2,487)	(33,931) 0 (4,797) (2,000)	(35,155) 0 (4,797) (2,000)	(36,515) 0 (4,797) (2,000)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant	(33,961) (868) (4,797)	(33,931) 0 (4,797)	(35,155) 0 (4,797)	(36,515) 0 (4,797)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus	(33,961) (868) (4,797) (2,487) (75,912) 421	(33,931) 0 (4,797) (2,000) (76,290) 0	(35,155) 0 (4,797) (2,000) (76,670) 0	(36,515) 0 (4,797) (2,000)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC	(33,961) (868) (4,797) (2,487) (75,912)	(33,931) 0 (4,797) (2,000) (76,290)	(35,155) 0 (4,797) (2,000)	(36,515) 0 (4,797) (2,000)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739)	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125)	(35,155) 0 (4,797) (2,000) (76,670) 0 (134,555)	(36,515) 0 (4,797) (2,000) (77,052) 0 (132,352)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit	(33,961) (868) (4,797) (2,487) (75,912) 421	(33,931) 0 (4,797) (2,000) (76,290) 0	(35,155) 0 (4,797) (2,000) (76,670) 0	(36,515) 0 (4,797) (2,000) (77,052) 0
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739)	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125)	(35,155) 0 (4,797) (2,000) (76,670) 0 (134,555)	(36,515) 0 (4,797) (2,000) (77,052) 0 (132,352)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739)	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125)	(35,155) 0 (4,797) (2,000) (76,670) 0 (134,555)	(36,515) 0 (4,797) (2,000) (77,052) 0 (132,352)
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING GAP excluding Use of Reserves (Cumulative)	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051	(33,931) (4,797) (2,000) (76,290) 0 (141,125) 12,196 (1,433)	(35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041	(36,515) 0 (4,797) (2,000) (77,052) 0 (132,352) 32,068
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING GAP excluding Use of Reserves (Cumulative)	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125) 12,196	(35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041	(36,515) 0 (4,797) (2,000) (77,052) 0 (132,352) 32,068
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING GAP excluding Use of Reserves (Cumulative) - Use of Reserves	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051	(33,931) (4,797) (2,000) (76,290) 0 (141,125) 12,196 (1,433)	(35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041	(36,515) 0 (4,797) (2,000) (77,052) 0 (132,352) 32,068
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING GAP excluding Use of Reserves (Cumulative) - Use of Reserves GAP including Use of Reserves (Cumulative)	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051 (4,319)	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125) 12,196 (1,433) 10,763	(35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041	(36,515) 0 (4,797) (2,000) (77,052) 0 (132,352) 32,068
Revenue Support Grant Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16 PFI Grant New Homes Bonus Council Tax inc. WPCC Collection Fund – (Surplus)/Deficit TOTAL FUNDING GAP excluding Use of Reserves (Cumulative) - Use of Reserves GAP including Use of Reserves (Cumulative) - Savings – 2014/15 shortfall	(33,961) (868) (4,797) (2,487) (75,912) 421 (147,739) 5,051 (4,319)	(33,931) 0 (4,797) (2,000) (76,290) 0 (141,125) 12,196 (1,433) 10,763 (7,661)	(35,155) 0 (4,797) (2,000) (76,670) 0 (134,555) 24,041 0 24,041 (13,473)	(36,515) 0 (4,797) (2,000) (77,052) 0 (132,352) 32,068 0 32,068 (13,473)

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.

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

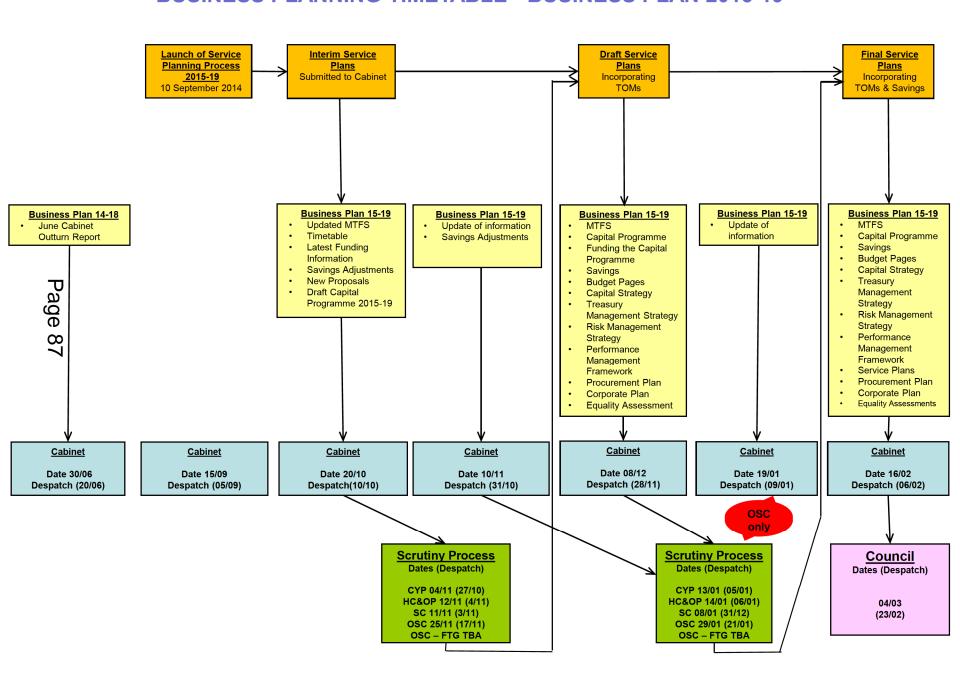
BALANCE OF 2014/15 SAVINGS	2015/16 £000	2016/17 £000	2017/18 £000		Total £000
Corporate Services	0	1,100	772	0	1,872
Children, Schools and Families	0	1,552	804	0	2,356
Environment and Regeneration	0	3,261	2,627	0	5,888
Community and Housing	0	1,848	1,609	0	3,457
Total Savings	0	7,761	5,812	0	13,573
Cumulative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

NEW SAVINGS TARGETS 2015/16	2015/16 £000				Total £000
Corporate Services	0	492	1,309		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
Total Savings	0	2,434	6,477	6,656	15,567
Cumulative	0	2,434	8,911	15,567	

INDICATIVE INCOME TARGETS ALLOCATED	2015/16	2016/17	2017/18	2018/19 £000	Total £000
TO DEPARMENTS	£000	£000	£000	£000	Total 2000
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
Total Income	732	732	732	732	2,928
Cumulative	732	1,464	2,196	2,928	

TARGETS ALLOCATED TO DEPARMENTS TO	2015/16	2016/17	2017/18	2018/19 £000	Total COOO
BE MET FROM SAVINGS AND INCOME	£000	£000	£000	£000	TOTAL EUUU
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	

BUSINESS PLANNING TIMETABLE - BUSINESS PLAN 2015-19 APPENDIX 4



Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Total Corporate Services	6,013,500	5,000,550	3,862,000	2,806,000	2,/5/,000	1,500,000	1,/60,000	1,645,000	1,435,000	1,450,000
Total Community and Housing	2,817,720	1,229,000	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Total Children, Schools and Families	27,790,560	15,620,020	23,789,140	20,874,360	20,103,800	3,265,600	7,246,800	5,059,580	658,800	658,800
Total Environment and Regeneration	13,095,490	26,166,780	8,334,500	4,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000
	49,717,270	48,016,350	37,319,640	28,520,860	29,579,300	9,978,600	14,000,800	11,698,580	7,087,800	7,102,800

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

						•	_	
/\ I	n	n	$\boldsymbol{\Delta}$	n	~	ix	-	
┑	ν	ν	C	יוו	u	1	J	О

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Environment and Regeneration										
Total Footways Planned Works	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
wotal Traffic and Parking Management	173,230	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
notal Transport and Plant	678,680	5,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
tal 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
Total Environment and Regeneration	13,095,490	26,166,780	8,334,500	4,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000

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

	Tot
	то
	U
9	עַ
g	2
(D

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

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget 23/24
Community and Housing	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	
Adult Social Care										
Laptops for Other Staff	61,880	0	0	0	0	0	0	0	0	C
CareFirst report Development	14,000	0	0	0	0	0	0	0	0	C
Excel Add-Ins	3,000	0	0	0	0	0	0	0	0	C
Captive E-Learning CareFirst	8,350	0	0	0	0	0	0	0	0	C
Merton Information Portal	0	0	0	0	0	0	0	0	0	C
Adult Social care Collections	10,000	0	0	0	0	0	0	0	0	C
Telehealth	43,750	0	0	0	0	0	0	0	0	C
Contingency	0	0	0	0	0	0	0	0	0	C
Replacement SC System	0	0	0	0	0	0	0	0	0	C
<mark></mark> dtal Adult Social Care	140,980	0	0	0	0	0	0	0	0	0
ousing										
Birches Close	10,000	0	0	0	0	0	0	0	0	C
Wilton Road	489,240	0	0	0	0	0	0	0	0	C
191-193 Western Road	0	115,000	0	0	0	0	0	0	0	C
Western Road *	760,000	0	0	0	0	0	0	0	0	C
Disabled Facilities Grant	1,345,470	724,000	724,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Universal Coldbusters	19,610	0	0	0	0	0	0	0	0	
Small Repairs Grant	52,420	40,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Total Housing	2,676,740	879,000	784,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Libraries										
Relocation of Colliers Wood Library	0	0	550,000	0	0	0	0	0	0	C
Library Self Service	0	350,000	0	0	0	0	0	0	0	C
Total Libraries	0	350,000	550,000	0	0	0	0	0	0	0
TOTAL	2,817,720	1,229,000	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indiantica
Children, Schools and Families	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Indicative Budget 23/24
Primary School Expansions	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	buuget 23/24
	2.25									
All Saints/ South Wim YCC exp	9,250	0	0	0	0	0	0	0	0	·
Aragon expansion	0	0	0	0	0	0	0	0	0	
Benedict expansion	0	0	0	0	0	0	0	0	0	· ·
Cranmer expansion	2,051,770	0	0	0	0	0	0	0	0	J
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
D upil Growth - Unallocated	0	0	0	0	0	0	0	0	0	0
Relham School Expansion	3,200,000	2,315,560	0	0	0	0	0	0	0	0
pplar Permanent Expansion	3,450,260	410,730	0	0	0	0	0	0	0	0
Mary's expansion	2,946,040	0	0	0	0	0	0	0	0	0
Singlegate expansion	4,291,090	1,117,740	0	0	0	0	0	0	0	0
William Morris PCP	0	0	0	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	68,980	0	0	0	0	0	0	0	0	0
Wimbledon Park expansion	429,380	0	0	0	0	0	0	0	0	0
22 FE School Expansion	0	95,000	2,575,000	2,075,000	0	0	0	0	0	0
23 FE School Expansion	0	0	100,000	555,000	2,575,000	1,600,000	0	0	0	0
24 FE School Expansion	0	0	0	0	0	0	0	0	0	0
25 FE School Expansion	0	0	0	0	0	0	0	0	0	0
26 FE School Expansion	0	0	0	618,780	0	0	0	0	0	0
27 FE School Expansion	0	0	0	300,000	0	0	0	0	0	0
28 FE School Expansion	0	0	0	300,000	0	0	0	0	0	0
29 FE School Expansion	0	0	0	0	0	0	0	0	0	0
Primary Expansion Contingency	0	0	0	0	0	0	0	0	0	0
Total Primary School Expansions	24,666,420	10,370,420	3,792,000	3,848,780	2,575,000	1,600,000	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	to diseates.
	Budget	Budget	Indicative Budget 23/24							
Children, Schools and Families	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	Budget 23/24
Scheme 1 Phased Extra 4fe	50,000	150,000	2,800,000	0	3,677,560	0	0	0	0	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
Secondary School Expansions	275,000	1,475,000	14,395,000	11,500,000	13,954,270	0	6,000,000	4,008,000	0	0
D icket 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
Total SEN	889,800	2,952,140	3,000,000	3,000,000	850,000	850,000	0	0	0	0
Other										
Inflation Contingency	0	172,460	1,952,140	1,875,580	2,074,530	165,600	596,800	401,580	8,800	8,800
Garden PCP	0	0	0	0	0	0	0	0	0	0
Devolved Formula Capital	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 reprovision	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
Total Other	1,959,340	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,800
TOTAL	27,790,560	15,620,020	23,789,140	20,874,360	20,103,800	3,265,600	7,246,800	5,059,580	658,800	658,800

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

Environment and Regeneration	Updated Budget	Updated Budget	Updated Budget	Updated Budget	Proposed Budget	Indicative Budget	Indicative Budget	Indicatived Budget	Indicatived Budget	Indicative Budget 23/24
DOMO Develope Developed	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	0
B619 Ravensbury Park entrance	5,000	0	0	0	0	0	0	0	Ü	Ü
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
© 621 Joseph Hood Rec	0	0	0	0	0	0	0	0	0	0
627a&b Cottnhm Prk-play area	2,960	0	0	0	0	0	0	0	0	0
21 - Morden Park	0	29,780	0	0	0	0	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	21,000	0	0	0	0	0	0	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	0	28,000	0	0	0	0	0	0	0	0
Merton & Sutton Cemetery Board	0	0	0	0	0	0	0	0	0	0
B651 South Park Gardens Pavil	17,000	0	0	0	0	0	0	0	0	0
B647 John Innes Park Improvmnt	2,000	0	0	0	0	0	0	0	0	0
B650 Rowan Road Park Improvmnt	3,060	0	0	0	0	0	0	0	0	0
Marathon Trust BMX Track	0	0	0	0	0	0	0	0	0	0
New Scheme- Figges Marsh Changing Room	100,000	0	0	0	0	0	0	0	0	0

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
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									
Total Greenspaces	966,200	307,780	425,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
Highways General Planned Works										
Surface Water Drainage	62,070	62,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000
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
97/8 Lombard Rd Improvements	0	0	0	0	0	0	0	0	0	0
B iver 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
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
Highways Planned Road Works										
Borough Roads Maintenance	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Homezones	0	0	0	0	0	0	0	0	0	0
Severe Weather Maintenance	283,100	0	0	0	0	0	0	0	0	0
Total Highways Planned Road Works	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000

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

Environment and Degeneration	Updated	Updated	Updated Budget	Updated Budget	Proposed Budget	Indicative Budget	Indicative	Indicatived Budget	Indicatived Budget	Indicative
Environment and Regeneration	Budget 14/15	Budget 15/16	16/17	17/18	18/19	19/20	Budget 20/21	21/22	22/23	Budget 23/24
On and Off Street Parking	14/13	15/10	10/1/	17718	18715	13/20	20721	21122	77773	
Review & extension of CPZ W6	0	0	0	0	0	0	0	0	0	0
B548 Obstructive Pkg Grove Rd	0	0	0	0	0	0	0	0	0	0
B578 Marton Park CPZ (MP1)	0	0	0	0	0	0	0	0	0	0
B579 Upper Greeb West	0	0	0	0	0	0	0	0	0	0
Improved parking- shop parades	42,910	0	0	0	0	0	0	0	0	0
Total On and Off Street Parking	42,910	0	0	0	0	0	0	0	0	0
Regeneration Partnerships										
Industrial Estate Investment	0	750,000	0	0	0	0	0	0	0	0
Colliers Wd- Regeneration Fund	1,336,420	0	0	0	0	0	0	0	0	0
Mitcham - Outer London Fund	78,660	0	0	0	0	0	0	0	0	0
Mitcham Major schemes	200,000	1,800,000	885,000	0	0	0	0	0	0	0
Restoration of South Park Gdns	129,890	0	0	0	0	0	0	0	0	0
ਜ਼ ect106 Bottleneck Skills Grnt	14,070	0	0	0	0	0	0	0	0	0
678 Commonside East	55,010	0	0	0	0	0	0	0	0	0
₱585 Economic Developmnt Strat	0	0	0	0	0	0	0	0	0	0
© 06 Wim broadwy CA	46,480	0	0	0	0	0	0	0	0	0
B611 - Comm Facilities in WTC	30,000	0	0	0	0	0	0	0	0	0
Town Centre Investment	0	1,688,000	1,037,000	0	0	0	0	0	0	0
Mitcham Town Centre Improvements	401,630	300,000	0	0	0	0	0	0	0	0
Colliers Wood Town Centre Improvements	90,000	0	0	0	0	0	0	0	0	0
B550 Mitcham means Business	38,900	0	0	0	0	0	0	0	0	0
S106 Queensmere Road B429	0	0	0	0	0	0	0	0	0	0
B672a-f Connecting Colliers Wood	72,350	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	2,493,410	4,538,000	1,922,000	0	0	0	0	0	0	0
Plans and Projects										
Low Carbon Zone	0	0	0	0	0	0	0	0	0	0
Climate Change Initiatives	70,000	0	0	0	0	0	0	0	0	0
Climate Change Initiatives	60,000	0	0	0	0	0	0	0	0	0
Total Plans and Projects	130,000	0	0	0	0	0	0	0	0	0

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Street Lighting										
Street Lighting Replacement Pr	410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,000
Total Street Lighting	410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,000
Street Scene										
Improve markings & road signs	0	0	0	0	0	0	0	0	0	0
Street scene enhancements	250,000	250,000	0	0	0	0	0	0	0	0
B591b Shop Front Improvement	42,510	0	0	0	0	0	0	0	0	0
B591a Street Scene Improvement	17,680	0	0	0	0	0	0	0	0	0
Street Tree Programme	65,000	65,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Raynes Park Street Scene	0	0	0	0	0	0	0	0	0	0
t otal Street Scene	375,190	315,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
nansport for London										
Lec Vehic/Scooter Infrastruct	0	0	0	0	0	0	0	0	0	0
Rategic 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

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

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Traffic and Parking Management										
B583 Wandle Road Area 20mph	0	0	0	0	0	0	0	0	0	0
B584 Eastfield Area 20mph zone	0	0	0	0	0	0	0	0	0	0
Area Traffic calming measures	0	0	0	0	0	0	0	0	0	0
Minor traffic/danger reduction	0	0	0	0	0	0	0	0	0	0
Traffic surveys & Safety Measu	0	0	0	0	0	0	0	0	0	0
Wimbledon Area Traffic Study	0	0	0	0	0	0	0	0	0	0
High Path Area(Option 1 + 3)	0	0	0	0	0	0	0	0	0	0
Parkway Area (20 mph scheme)	0	0	0	0	0	0	0	0	0	0
Pelham Road Area 20mph scheme	0	0	0	0	0	0	0	0	0	0
PN Design Costs	0	0	0	0	0	0	0	0	0	0
raffic 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
tal Traffic and Parking Management	173,230	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Transport and Plant										
Replacement of Fleet Vehicles	590,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Network Rail	9,400	0	0	0	0	0	0	0	0	0
B494 BSA Imp 12261/12263	0	0	0	0	0	0	0	0	0	0
Shared Space	20,000	0	0	0	0	0	0	0	0	0
B573 Business Area Imprvt Prog	0	0	0	0	0	0	0	0	0	0
B574 Town Centre Transport Imp	0	0	0	0	0	0	0	0	0	0
B544 Wimbledon Station Access	11,790	0	0	0	0	0	0	0	0	0
B603 Improvements Coome Lane	0	0	0	0	0	0	0	0	0	0
B609 Wim Town Centre trans imp	5,000	0	0	0	0	0	0	0	0	0
B610 Wim Town Centre trans imp	42,490	0	0	0	0	0	0	0	0	0
B612 Safety & transport imprv	0	0	0	0	0	0	0	0	0	0
Transportation Enhancements	0	5,000,000	0	0	0	0	0	0	0	0
Total Transport and Plant	678,680	5,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000

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

						•	_	
١	n	n	Δ	n	М.	ix	-	^
١	\sim	~	C		u	1/	J	u

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Total Corporate Services	0	0	O	O	9/2,000	O	0	O	0	0
Total Community and Housing	0	0	0	0	0	0	0	0	0	0
Total Children, Schools and Families	0	322,460	1,702,140	(524,420)	(7,474,680)	(2,984,400)	646,800	301,580	(3,261,630)	58,800
Total Environment and Regeneration	0	300,000	0	0	1,309,000	(217,000)	(191,000)	(191,000)	(191,000)	(191,000)
	0	622,460	1,702,140	(524,420)	(5,193,680)	(3,201,400)	455,800	110,580	(3,452,630)	(132,200)

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Total Corporate Budgets	0	Ū		0		•	0	0	_	
Total Buisness Improvement	0	0	0	0		0	0	0	0	(
To ta l Corporate Governance	0	0	0	0	0	0	0	0	0	(
T @ al Resources	0	0	0	0	0	0	0	0	0	(
Total Information Technology	0	0	0	0	172,000	0	0	0	0	(
Total Facilities Management	0	0	0	0	800,000	0	0	0	0	(
Tokal Corporate Services	0	0	0	0	972,000	0	0	0	0	(
Community and Housing										
Total Adult Social Care	0	0	0	0	0	0	0	0	0	(
Total Housing	0	0	0	0	0	0	0	0	0	(
Total Libraries	0	0	0	0	0	0	0	0	0	(
Total Community and Housing	0	0	0	0	0	0	0	0	0	(
Children, Schools and Families										
Total Primary School Expansions	0	0	(200,000)	(3,250,000)	(3,200,000)	(3,200,000)	0	0	0	(
Total Secondary School Expansions	0	0	(100,000)	(2,200,000)	(6,399,210)	0	0	(150,000)	(3,320,430)	(
Total SEN	0	100,000	0	3,000,000	0	0	0	0	0	(
Total Other	0	222,460	2,002,140	1,925,580	2,124,530	215,600	646,800	451,580	58,800	58,800
Total Children, Schools and Families	0	322,460	1,702,140	(524,420)	(7,474,680)	(2,984,400)	646,800	301,580	(3,261,630)	58,800

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

Appendix 5c

Merton	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Mercon	Budget 14/15	Budget 15/16	Budget 16/17	Budget 17/18	Budget 18/19	Budget 19/20	Budget 20/21	Budget 21/22	Budget 22/23	Budget 23/24
Environment and Regeneration										
Total Footways Planned Works	0	0	0	0	0	0	0	0	0	0
Total Greenspaces	0	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works	0	0	0	0	0	0	0	0	0	0
Total Highways Planned Road Works	0	0	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Total Leisure Centres	0	0	0	0	1,500,000	0	0	0	0	0
Total Other E&R	0	300,000	0	0	0	0	0	0	0	0
Total On and Off Street Parking	0	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	0	0	0	0	0	0	0	0	0	0
Total Plans and Projects	0	0	0	0	0	0	0	0	0	0
Total Street Lighting	0	0	0	0	0	(26,000)	0	0	0	0
Total Street Scene	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000
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
T ਰਜ਼ੇ । Safer Merton - CCTV & ASB	0	0	0	0	0	0	0	0	0	0
T da l Environmental Health	0	0	0	0	0	0	0	0	0	0
Total Waste Operations	0	0	0	0	0	0	0	0	0	0
Total Environment and Regeneration	0	300,000	0	0	1,309,000	(217,000)	(191,000)	(191,000)	(191,000)	(191,000)

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

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

						•	_	
Δ	n	n	Δ	n	М.	ix	_	r
\neg	ν	ν	C		u	1/	_	u

										- 1 1
Corporate Services	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicatived Budget 21/22	Indicatived Budget 22/23	Indicative Budget 23/24
Facilities Management										
Civic Centre refurbishment	0	0	0	0	0	0	0	0	0	0
Invest to Save Schemes	0	0	0	0	0	0	0	0	0	O
Water Safety Works	0	0	0	0	0	0	0	0	0	С
Asbestos Safety Works	0	0	0	0	0	0	0	0	0	С
Capital Works - Facilities	0	0	0	0	0	0	0	0	0	C
Civic Centre Passenger Lifts	0	0	0	0	0	0	0	0	0	C
Civic Centre Boilers	0	0	0	0	300,000	0	0	0	0	C
Data Centre Support Equipment	0	0	0	0	300,000	0	0	0	0	C
Civic Centre Staff Entrance Improvements	0	0	0	0	200,000	0	0	0	0	C
Civic Centre Windows	0	0	0	0	0	0	0	0	0	(
Total Facilities Management	0	0	0	0	800,000	0	0	0	0	0
TOTAL	0	0	0	0	972,000	0	0	0	0	0

	Т									
	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
	Budget 14/15	Budget 15/16	Budget 16/17	Budget 17/18	Budget 18/19	Budget 19/20	Budget 20/21	Budget 21/22	Budget 22/23	Budget 23/24
Community and Housing										
Adult Social Care										
Laptops for Other Staff	0	0	0	0	0	0	0	0	0	C
CareFirst report Development	0	0	0	0	0	0	0	0	0	C
Excel Add-Ins	0	0	0	0	0	0	0	0	0	(
Captive E-Learning CareFirst	0	0	0	0	0	0	0	0	0	C
Merton Information Portal	0	0	0	0	0	0	0	0	0	(
Adult Social care Collections	0	0	0	0	0	0	0	0	0	C
Telehealth	0	0	0	0	0	0	0	0	0	C
Contingency	0	0	0	0	0	0	0	0	0	C
Replacement SC System	0	0	0	0	0	0	0	0	0	(
Total Adult Social Care	0	0	0	0	0	0	0	0	0	0
Hoesing										
Birches Close	0	0	0	0	0	0	0	0	0	(
8 Vanton Road	0	0	0	0	0	0	0	0	0	C
191-193 Western Road	0	0	0	0	0	0	0	0	0	(
Western Road *	0	0	0	0	0	0	0	0	0	(
Disabled Facilities Grant	0	0	0	0	0	0	0	0	0	(
Universal Coldbusters	0	0	0	0	0	0	0	0	0	
Small Repairs Grant	0	0	0	0	0	0	0	0	0	(
Total Housing	0	0	0	0	0	0	0	0	0	C
Libraries										
Relocation of Colliers Wood Library	0	0	0	0	0	0	0	0	0	(
Library Self Service	0	0	0	0	0	0	0	0	0	(
Total Libraries	0	0	0	0	0	0	0	0	0	(
TOTAL	0	0	0	0	0	0	0	0	0	C

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

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

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Footways Planned Works										
Repairs to Footways	0	0	0	0	0	0	0	0	0	0
B517 Enhancement to Footway	0	0	0	0	0	0	0	0	0	0
B499ab Imprve Holborn Way link	0	0	0	0	0	0	0	0	0	0
B660 Raynes Park Public Real Imps	0	0	0	0	0	0	0	0	0	0
B569a&b Belgrave Walk fencing	0	0	0	0	0	0	0	0	0	0
B500 7-13 Church Rd footway	0	0	0	0	0	0	0	0	0	0
Total Footways Planned Works	0	0	0	0	0	0	0	0	0	0
Greenspaces										
Beach Volleyball Courts	0	0	0	0	0	0	0	0	0	0
Pla x pace Pollards Hill - S106	0	0	0	0	0	0	0	0	0	0
Pars Investment	0	0	0	0	0	0	0	0	0	0
Parks Bins - Finance Lease	0	0	0	0	0	0	0	0	0	0
Raynes Park Cricket Slips	0	0	0	0	0	0	0	0	0	0
Sherwood Rec - Play Area	0	0	0	0	0	0	0	0	0	0
King George Rec Play Area	0	0	0	0	0	0	0	0	0	0
Lewis Road Rec Alt Play Facility	0	0	0	0	0	0	0	0	0	0
Tamworth Rec Interactive Water Play	0	0	0	0	0	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	0	0	0	0	0	0	0	0	0	0
Sir Joseph Hood Crazy Golf	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Crazy Golf	0	0	0	0	0	0	0	0	0	0
All Saints Play Area	0	0	0	0	0	0	0	0	0	0
Nelson Gardens Community Space	0	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0	0	0	0	0	0
WallRep ChrchLn& JohnInnes Pks	0	0	0	0	0	0	0	0	0	0
B487 Landscape Ravensbury Park	0	0	0	0	0	0	0	0	0	0
B649 Rvaensbury - Railings and Path	0	0	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
B619 Ravensbury Park entrance	0	0	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	0	0	0	0	0	0	0	0	0	0
B488 Landscape Dundonald Rec G	0	0	0	0	0	0	0	0	0	0
B617a-c Wimbledon Park upgrade	0	0	0	0	0	0	0	0	0	0
B486 Lndscp Ctnhm Pk Hlnd Gdns	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	0	0	0	0	0	0	0	0	0	0
B595 Colliers Wd Rec-play area	0	0	0	0	0	0	0	0	0	0
Rowan Rd Rec (B525)	0	0	0	0	0	0	0	0	0	0
Jos co h Hood Playground (B524)	0	0	0	0	0	0	0	0	0	0
B 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
B5 2↑ - Morden Park	0	0	0	0	0	0	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	0	0	0	0	0	0	0	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	0	0	0	0	0	0	0	0	0	0
Merton & Sutton Cemetery Board	0	0	0	0	0	0	0	0	0	0
B651 South Park Gardens Pavil	0	0	0	0	0	0	0	0	0	0
B647 John Innes Park Improvmnt	0	0	0	0	0	0	0	0	0	0
B650 Rowan Road Park Improvmnt	0	0	0	0	0	0	0	0	0	0
Marathon Trust BMX Track	0	0	0	0	0	0	0	0	0	0
New Scheme- Figges Marsh Changing Room	0	0	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
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
Total Greenspaces	0	0	0	0	0	0	0	0	0	0
Highways General Planned Works										
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
B49 7 8 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
B493 Haydons Road	0	0	0	0	0	0	0	0	0	0
News raffic 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
Total Highways General Planned Works	0	0	0	0	0	0	0	0	0	0
Highways Planned Road Works										
Borough Roads Maintenance	0	0	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Homezones	0	0	0	0	0	0	0	0	0	0
Severe Weather Maintenance	0	0	0	0	0	0	0	0	0	0
Total Highways Planned Road Works	0	0	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)

	Updated	Updated	Updated	Updated	Proposed	indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Leisure Centres										
Leisure Centre Plant & Machine	0	0	0	0	0	0	0	0	0	0
Morden Park Pool	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Watersport Centre	0	0	0	0	0	0	0	0	0	0
Multi use Games Area at Canons	0	0	0	0	0	0	0	0	0	0
St Marks Academy Flood Lights	0	0	0	0	0	0	0	0	0	0
Public Halls	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	0	0	1,500,000	0	0	0	0	0
Total Leisure Centres	0	0	0	0	1,500,000	0	0	0	0	0
Other E&R										
Ve sin y Hall	0	0	0	0	0	0	0	0	0	0
Witholedon Library Flat	0	0	0	0	0	0	0	0	0	0
Big Pottery Play Areas	0	0	0	0	0	0	0	0	0	0
Pri <u>est</u> s House	0	300,000	0	0	0	0	0	0	0	0
Mobile Working Initiative	0	0	0	0	0	0	0	0	0	0
B551 B553 Mitcham schemes	0	0	0	0	0	0	0	0	0	0
B502/3 Going for Gold Actn Pln	0	0	0	0	0	0	0	0	0	0
WCA investment	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Community Assn	0	0	0	0	0	0	0	0	0	0
Merton Energy Loan Fund	0	0	0	0	0	0	0	0	0	0
Garth Rd Workshop	0	0	0	0	0	0	0	0	0	0
Garage for Mayors Car	0	0	0	0	0	0	0	0	0	0
Invest to Save	0	0	0	0	0	0	0	0	0	0
Wimbledon Scout Group	0	0	0	0	0	0	0	0	0	0
Total Other E&R	0	300,000	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
On and Off Street Parking										
Review & extension of CPZ W6	0	0	0	0	0	0	0	0	0	0
B548 Obstructive Pkg Grove Rd	0	0	0	0	0	0	0	0	0	
B578 Marton Park CPZ (MP1)	0	0	0	0	0	0	0	0	0	0
B579 Upper Greeb West	0	0	0	0	0	0	0	0	0	0
Improved parking- shop parades	0	0	0	0	0	0	0	0	0	0
Total On and Off Street Parking	0	0	0	0	0	0	0	0	0	0
Regeneration Partnerships										
Industrial Estate Investment	0	0	0	0	0	0	0	0	0	0
Colliers Wd- Regeneration Fund	0	0	0	0	0	0	0	0	0	0
Mitcham - Outer London Fund	0	0	0	0	0	0	0	0	0	0
Mitcham Major schemes	0	0	0	0	0	0	0	0	0	0
Restoration of South Park Gdns	0	0	0	0	0	0	0	0	0	0
Se cri 06 Bottleneck Skills Grnt	0	0	0	0	0	0	0	0	0	0
Be Commonside East	0	0	0	0	0	0	0	0	0	0
B5 Economic Developmnt Strat	0	0	0	0	0	0	0	0	0	0
S1 00 Wim broadwy CA	0	0	0	0	0	0	0	0	0	0
B611- Comm Facilities in WTC	0	0	0	0	0	0	0	0	0	0
Town Centre Investment	0	0	0	0	0	0	0	0	0	0
Mitcham Town Centre Improvements	0	0	0	0	0	0	0	0	0	0
Colliers Wood Town Centre Improvements	0	0	0	0	0	0	0	0	0	0
B550 Mitcham means Business	0	0	0	0	0	0	0	0	0	0
S106 Queensmere Road B429	0	0	0	0	0	0	0	0	0	0
B672a-f Connecting Colliers Wood	0	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	0	0	0	0	0	0	0	0	0	0
Plans and Projects										
Low Carbon Zone	0	0	0	0	0	0	0	0	0	0
Climate Change Initiatives	0	0	0	0	0	0	0	0	0	0
Climate Change Initiatives	0	0	0	0	0	0	0	0	0	0
Total Plans and Projects	0	0	0	0	0	0	0	0	0	0

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Street Lighting										
Street Lighting Replacement Pr	0	0	0	0	0	(26,000)	0	0	0	0
Total Street Lighting	0	0	0	0	0	(26,000)	0	0	0	0
Street Scene										
Improve markings & road signs	0	0	0	0	0	0	0	0	0	0
Street scene enhancements	0	0	0	0	0	0	0	0	0	0
B591b Shop Front Improvement	0	0	0	0	0	0	0	0	0	0
B591a Street Scene Improvement	0	0	0	0	0	0	0	0	0	0
Street Tree Programme	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000
Raynes Park Street Scene	0	0	0	0	0	0	0	0	0	0
Total Street Scene	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000
T@sport for London										
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

	Updated	Updated	Updated	Updated	Proposed	Indicative	Indicative	Indicatived	Indicatived	Indicative
Environment and Regeneration	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Borough Support - Training	0	0	0	0	0	0	0	0	0	0
BCP Cycle Parking	0	0	0	0	0	0	0	0	0	0
Car Clubs	0	0	0	0	0	0	0	0	0	0
Car Clubs Expansion	0	0	0	0	0	0	0	0	0	0
Cycle Improvements	0	0	0	0	0	0	0	0	0	0
Developing the Tram	0	0	0	0	0	0	0	0	0	0
Willow Lane Industrial Estate	0	0	0	0	0	0	0	0	0	0
Motorcycles in Bus Lanes	0	0	0	0	0	0	0	0	0	0
Merton HS Victory to Norman	0	0	0	0	0	0	0	0	0	0
Central Rd Farm to Green	0	0	0	0	0	0	0	0	0	0
London Rd Mitcham to Pitcairn	0	0	0	0	0	0	0	0	0	0
Wi llوy Lane Bridge	0	0	0	0	0	0	0	0	0	0
Win TC Accessibility & Streets	0	0	0	0	0	0	0	0	0	0
Ha N ons 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
Total Transport for London	0	0	0	0	0	0	0	0	0	0

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

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

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

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

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

	Panel	Ref		Description of Saving	Baseline Budget 14/15 £000		2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
טאפט פאפט	C&YP	CSF2014-01	<u>Service</u> Description	School Standards and Quality 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			М	М
130			Service Implication	Review costs, charging internally, increased external work and deletion of training budget. Reduced offer to schools apart from those which are requiring improvement.						
			Staffing Implications	Consideration may be given to a restructure when external funding is clearer - a national funding formula could affect DSG allocations.						
			Business Plan implications	Development of Merton Education Partnership						
			Impact on other departments	None						
L			Equalities Implications	A focus would remain on the outcomes of key equalities groups						

Page 120

APPENDIX 6

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

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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

Deferred Savings proposals

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref			Description of Saving	2015/16 £000	2016/17 £000	2017/18 £000
2012/15	ER07	Level 1		Development & Building Control			
		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.					
2014/17	EN09	Service/Section		Building and Development Control			
		Description		Mobile/home working. Less commuting time for DC and enforcement officers who can go directly to site without visiting the office. Will require fully functional IT systems to be in place.	-40	40	
		Service Implication		During the implementation period there may be a limited impact on service delivery.			
		Staffing Implications		reduce 1FTE			
		Business Plan implications		It is intended that the introduction of this initiative will allow staff to carry out site inspections in a more timely and efficient manner.			
		Impact on other departments		Initially a reduced ability to help coordinate wider council strategies			
		Equalities Implications		none			
				Total Environment and Regeneration Savings	-240	240	0

2015-19 Service Planning Timetable

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

Children Schools & Families

Children's Social Care Clir Maxi Martin & Clir Martin Whelton, Cabinet Members for Children Services & Education Enter a brief description of your main activities and objectives below hildren's Social Care (CSC) delivers a range of government prescribed & legislated functions

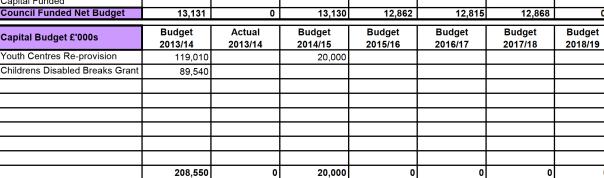
Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency support to those families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

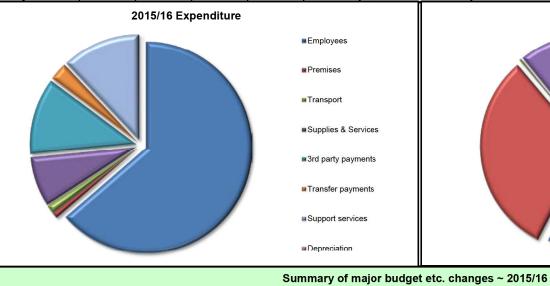
Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending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

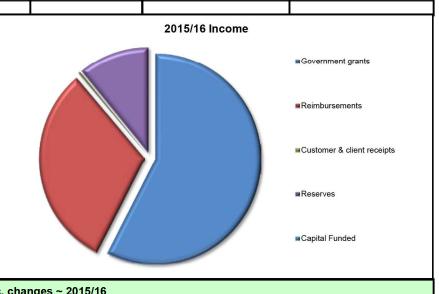
		The Corporate strategies your								
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to			
Population growth - looked after children		15-	-30				Children & Young person's Plan			
Population growth - Child Protection Plans		30-	-60				Anti Social Behaviour			
Increase in 0-19 population		3180								
Increased pressure on more expensive specialist targeted services due to EIP savings & statutory duty.		Reduced EIP activity may lead to increased need for statutory interventions at a later stage.								
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Community Plan			
Staff (FTE) - reflects transfer of YS to Ed.	206	207	202	200	200		Corp Equality Scheme			
Adoption & fostering		More children to be placed for permanency in shorter time								
							LAC Strategy			
							Youth Crime			

Performance indicator	Perforr	nance Targe	ts (T) & Provi	isional Perfo	rmance Targ	ets (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)					
% single assessments completed within agreed timescales	90	92	95	97	98		High	Monthly	Business critical	Safeguarding issues	
Weeks for child protection cases v Government target 26	37	28	27	26	26		Low	Monthly	Quality	Safeguarding issues	
Children in care adopted or receiving a Special Guardianship Order	12	13	13	13	13		High	Monthly	Outcome	Reduced customer service	
% CYP on Child Protection Plan for 2nd or subsequent time	10	10	10	10	10		Low	Monthly	Quality	Safeguarding issues	
% NEET aged 16-19	8.3	5	4	3.5	3		Low	Monthly	Outcome	Social exclusion	
Number YJS first time entrants	96	80	75	70	65		Low	Monthly	Outcome	Social exclusion	

	DE	PARTMENTAL	BUDGET AND F	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	14,894	0	14,837	14,569	14,522	14,575	0
Employees	9,217		9,497	9,280	9,183	9,186	
Premises	122		124	125	127	128	
Transport	191		186	188	190	192	
Supplies & Services	1,198		1,095	1,108	1,121	1,134	
3rd party payments	1,844		1,781	1,708	1,735	1,762	
Transfer payments	412		398	404	410	417	
Support services	1,899		1,745	1,745	1,745	1,745	
Depreciation	11		11	11	11	11	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Inco me	1,763	0	1,707	1,707	1,707	1,707	0
Government grants	958		982	982	982	982	
Rein ibur sements	633		534	534	534	534	
Custower & client receipts	5		5	5	5	5	
Reserves	167		186	186	186	186	
Capital Funded							
Council Funded Net Budget	13,131	0	13,130	12,862	12,815	12,868	0
Canital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget

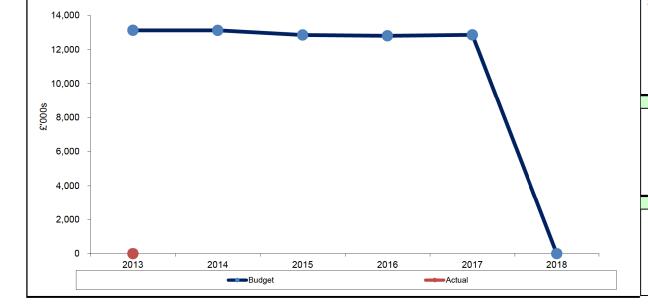






Cummary or major bauget eter on

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



Staff reductions in Family and Adolescent Services stream: £100,000

2017/18

2016/17

2018/19

<u> Annendi</u>x 8

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Children's Socia				Appendi
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Dr	oject 1	Project Title:	Deliver transforming families year 2 & year 3 programme	To meet legislative requirements	Likelihood	Impact	Score
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.	TO Meet legislative requirements	2	3	6
End date	2015-16	rioject Details.	2015-16 - Claim Transforming Families performance by results funding.				
Pr	oject 2	Project Title:	Social Care Information System procurement & implementation				
Start date	2013-14	Project Details:	s-cutting project to provide system for both CSF & C&H casework, including financial aspects; led proporate Services. Will encompass capability to deal with new statutory requirements including Bill in relation to CYP with SEND, management information & reporting for inspection purposes. Also interim			3	9
End date	2015-16		improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.				
Pr	oject 3	Project Title:	Preparation for new inspection regime	To meet legislative requirements			
Start date	2013-14	Project Details:	To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management &		4	3	12
End date	2014-15		associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division.				
Pr	oject 4	Project Title:	Youth Justice	To meet legislative requirements			
Start date	2014-15	- Project Details:	Development of policy framework in response to regulation. Trend analysis.		3	2	6
End date	2015-16	·					
ag	oject 5	Project Title:	Joint work with Housing	Improved resident well being			
SON date	2014-15	Project Details:	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.		4	2	8
E © date	2015-16						
Pr	oject 6	Project Title:	Post-reorganisation review of staffing structure & processes				
Start date	2013-14	Project Details:	To review allocation of staffing between teams, caseloads & throughput, recruitment & retention implications. Associated process refinement across assessment, application of thresholds, EIP,	To improve safeguarding, contain services within limited budgets, & for staff retention	3	2	6
End date	2014-15		specialist & enhanced services. Joint work with legal on 26 week limit.				
Pr	oject 7	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date							
Pr	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		1 Tojoot Dotaiis.					
	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

																TI 0	
	issioning, Strat							1 204	13/14		nning Assun	nptions 2015/16	2016/17	2017/18	2018/19	The Corporate strategies your	
Clirs Maxi Martin & Martin						Anticipated demand				2014/15 2fe				2017/18	2018/19	service contributes to	
Enter a brief descrip						reased demand for primary		↓	2fe	2	re	1fe	2fe	1		Capital Programme	
The Commissioning, Strategy Children, Schools & Families	A Performance	e division prov	ides strategic se	ervices for the		eased demand for secondar	•					6fe	6fe			Children & Young person's Plan	
· policy, planning & performar					Increa	sed demand for special sch	ool places			L						Community Plan	
· commissioning, procuremen						Overall demographic						increase of 40% in births I				Core Planning Strategy	
· access to resources for look			SEN;		An	ticipated non financial res	ources		13/14		4/15	2015/16	2016/17	2017/18	2018/19	Corp Equality Scheme	
· pupil place planning;						Staff (FTE)		4	49	5	6	56	56	56		Corp Procurement Strategy	
· school admissions;											Comr	missioning of a range of se	ervices to support CSF fu	nctions		Local Development Framework	
· school expansion & overall (gramme mana	agement;													Performance Management Framework	
some departmental business Main activities include:	support.															Social Inclusion Strategy	
i) leading on strategic & opera	ational planning	for CSE						D. of		(T) 0 D	-iI Bf						
ii) leading in local Children's to			nt;			Performance indicator		Periori	nance rarger	is (1) & Provi	sional Perior	mance Targets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not	
iii) production of management			ernal reporting I	nc.				2013/14(T)	2014/15(T)	2015/16(PT)	2016/17 (PT)	2017/18(PT) 2018/19(PT)				met	
performance management sta					% reception ye	ar surplus places		2	2	2			Low	Annual	Business critical	Increased costs	
iv) production of policy docum			or professional	staπ;	% secondary s	chool Yr7 surplus places Inc	. Academies	12	8	5			Low	Annual	Business critical	Increased costs	
 v) leading on joint commission vi) managing schools Private 			vice contracts:		% major capita	I projects green/amber to ti	ne	90	90	90			High	Quarterly	Business critical	Increased costs	
vii) procuring placements for I	looked after chi	Idren/pubils wi	th SEN:		% major capita	I projects green/amber to o	ost	90	90	90			Low	Quarterly	Business critical	Increased costs	
viii) planning sufficient school		o papilo Wi	,			in external agency foster		38	36	34			Low	Quarterly	Business critical	Increased costs	
ix) co-ordination of pupil admi	issions to Merto					house foster carers recruite		16	20	20			High	Quarterly	Quality	Reduced customer service	
x) project managing school ex	cpansions & oth	ner capital sch	emes.			ates for parenting programi		75	80	85			High	Quarterly	Business critical	Loss of Government grant	
I						ed services quarterly monitor		100	100	100			High	Quarterly	Business critical	2000 D. Coveniment grant	
I						urns to government on time	g completed	100	100	100			High	Quarterly	Business critical	+	
				DECOLUTE	70 Statutory Tell	and to government on time		100	•				1.1911	Quarterry			
			L BUDGET AND						2	2015/16 Ex	penditure				2015/16 Income		
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget Budge 2017/18 2018/19											
Expenditure	2013/14 16,571	2013/14	2014/15	2015/16 15,620		15,751	0	100		The same of		■Employees				■ Government grants	
Employees	2,118	 '	2,258	2,259			Ť					200 1110				g	
Premises	138		532	526			1		1/1			■ Premises					
Transport	39		40	40												■ Reimbursements	
Supplies & Services	6,849		6,349						W			■ Transport				Reimbursements	
3rd party payments	6,915		5,862	5,894				//	- 1/								
Transfer payments	512		595	595		0 595	_		- 1			■Supplies & Se	ervices				
Support services Depreciation	512		595	295) 595	595	-	4	3							■ Customer & client receipts	
Revenue £ 900s	Budget	Actual	Budget	Budget	Budget	Budget Budge				Total Control		■3rd party pay	ments	1			
Revenue £900s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18 2018/19									1		
Income	2,901	(2,377				0					■ Transfer payn	nonte			Reserves	
Government grants	746		106	106		106						■ Fransier payr	ienis				
Reimburgen ents Customer & client receipts	209		311	311													
Reserves	1,946		1,960	1,962		1,966	_	■ Support service:						■Capital Funded			
Capital Funded	0		1 0			0	-	-	4	لاست					a Capital i dilued		
Council Funded Net Budget	13,670	0	13,259	13,241	13.280	13,368	0					■ Depreciation					
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget Budge 2017/18 2018/19						Summary of m	ajor budget etc. cha	anges ~ 2015/16			
	2013/14	2013/14	2014/13	2013/10	2010/17	2017/10 2010/13	Reduce expe	enditure on L	AC and SEN	l placements	: £100 000						
								orialiaro ori E	o to and our	Piacomonic	. 2100,000						
							_										
	 		†		1		-										
	 	 	+		 	 	\dashv										
		 	+		+	 	\dashv										
	 		+		+	 	-										
	 	ļ .		ļ .									2016/17				
			0 إد		ין ני	լ Ս	0		10 :		050.555		2016/17				
l							Reduce exp	enditure on L	_AC and SEN	N placements	£50,000						
16,000																	
14,000 -																	
12,000 -					1												
					1												
<u>∞</u> 10,000 -					\								2017/18				
ა 10,000 - 0000 ეკ					1											·	
8,000 -					\												
0,000					\	\											
6,000					,	\											
6,000 -						1											
4 000						1											
4,000 -						\							2018/19				
						1							2010/10				
2,000 -						\											
						\											
0		-	1	1													
2013	2014	20	15	2016	2017	2018											
		-Budget		-	Actual	7											
							1										

Appendix 8

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) -				Appe
			Commissioning, Strategy ar			Risk	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Start date End date	2014-15 2015-16	Project Title: Project Details:	Commissioning Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor services for CYP & families; working with CCG to explore options for the future commissioning of health services for CYP & families -initial project to identify the way forward, could develop into a substantial piece of work for major transformational change depending on solution; commissioning of post-16 AltEd & RPA places; commissioning of placements for older LAC and care	More efficient way of working	3	2	6
Pro	oject 2	Project Title:	leavers accommodation. Implementation of secondary & special school expansion strategy				
Start date	2013-14	- Project Details:	Pupil places planning, development of strategy, statutory processes, planning & delivery of construction contracts. Includes consideration of provision for SEND.	To meet legislative requirements	5	3	15
End date	2017-18						
Start date	2014-15	Project Title: Project Details:	PFI - 5 year review Quinquennial soft services review.	More efficient way of working	4	2	8
End date	2014-15						
Pro	oject 4	Project Title:	School Admissions System Procurement				
Start date	2013-14	Project Details:	Procurement of school admissions system, including consideration of surrounding processes. Also engagement with CC Programme.	More efficient way of working	3	3	9
End date	2015-16	5 : 170					
Standate End date	2014-15 2014-15	Project Title: Project Details:	Participation & Engagement Review Review of i) existing participation and engagement capacity in CSF, ii) reprioritisation of activity and iii) model of delivery. Work could lead to internal restructuring or external commissioning of service.	Improved resident well being	3	1	3
N Pro	oject 6	Project Title:	Increase uptake of Free School Meals				
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	Improved resident well being	2	2	4
End date	2014-15		lower FSM registrations than would be expected from analysis of deprivation factors.				
Pro	oject 7	Project Title:	Release of Assets				
Start date		Project Details:	To address a range of issues related to CSF property & accomodation, including consideration of further potential for flexible working & consolidation in the Civic Centre; review of caretakers' houses.	More efficient way of working	3	1	3
End date							
Pro	oject 8	Project Title:	Progress existing capital schemes & provide additional FE's in primary schools				
Start date	2013-14	Project Details:	Completion of construction projects in progress. Consideration of further primary places required,	To meet legislative requirements	3	3	9
End date	2016-17		planning & delivery of construction projects.				

																	,	Appendix 8	
	Educa	ation							Planning Assumptions									tegies your	
Clirs Maxi Martin & Marti	Whelton, Cabinet M	Members for Childre	en's Services & Educ	ation		Anticipate	d demand	20	13/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	service contrib		
Enter a brief descri	ption of your ma	ain activities an	nd objectives be	low	For	ecast increase	in population 5-19						24	00			Children & Young pe	erson's Plan	
Schools Standards & Quality	vill improve outco	mes for all pupil	ls in Merton Scho	ols by:			sory education to 18										Community F		
monitoring, analysing & evalua developing skills in planning, to	ting pupil & school	ol pertormance	& management				rgeted SEND servi	ces					200 -				Corp Equality S		
· working with schools to reduce	inequality & impr	rove achievemer	nt for vulnerable g				in population 0 - 4						78	-			Performance Managem		
· changing relationships between Special Education Needs & Di					Anti		nancial resources							2016/17	2017/18	2018/19	Social Inclusion		
· building capacity in schools &				ID by		Staff (,		236	2	51		47	247	237		LAC strategy		
· focus on early intervention & p	evention as well	as direct suppor	School to scl			Facilitate and encourage schools to support each other Review arrangements for some commissioned services							Youth crime Family poverty						
· implementing the requirements Early Years Services will impro						Voluntary Voluntary								youth and early years	es		Health & wellbeing		
universal, early help & targeted						Voluntary	Services							youth and early years					
· children's centres · free nursery places for 2 to 4 y	ear olds					Performano	e indicator	Perfori	mance Targe	ts (T) & Prov	sional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if		
· information for families (0-19)								2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	-			me	et	
· childcare market management Youth Inclusion will improve ou	tcomes for Young	a People by:			% 5 G	CSE A-C inclu	ding English & math	is 64	65					High	Annual	Outcome	Reputation	onal risk	
· providing universal & targeted	n house & comm	issioned service					ections good or outs	tanding 77	85					High	Monthly	Outcome		outcomes	
providing support to prevent bu attendance & to encourage emo			ige pregnancy, to	improve			maths as KS2	78	82					High	Annual	Outcome	Reputation		
· developing alternative education			n education, train	ina &			attendance (LA only		94.5					High	Quarterly	Outcome		ed costs	
employment				-	% pr	-	ttendance (LA only)		95					High	Quarterly	Outcome	Breach sta		
 leading on the council's partne improving attendance in Merto 		ice & CAMHS fo	r education			Provision of		520	520					High	Annual	Outcome	Reputation		
improving alteridance in Merto	1 30110015						on stage profile	60	65					High	Annual	Outcome		ed costs	
							ildren's centres per		100			-		High	Quarterly Annual	Outcome	Inspection		
			DUDGET AND	DECOURCES		outri service p	articipation rate	2000	2000	<u> </u>		<u> </u>		High	Annual	Output	Reputation	Undi fisk	
	Budget	Actual	BUDGET AND Budget	Budget	Budget	Budget	Budget			2014/15 Ex	penditure					2014/15 Income			
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees						
Expenditure	37,648	0	39,709	39,499	39,542	39,348	0		4			_	Linployees				Government gra	ints	
Employees	10,453		10,106	9,956		9,700			_\\				Premises						
Premises Transport	511 3,210		734 3,112	746 2,998		771 3,042			_ \\				i iciliaca				■ Reimbursements	S	
Supplies & Services	12,779		13,956	13,984		13,995			- //				Transport						
3rd party payments	8,430		9,435	9,449		9,474			W		1		Transport		//				
Transfer payments Support services	19 2,188		19 2,156	2,156		2,156			- \/			١	Supplies & Se	rvices			■ Customer & clier	nt receipts	
Depreciation_	58		191	191	191	191							oupplies a oc	IVICES					
Revenue £ 700s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	# 3rd parts assuments								■ Interest			
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	■ 3rd party payments											
Government grants	8,444 2,261	U	4,982 250	5,019 250		5,07 3					\ /		Transfer paym	nents					
Reimburgenents	3,958		2,390	2,390	2,390	2,390						_	Transici payir	ici iis			■Reserves		
Customer & client receipts Interest	2,225 0		2,342	2,379		2,433							Support service	es l					
Poconico	0		0	0		(_					■ Capital Funded		
Capital Funded													Depreciation						
Council Funded Net Budget	29,204	0	34,727	34,480	34,486	34,275	0					_	Deprediction						
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget					Sun	nmary of m	ajor budget etc. cha	inges ~ 2015/16				
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		-ti		fialamaiaa in								
								reased income generalistructuring and realign						uality service: £40,000					
							Int	oduce new models of	fulfilling the	council's sta	tutory respo	nsibilities for	r the provision	n of SEN transport: £16					
							Su	ostantial reduction in I	EY budgets v	vhilst retainir	g existing C	hildren's Cer	ntres targete	d work in areas of highe	er deprivation: £150,000				
	0	0	0	0	0	(2016/17					
40.000							Inc	reased income gener	ation and ma	nagement e	ficiencies in	School Star	ndards and Q	uality service: £40,000					
40,000								structuring and realige						n of SEN transport: £50	000				
35,000 -														d work in areas of high					
33,000									-		-		-	•	•				
30,000 -					\														
	00,000													2017/18					
<u>ဖ</u> 25,000 −					\		Su	hstantial reduction in	EY hudgets v	whilst retaining	na existina C	hildren's Ce	ntres targete		er deprivation: £250,000				
<u>ŏ</u>					\		30		Daagets		.g omoung o		oo largete	asik iii arcus oi iligik					
20,000 -					1														
					\														
15,000 -					,	\													
10,000						1													
10,000 -						1								2018/19					
5,000 -						\													
0,000						1													

2014 2015 ——Budget 2017 ——Actual

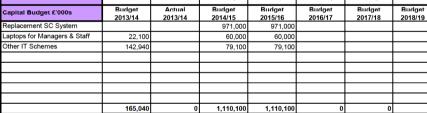
Appendix 8

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

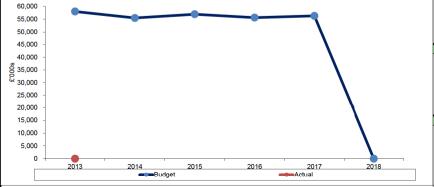
This page is intentionally blank

Community and Housing

	Adult Soc	ial Caro									DI-	nning Assun	nntione					The Corporate strategies your
Cllr Caroline Coo			or Adult Social (Care & Health		Anticipated	d demand		201	3/14		4/15		5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip						No. of people red				330	6	729		329	6920			Voluntary Sector Strategy
	, , , , , , , , , , , , , , , , , , , ,					People ag				100		100		500	2500			Community Plan
Adult Social Care is a statutor	v service, unde	rpinned by sev	eral pieces of I	egislation.		People a				700		300		300	1900			Social Inclusion Strategy
whereby the council has a dut	ty to provide or	commission s	upport, based o	on an	No.	of people aged		ntia		963	1	957		022	2047			Children & Young person's Plan
assessment of need for peopl						icipated non fir			201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Corp Procurement Strategy
due to disability or illness. On	ce a need has l	been defined, t	here is a duty to	o meet it.	7410	Staff (-		44	42	0.19		0.19	418.19			Customer Services Strategy
There are eligibility criteria to	define need an	d to keep this	in line with reso	ources as far		,												Homelessness Strategy
as possible.																		Older People's Housing
																		Workforce Development Plan
Our approach to redesign the resources. This means mainta						Df			Perforn	nance Targe	ts (T) & Prov	isional Perfo	rmance Targ	jets (PT)	D.J. in.	Barrastin in annala	1	Main impact if indicator not
recovery in order to limit spen						Performance	eindicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
needed, we do this in a perso	n centred way	which encourag	ges maximum		No of carers re-	ceiving a servic	е		28.5%	878	930	996	1075		High	Monthly	Business critical	Breach statutory duty
independence, minimises pro					% Older people	still at home fol	lowing Reablen	ment	77	85.7	85.8	85.9	86		High	Annual	Outcome	Increased costs
taxpayers, to work in partners everyone to contribute to their					No of people on	the Occupation	al Therapy wai	ting list	80	75	74	72	70		Low	Monthly	Quality	Increased waiting times
taxpayer.	own or others	support along	iside what is ful	nded by the	% People receiv	/ing 'long term'	Community Ser	rvices	82	70	71	72	73		High	Monthly	Business critical	Increased costs
Looking ahead there are two	kev national no	licy changes at	nd challenges to	0	% People with 'I Support	ong term' servic	es receiving Se	elf-Directed	45	ТВС	твс	TBC	твс		High	Monthly	Unit cost	Government intervention
incorporate in our redesign, n	amely the Care	Bill and integr	ation with healt	h services.		ayed Transfers o	of care from hos	spital (both	6.5	5	5	5	5		Low	Monthly	Business critical	Increased costs
					NHS and Mertor	n)												
							_											
	DE	PARTMENTAL	BUDGET AND	RESOURCES						:	2015/16 Ex	penditure			1		2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget					•						
Expenditure	2013/14 81.775	2013/14	2014/15 77,102	2015/16 78,237	2016/17 77,071	2017/18 77,911	2018/19						-	Employees				■ Government grants
Employees	15,405	U	14,464	14,309	14,324	14,339	<u> </u>											
Premises	500		481	489	497									Premises		4		■ Reimbursements
ransport	1,390		1,167	1,188	1,209	1,230								_				- Kelmbarsements
Supplies & Services Brd party payments	3,682		3,914 40.565	3,965	4,010	4,055 39.933			16				54	Transport				
ransfer Payments	40,964 12.550		9,394	41,338 9,831	39,633 10,281	10,732	-											■ Customer & client receipts
Support services	7,208		7,041	7,041	7,041									Supplies & Se	ervices			
Depreciation	76		76	76	76	76						_	_	Oud months was in				■Recharges
Revenue £000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							3rd party payr	ments			
ncome D	2013/14	2013/14	2014/15	2015/16	2016/17		2018/19							Transfer Payn	mente			Reserves
Bovern (en) grants	131	•	135	109	71	71								manaici i dyn	iioina			
Reimburgements Customer & client receipts	10,012		7,936	7,611	7,809	8,007								Support service	ces			-0.315
Recharges	10,276 3,317		10,424 3,109	10,424 3,109	10,424 3,109	10,424 3,109	\vdash						_	por				■Capital Funded
Reserves	0,517		0,109	0,109	0,109	0,109								Depreciation				
Capital Funded	0		0	0	0	0									<u> </u>			
Council ded Net Budget	58,039	0	55,498	56,984	55,658	56,300	0						Sum	mary of ma	ajor budget etc. ch	anges ~ 2015/16		
apital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18			cements -De									
Replacement SC System			971,000	971,000				Savings - £2		,	20.700							
aptops for Managers & Staff	22,100		60,000	60,000					on increases									
	142,940		79,100	79,100					total allocation						\			
other IT Schemes								u.e £∠.9m s	pend carried	iorward if on	ıı∠∪ 14/10 al	iu £∠.4III pro	posea new l	mvesments	1			
ther IT Schemes								,	•				•		•			
ther IT Schemes								,							,			



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



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

2018/19

2017/18

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

The Corporate strategies your

service contributes to

Homelessness Strategy

Housing Strategy

Cllr Nick Draper Cabinet Member for Community & Culture
Enter a brief description of your main activities and objectives below
o fulfil statutory housing functions to prevent homelessness and avoid the use of

Housing Needs and Enabling Services

temporary accommodation.

To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.

The purpose of this service is to

Small Repairs Grant

- Prevent homelessness in accordance with statutory housing law
- Provide homes to people in housing need
- Plan for the future delivery of housing via general conformity with the London Housing Strategy
- Formulate and deliver statutory housing strategies for the borough
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes
- Maximise supply of affordable homes with registered providers and private landlords
- Provide care and housing support to vulnerable adults
- Relationship management between the council and stock transfer housing

1.598.640

- Carry out a statutory duty to enforce Environmental Health (Housing) legislation Provide grant assistance for improvements and adaptations

Performance indicator	Perforr	nance Targe	ts (T) & Prov	risional Perfo	rmance Tarç	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	indicator type	met
No. of homelessness preventions	550	550	550	550	550		High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation	100	125	130	130	130		Low	Monthly	Business critical	Increased costs
Highest no. of families in B&B	10	10	10	10	10		Low	Monthly	Business critical	Increased costs
Highest no. of adults in B&B	7	10	10	10	10		Low	Monthly	Business critical	Increased costs
Affordable homes delivered	150	70	40	80	30		High	Annual	Outcome	Reputational risk
Social housing lets	430	410	370	390	380		High	Quarterly	Outcome	Increased waiting times
Rent deposit - new tenancies	90	90	90	90	90		High	Annual	Outcome	Increased waiting times
No. of enforcement/improvement notices	57	60	60	60	60		High	Quarterly	Outcome	Reduced enforcement
Number of Disabled Facilities Grants approved	52	75	75	75	75		High	Quarterly	Outcome	Customer hardship

10500

8850

1100

300

2015/16

24.5

6.03

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,790	0	3,566	3,481	3,412	3,357	0
Employees	962		1,310	1,233	1,233	1,197	
Premises	1		38	38	38	38	
Transport	18		28	28	28	28	
Supplies & Services	190		200	213	186	153	
Transfer Payments	909		1,375	1,389	1,403	1,417	
3rd party payments	480		338	303	247	247	
Transfer Payments	0		0	0	0	0	
Support services	230		277	277	277	277	
Depreciation	0		0	0	0	0	
Revenue 5'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	832	0	1,359	1,293	1,294	1,296	0
Government grants	798		1,140	1,140	1,140	1,140	
Reimburger ents	0		5	5	5	5	
Customer client receipts	34		147	148	149	151	
Recharg	0		0	0	0	0	
Reserves	0		67	0	0	0	
Capital Funded	0		0	0	0	0	
Council Funded Net Budget	1,958	0	2,207	2,188	2,118	2,061	0

Revenue	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Government grants	832	0	1,359	1,293	1,294	1,296	0
	798		1,140	1,140	1,140	1,140	
Reimburger ents	0		5	5	5	5	
Customer client receipts	34		147	148	149	151	
Recharges	0		0	0	0	0	
Reserves	0		67	0	0	0	
Capital Funded	0		0	0	0	0	
Council Funded Net Budget	1,958	0	2,207	2,188	2,118	2,061	0
5							
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Birches Close	291,640						
8 Wilton Road	50,000		480,000				
Merton Dementia Hub	497,000						
Western Road	760,000		760,000				
Disabled Facilities Grant	n/a		1,224,000	724,000	724,000	280,000	

40,000

2.504.000

40,000

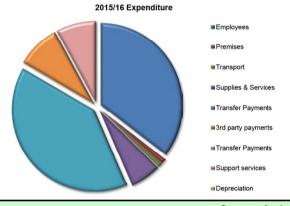
764.000

60,000

784.000

60,000

340.000



Planning Assumptions

2014/15

10500

7900

1100

275

2014/15

26.5

6.03

2013/14

10500

7000

1350

275

2013/14

26.5

0

Anticipated demand

Housing advice, options, private tenants & landlords advice

Housing register applicants

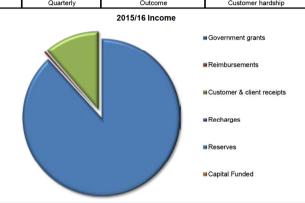
Housing options casework

Demand for temporary accommodation

Anticipated non financial resources

Housing Needs Staff (FTE)

Environmental Health (Housing)



2018/19

2018/19

Summary of major budget etc. changes 2015/16

2017/18

2016/17

11500

7750

1250

300

2016/17

24.5

6.03

2017/18

11500

8700

1250

300

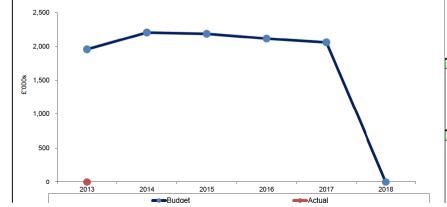
2017/18

23.5

6.03

Savings £35k Reduction of Homelessness Prevention grant

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



2017/18

Savings £36k Rationalisation of admin budget (CH9) Savings £36k Deletion of one staffing post (CH10)

2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Housing Needs and Ena				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pr	oject 1	Project Title:	Shared lives optimisation	III/05/(E// 2012) 55/55/II2	Likelihood	Impact	Score
Start date	2013-14		·	To meet budget savings	3	3	9
End date	2014-15	Project Details:	Optimise the use of Shared Lives thereby reducing the associated spend on Adult Social Care budget.				
Pr	oject 2	Project Title:	Deliver on-line self-assessment tools				
Start date	2014-15	- Project Details:	Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre- assessment.	More efficient way of working	3	1	3
Pr	oject 3	Project Title:	Maximise use of private rented sector				
Start date	2013-14	- Project Details:	Increase housing supply in Private Rented Sector (PRS) by continuing to consider and implement new and innovative ways to maximise use of the private sector housing market including rehousing through	More efficient way of working	2	2	4
End date	2018-19		empty homes grants.				
Pr	oject 4	Project Title:	CHMP Regeneration				
Start date	2014-15	- Project Details:	Input to CHMP regeneration and master-planning with Future Merton.				0
End date	2018-19						
□ Pr	oject 5	Project Title:	Housing Service Review				
Standate	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).				0
End date	2015-16						
သ တ	oject 6	Project Title:	Feasibility Study: Social Enterprise Private Lettings Agency				
Start date	2014-15	Project Details:	Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.	More efficent way of working	3	1	3
End date							
Pr	oject 7	Project Title:	Technology Review				
Start date	2016-17	Project Details:	Review whether to retain Capita Housing and Home Connections in light of operating environment and undertake a "soft market test" on alternative products.				0
End date	2016-17						
Pr	oject 8	Project Title:					
Start date		- Project Details:					0
End date							
Pr	oject 9	Project Title:					
Start date		- Project Details:					0
End date		-					
Pro	ject 10	Project Title:					
Start date		- Project Details:					0
End date							

	Librar	ies									Pla	nning Assur	mptions					The Corporate strategies your
Cllr Nick Draper	r Cabinet Memb	er for Commur	nity & Culture			Anticipate	ed demand		201	13/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descript	tion of your ma	in activities and	d objectives bel	ow		Active	e users		54	,000	54	,500	55,	,000	56,000	56,000	56,000	Community Plan
The purpose of the service is to	provide a 'com	prehensive and	d efficient' librar	v service.		Stock	issues		105	50000	110	0000	110	0000	1100000	1,100,000	1,100,000	Corp Equality Scheme
addressing the 'needs of adults a	and children' a	ccording to the	Public Libraries	s and		Registere	d members		125	5,000	130	,000	135	,000	135,000	135,000	135,000	Customer Services Strategy
Museums Act 1964.						Visitor	figures		1,15	50,000	1,15	0,000	1,20	0,000	1,200,000	1,210,000	1,210,000	Voluntary Sector Strategy
Local authorities have a statutor	ry duty to make	provision for a	library service	hut may	Ant	icipated non f	financial resou	irces	201	13/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Performance Management Framework
decide on how this is delivered.	ry duty to make	provision for a	i library service	butmay		Staff	(FTE)			46		17	4	17	46	42.5	42.5	ICT Policy
						Accommodat	tion (Libraries)			7		7	,	7	7	7	7	Performance Management Framework
Certain aspects of the service m	nust be provide	d for free:				Equipme	ent (PC's)		1	144	1	44	1	44	144	144	144	Workforce Development Plan
Free lending of books Free access to information																		Asset Management Plan
Free library membership						Performano	ce indicator			mance Targe					Polarity	Reporting cycle	Indicator type	Main impact if indicator not
									2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				met
The Library Service aims to prov	vide a modern,	high quality an	d cost effective	service that			the library sen		110,000	115,000	125,000	135,000	150,000	150,000	High	Monthly	Business critical	Reduced uptake of service
is responsive to the needs of cus service in London whilst continu							oles network ter		54,000	54,500	55,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
levels.	iling to acrileve :	some or the m	gnesi customer	Satisfaction	% self		for stock trans		95	95	95	95	95	95	High	Monthly	Outcome	Increased costs
							eers in libraries		180	180	200	210	220	230	High	Monthly	Business critical	Customer hardship
							n Income		£282,570	£282,570	£292,570	£292,570	£292,570	£292,570	High	Monthly	Unit cost	Increased costs
							ip numbers		25	30	30	30	30	30	High	Monthly	Quality	Customer hardship
						% customer sa	atisfaction (ARS	5)	78	78	78	78	78	78	High	Annual	Outcome	Reduced customer service
									1									
									1						<u> </u>			
	DE	PARTMENTAL	BUDGET AND F	RESOURCES						:	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget]										
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	1						Employees				■Government grants
Expenditure Employees	3,791 1,319	0	3,634	3,586		3,52 1,21		1										Government grants
Premises	1,319		1,327 401	1,305 407				ł						Premises				
Transport	3		4				4	i										Reimbursements
Supplies & Services	618		582					1						Transport				
3rd party payments	66		65				88	ļ.				- 1						
Transfer payments Support services	814		689	689			0	1					١.	Supplies & S	envices			■ Customer & client receipts
Depreciation	553		566	566				i						oupplies a o	El VICES		The second second second	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	1		111				2rd north nov	mente			■ Recharges
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						, .	3rd party pay	ments			= reducinges
Government grants	488	0	441	445	450		0		\			/						
Reimburgements	120		114		114			ł						Transfer pay	ments			Reserves
Reimburgements Customer & elient receipts	343		327					i										
Recharge D	0		0	0			0]	V //				100	Support serv	ces			
Reserves Capital Fundad	25		0	0	0		0	Į.										Capital Funded
Council Funded Net Budget	3,303	0	3,193	3,141	3,153	3,075	5 0	ł		_				Depreciation				
				•														
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							Summar	of major budget et	c. changes		
Relocation of Colliers Wood Library	2013/14	2013/14	2014/13	2013/10	550,000	2017/10	2010/19	-							2015/16			
Library Self Service				350,000				Savings - R	teduction in M	Media Fund -	£12k (CH5)							
				, , , , , , , , , , , , , , , , , , , ,					ncrease Incom									
								Revenueisa	ation - £42k		•							
	ĺ							1										
	1							1										
	ĺ							1										
	0	0	0	350,000	550,000		0 0								2016/17			
4,000 ¬																		
3,500 -																		
					_													
3,000 -					_													
·					\													
<u>φ</u> 2,500 -					1										2017/18			
φ 2,500 -					\			Savings - Ir	ntroduce self-s	serve Librar	ies at off pe	ak times - £9	90k					
2,000 -					\			J										
2,000					\													
1,500 -					\													
1,500					`	\												
1,000						1												
1,000 -						\									2018/19			
500						1												
500 -						\												
2013	2014	2015	, ,	2016	2017	2018												
2013	2014	2015	,	.010	2017	2010		1										

==Budget

----Actual

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Libraries	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Dr	oject 1	Project Title:	E-communications	MAGGIC EAF ECTED GOTCOME	Likelihood	Impact	Score
Start date	2013-14		Continue to channel shift communication through digital methods: 1. Channel shift more customers	More efficient way of working	2	1	2
End date	2015-16	- Project Details	towards receiving e-mail and SMS notifications: 2. Issue a quarterly customer e-newsletter; 3. Develop a library application for mobile phones; 4. Continue to develop library website.				
Pr	oject 2	Project Title:	Heritage Strategy				
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	2
Pr	oject 3	Project Title:	Stock efficiency program	More efficient way of working			
Start date	2013-14	1	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for		2	1	2
End date	2015-16	- Project Details	2015/16. Maximise usage of e-resources.				
Pr	oject 4	Project Title:	Children & Young People's projects				
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	3
End date	2016-17						
Ų Pr	oject 5	Project Title:	Outreach and Community Engagement plan				
Standate	2013-14	- Project Details	Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work with under represented groups to shape services accordingly.	Improved customer satisfaction	2	1	2
End date	2017-18		with under represented groups to snape services accordingly.				
₩ Pr	oject 6	Project Title:	IT Projects				
Start date	2013-14	- Project Details	Tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system. Implement self-service libraries at off peak times in branch libraries.	Improved customer satisfaction	3	2	6
Pr	oject 7 	Project Title:	Assisted digital support				
Start date	2013-14	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve residents skills.	Improved resident well being	2	1	2
End date	2016-17		residents sains.				
Pr	oject 8	Project Title:	Security services contract				
Start date	2015-16	- Project Details	Re-tender of contract and on-going monitoring of performance.	More efficient way of working	3	2	6
End date	2018-19						
Pr	oject 9 I	Project Title:	Library redevelopments				
Start date	2013-14	- Project Details	Progress redevelopment plans where highlighted in Sites & Policies Development Plan. Investigate colocation opportunities with other council services and partners.	Improved customer satisfaction	3	2	6
End date	2017-18		possion apportunities with other countries services and partities.				
Pro	ject 10	Project Title:	London Libraries Consortium				
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	4
Projects	2017-18		Condicional Condition of the Condition o				

	Merton Adul	t Education									Pla	anning Assu	mptions					The Corporate strategies your
Cllr Martin	Whelton Cabin		Education			Anticipate	d demand		201	3/14		4/15		5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descri				low		Number of acci		rs		000		000		000	1000	1000		Medium Term Financial Strategy
	-		-			of personal dev				000		000		000	3000	3000		Community Plan
Our vision is to enrich lives the qualification and personal dev						Number of com	•			00		00		00	600	601		Community Flam
communities. It is our ambition					<u> </u>	variibei oi com	inercial learne		-	00		00	- '	00	000	001	 	
the college of choice for our of					A 6				201	3/14	204	4/15	201	E/46	2016/17	2017/18	2018/19	
					Ant	icipated non fi Staff		urces		48		46		46	146	147	2010/19	
We are committed to providin	g the best learn	ing experience	for our studen	s, deliver an	-	Stati	(ГІС)		<u>'</u>	40	<u>'</u>	40	<u> </u>	40	140	147	-	
excellent service to our custo financially viable, achieve our					-				1								<u> </u>	
range of income generating c			ctual targets an	u develop a														
range of moonie generaling o	ommoroidi prod	acto.									(T) 0 D			. (37)				
Our strategic objective is to in	icrease the skill	s, knowledge a	and educational	attainment		Performano	e indicator					isional Perfo			Polarity	Reporting cycle	Indicator type	Main impact if indicator not
of adults through the provision							Pr 11		2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)	2018/19(PT)	18.1	0 1 1	D 1 22 1	met
The course offer is developed responding to emerging local						Number of acci			1000	1000	1000	1000	1000		High	Quarterly	Business critical	Loss of income
following departments, Englis					NO.	of personal dev		rners	3000	3000	3000	3000	3000		High	Quarterly	Business critical	Loss of income
Foreign Languages, NEET, F	amily Learning.	Neighbourhoo	d Learning for	Deprived		% achieve			95%	96%	96%	96%	96%		High	Annual	Outcome	Government intervention
Communities, Fitness, Art and	d Craft and Em	oloyability.	•	·		% reten			87%	88%	88%	88%	88%		High	Annual	Outcome	Government intervention
						% succe			83%	84%	84%	84%	84%		High	Annual	Outcome	Government intervention
						Income			662890	732890	732890	732890	732890		High	Monthly	Business critical	Loss of income
						Number of com	mercial learne	ers	300	500	600	600	600		High	Quarterly	Business critical	Loss of income
1					L				ļ									
	DI	PARTMENTAL	BUDGET AND	RESOURCES							2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	1				p = 11 = 11 = 1					2013/16 IIICOIIIe	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19]						Employees				
Expenditure	2,673	0	2,715	2,722		2,73		2										■ Government grants
Employees	1,813		1,785	1,785		1,785		4						Premises				
Premises Transport	141		174	176	178	181	1	-		1								■ Reimbursements
Supplies & Services	334		345	350	355	360	1	1						Transport				
3rd party payments	0		0	0		(5	1				1		Transport		/		_
Transfer Payments	0		0	0		(o l								III NAV	//		■ Customer & client receipts
Support services	286		311				1	1						Supplies & S	ervices			
Depreciation	96	A -41	97			97	7											#Deshares
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							3rd party pay	ments			■Recharges
Income	2,500	2013/14	2,676	2,690		2,698											1	
Government grants	1,873		1,873	1,873		1,873		1				- 1		Transfer Pay	ments			Reserves
Reimbursements Custome Client receipts	3		0	0	0	(0]										
	624		803			825	5	4						Support servi	ices			
Recharges Reserves	0		0	0		,	1	-							DESCRIPTION OF THE PROPERTY OF			■ Capital Funded
Capital Funded	0		0	0	<u> </u>		1	1						Depreciation				
Council Funded Net Budget	173	0				39	0	1						Depreciation	'			
-							-							Cummon	u of major budget et	a changes		
9								J						Summar	y of major budget et	c changes		
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	1							2045/40			
	2013/14	2013/14	2014/15	2015/16	2016/17	201//18	2018/19								2015/16			
			-		<u> </u>		1	£14k Savings		oroacod inc	omo and co	mo staff rod	uctions high	ricke due to	incomo boina donondo	nt on ovtornal courses wh	high are themselves valati	o and liable to change at chart
					<u> </u>		-	notice	ea illiough il	icreased inc	one and so	me stan red	uctions, nigh	risks due to	income being depende	nit on external sources wi	nich are themselves voiatil	e and liable to change at short
								- notice										
								4										
			<u> </u>		ļ		1	4										
					1		1	4										
					ļ		1								00/2//=			
					ļ										2016/17			
	0	0	0	0	0 0	(0 0	£8k Savings										
									ed through i	ncreased inc	come and so	me staff red	uctions, high	risks due to	income being depende	nt on external sources when	hich are themselves volati	e and liable to change at short
250								notice										
200 -																		
															2017/18			
<u>ω</u> 450								Income and	saving targe	s difficult to	achieve due	to the colleg	ge received t	funding from	and external source, al	locations are awarded an	nually further reductions v	ill impact on being able to meet
\$\ \cdot \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \								saving targe				•		•			•	
<u>μ</u>																		
\																		
100 -	\																	
	\														2018/19			
50 -	1																	
""				_				1										

2017
——Actual

PROJECT DESCRIPTION The project Total The project Total To must liquidation regulationed. To must liquidation regulation. To must liquidat				DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Merton Adult Edu				'''
Project Proj						Libelibeed		
Control state 2014-14 Project Table 20	Pr	oject 1	Project Title:	Introduction of New 24+ Loans		Likelinood	Impact	Score
Ent size 2014-16 Project 2 Project Title Project Disable	Start date	2013-14	Project Details:		To meet legislative requirements	3	2	6
State code 2013-14 Cod date 2014-15 Project 20-20 Project 20-20 Project 20-20 Project 30-20 Project	End date	2014-15		Advanced Loans				
Exit date 2014-15 Project 3 2013-14 Include 2015-16 Project 4 2013-16 Project 5 2013-16 Include 2015-16 Project 6 2015-16 Project 7 2013-16 Project 7 2013-16 Project 7 2013-16 Project 8 2013-16 Project 9 2013-16 Project 9 2013-16 Project 9 2013-16 Project 10 2013-16	Pr	oject 2	Project Title:	MAE Commercial Business Plan				
Project 3 Project Title: Wideling Participation in Learning End data 2013-14 Inn conc. 2015-16 Project Title: Project Titl			Project Details:	implemented for MAE Adult Social Care short course programme, Event Hosting, Leadership and	Income generation	3	2	6
Start case 3013-14 Froject Polisis. Froject Accommodation strategy Distriction 3015-14 Froject Polisis. Froject Accommodation strategy Accommodation strategy Accommodation strategy Accommodation strategy Accommodation strategy Project Title Distriction 3015-19 Froject S Project S Project S Project Title Distriction 3015-19 Froject S Project Title Project Title Accommodation strategy To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative a populative requirements and respond to growing school population To meet legislative requirements and respond to growing school population To meet legislative requirements and respon		niect 3	Project Title:	Widening Participation in Learning				
End date 2015-18 Project Title Accommodation Strategy Project Title Data Strategy Outline a robust VLE model and mysteriorism with a uniform of very partners Data date 2015-18 Project Title Increase the use of the E Learning Portal Moodle Project Title Project Title Project Title		-	i roject ride.		Improved an ideal well being			
Start date 2013-14 End date 2015-16 Project Details: End date 2015-16 Project Tibs: Details: End date 2015-16 Project Tibs: Details: End date 2015-16 Project Tibs: Project Tibs: Project Tibs: Details: End date 2015-16 Project Tibs: Project Tibs: Project Tibs: Project Details: End date 2015-16 Project Tibs: Start date Project Tibs: Project Tibs: Project Tibs: Project Tibs: Start date Project Details: Project Tibs: Start date Project Details: Project Details: Project Tibs: Start date Project Details: Proje	End date	2015-16	Project Details:		improved resident well being	2	'	2
Project Details: End date 2015-19 Project 5 Size date 2013-14 End date 2015-19 Project 6 Size date 2013-14 End date 2015-19 Project 176: Size date 20	Pr	oject 4	Project Title:	Accommodation Strategy				
End date 2015-16 Project Tile: Virtual Learning Environment Strategy Project Tile: Virtual Learning Environment Strategy Colline a robust VLE model and implement a range of programmes and services via this medium More efficient way of working 2 1 2 Project Standard 2015-16 Project Tile: Increase the use of the E Learning Portal Moodile Project Total and 2015-16 Project Total and 2015-16 Project Total and 2015-16 Project Total and 2015-16 Project Details: Implementation Stand date 2015-16 Project Details: Implement the key skills and employability Scrutiny Action Plan Implementation More efficient way of working 2 1 2 1 2 1 3 2 1 3 2 1 3 2 1 3 2 1 3 2 1 3 2 1 3 2 1 3 2 1 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	Start date	2013-14	Project Details:		To meet legislative requirements and respond to growing school population	3	2	6
Project Details: Project Details: Define a robust V.E model and implement a range of programmes and services via this medium Project B Start date Project T Project T End date Project 18 Start date Project 18 Start date Project 18 Start date Project 19 Start date Project 18 Start date Project 19 Start date Project 19 Start date Project 10 Start date Pro								
End date 2014-15 Project 1 Project 1 Project 1 Project Title: Increase the use of the E Learning Portal Moodle More efficent way of working	□ Pr	oject 5	Project Title:	Virtual Learning Environment Strategy				
End date 2014-15 Froject 10 date 2015-16 Froject 10 date 2015-16 Froject 10 date 2015-16 Project 10 date 2015-16 Froject 10 Project 110 Project 110 Project 110 Start date Project 10 Project 110 Project 11	Standate	2013-14	Project Details:	Outline a robust VLE model and implement a range of programmes and services via this medium	More efficient way of working	2	1	2
Start date 2014-15 End date 2015-16 Project Details: Project Title: Adult Skills and Employability Scrutiny Action Plan Implementation Project Betails: Project Title: Adult Skills and Employability Scrutiny Action Plan Implementation Project Betails: Implement the key skills and employability elements of the scrutiny action plan Project Betails: Project Title: Start date Project Title: Start date Project Title: Project Details: Project Details: Project Title: Start date Project Title: Start date Project Title: Project Details: Project Title: Start date Project Title: Project Details: Project	End date							
Start date 2014-15 Project Details: Project		oject 6	Project Title:	Increase the use of the E Learning Portal Moodle	More efficient way of working			
End date 2015-16 Project Title: Adult Skills and Employability Scrutiny Action Plan Implementation Start date 2013-14 Project Details: Implement the key skills and employability elements of the scrutiny action plan More efficient way of working 2 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	Start date	2014-15	Project Details:			2	1	2
Start date 2013-14 End date 2015-16 Project Betails: Implement the key skills and employability elements of the scrutiny action plan More efficient way of working 2 1 2 Project Betails: Project Title: Start date Project 9 Start date Project 10 Project Title: Project Details: Project Title: Project Title: Project Title: Project Title: Project Title: Project Title: Project Details: Project D	End date	2015-16		is managing recent east and communicating man exact the				
Project Details: Implement the key skills and employability elements of the scrutiny action plan More efficient way of working 2 1 2 End date Project 8 Start date Project Details: End date Project 110: Project 101 Start date Project Details:	Pr	oject 7	Project Title:	Adult Skills and Employability Scrutiny Action Plan Implementation				
Project 8 Start date Project Details: End date Project Title: Start date Project Title: Project Title: Start date Project Title: Project Title: Project Title: Project Details: Project Details: Project Title: Project Title: Project Title: Project Title: Project Title:	Start date	2013-14	Project Details:	Implement the key skills and employability elements of the scrutiny action plan	More efficient way of working	2	1	2
Start date Project Details: End date Project 9 Start date Project Title: Project 10 Project 10 Project 10 Project Title: Project Details: Project Details:								
Project Details: Project 9 Start date Project 10 Project 10 Project Title: Start date Project 10 Project Details: Project Details: Project Details:	Pr	oject 8	Project Title:					
End date Project 9 Project Title: Start date Project 10 Project Title: Start date Project Details: Project Details: Project Details:	Start date		Project Details:					
Start date End date Project 10 Start date Project Details: Project Details: Project Details:	End date		,					
Project Details: Project 10	Pr	oject 9	Project Title:					
End date Project 10 Start date Project Details:	Start date		Project Details:					
Start date Project Details:	End date		i roject Details.					
Project Details:	Pro	ject 10	Project Title:					
	Start date		Project Dotails					
	End date		Troject Details:					

	Public I	lealth									anning Assu	ımptions					The Corporate strategies you
Clir Caroline Co	oper-Marbiah Ca	binet Member	for Adult Socia	I Care & Health		Anticipate		201		-	4/15	201		2016/17	2017/18	2017/19	service contributes to
							l health		854	20,		20,		20,913	21,243		Health & Wellbeing Strategy
							& alcohol		155 Alcohol			452 Drugs/		40% of DU -+-ff'	40% of DU -+-ff't		
							t to CCG Ith Checks		staff capacity 723		taff capacity		taff capacity 73	40% of PH staff capacity 5872	40% of PH staff capacity 5872		
					<u> </u>		Measure Program							0.3% increase in population age			
							ng Cessation		506		80		60	1742	1830		
Our vision for the public's health						Prevention	-		066	11		11		1234	1295		
significant inequalities in health o			West of Merton,	providing more	Ant	ticipated non fi	inancial resources	201	3/14	201		201		2016/17	2017/18	2017/19	
equal opportunities for all residen	nts of Merton to be	e healthy.				Staff	(FTE)	1	8	14		14	77	14.77	13.77		
						Staff (Tr					2			2			
Our vision for the public health te n the Council, Merton Clinical Co					High q	uality data for J	ISNA and joint project	s n	/a	п	/a	п	a	n/a			
understanding of their contributio								Perform	nance Targe	ets (T) & Prov	sional Perfo	rmance Tard	ate (PT)				Main impact if indicator
nequalities, using evidence of be	est practice.					Performand	ce indicator	2013/14(T)	2014/15(T)	2015/16(T)	2017/18(PT)	2016/17(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	main impact ir indicator
Public Health services comprise						Chlamydia	a diagnosis	2200	2200	2300	2300	2300	2010/10(11)	Select	Quarterly	Output	Failure to meet PHOF ta
Mandatory: sexual health, NHS						Late diagnos	sis of HIV rate	46.4%	43.2%	TBC	TBC	TBC		Low	Annual	Outcome	Failure to meet PHOF ta
Support to Clinical Commissionin Universal: Smoking cessation,	ng groups, and as: drugs and alcoho	surance of heal I. obesity	th emergency pr	reparedness			of drug treatment (TB										
Other		., 5500119					ng (MOU) with MCCG		MOU	MOU	MOU	MOU					
					% NHS hea	alth checks upta	ake of those offered so	ervice 57.5	58.5	59.5	60%	TBC		High	Quarterly	Output	Increased prevalence of I term conditions
					% ex	cess weight in c	children age 4-5 years	40.679/	TDO	твс	TBC	TBC		Low	Annual	Outcome	Increased prevalence of I
								19.07%	TBC						.		term conditions Increased prevalence of I
					% exce	ess weight in chi	ildren age 10 - 11 yea	rs 30.77%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	term conditions
					Numb	er of successful	l 4-week smoking quit	s 753	790	830	871	915		High	Quarterly	Outcome	Increase prevalence of lung c
									l	+				l 	 	 	heart disease and COPE
DEPARTMENTAL BUDGET AND	D RESOURCES							•		2015/16 Ex	anditura			·	•	2015/16 Income	•
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			2013/16 EX	enunure					2013/16 Incomé	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				- Government grants
xpenditure	8,985	0	-,														■ Government grants
Employees Premises	569 6	0		994	994		7		1				Premises				
Transport	0	0	0	0	Ö		0										■ Reimbursements
Supplies & Services Brd party payments	4,227	0											Transport				
ransfer payments	4,086 0	0			1,367							١					■ Customer & client receipts
purport services epreciation	97	0	110	110	110	110	0					١.	Supplies & Se	ervices			
	0 Budget	0 Actual	Budget	Budget	Budget) Pudget	0 Budget										
evenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					,	3rd party pay	ments			Recharges
ncome	8,985	0	9,844	9,844	9,844	9,844	4 0					,					
Sovernment grants Reimbursements	8,985	0	9,236	9,236	9,236					/			Transfer payr	ments			Reserves
Stomer & client receipts	0	0	0	0	0) (0										
Recharges	0	0	0	0	0	,	0						Support servi	ces			Capital Funded
Digital Funded	,		 	 	†	1	9						Danasalatian				- Capital Fallaca
Council Funded Net Budget	0	0	0	0	0	0	0						Depreciation				
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						Summar	y of major budget et	c. changes		
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							2015/16	or onlinged		
							Don	andont on Covernme	nt grant to	ha confirmac				2015/16			
							Dep	endent on Governme	nii granii, io	be committee							
	0	0	0	0	0		0 0							2016/17			
							Dep	endent on Governme	nt grant, to	be confirmed							
1]																	
1 -																	
.																	
1 +																	
1 -																	
go ,														2017/18			
000, _H																	
نبا 1 -																	
0																	
0 -																	
														2018/19			
0 -														2010/19			
0 -																	
_	_																
2013	2014	201	5	2016	2017	2018											
2013	2014	201 Budget	5	2016	2017 Actual	2018											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Public Healt				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk	
Pr	oject 1	Project Title:	Integrated sexual health service	MACK EXTECTED COTOCINE	Likelihood	Impact	Score
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	Improved customer satisfaction	3	3	9
End date	2015-16	r reject Betaile.	would be commissioned on a Payment by Results basis and allowing for cross-charging of non-Merton residents.				
Pr	oject 2	Project Title:	Embedding Chlamydia screening programme				
Start date	2014-15 2015-16	- 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
		Desired Title	Review of local HIV services				
Pr	oject 3 	Project Title:	Review of local file services				
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	Improved resident well being	3	3	9
End date	2015-16		HIV testing in the community.				
Pr	oject 4	Project Title:	LiveWell				
Start date	2014-15	- Project Details:	LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions,	Improved resident wellbeing	2	1	2
End date	2014-15		linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.				
□ Pr	oject 5 I	Project Title:	Prevention				
Standate	2014-15	Project Details:	Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes e.g. LiveWell to the influencing of local policy to create an environment that supports healthy choices e.g. alcohol licensing policy. Work from across the council e.g. the	Improved resident wellbeing	2	1	2
End date	2014-15		contract to manage the boroughs leisure centres, complements the public health led activity and has an important role to play in reducing the stark health inequalities between east and west Merton.				
₽ Pr	oject 6	Project Title:	Transition of responsibility for Health Visiting Service to Local Authority				
Start date		Project Details:	Responsibility for Health Visiting Services are due to transfer from NHS England to LB Merton in April 2015. Project required to manage transition, including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-London transition programme.	Select one major outcome	0	0	0
Pr	oject 7	Project Title:	National Child Measurement Programme				
Start date		Project Details:	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management classes for families.	Improved Health and Wellbeing	0	0	0
End date			Classes for ratifiles.				
Pr	oject 8	Project Title:	NHS Health Checks				
Start date		Project Details:	People aged 40 -74 with no known heart disease are offered an NHS Health Checks every five years to	Improved Health and Wellbeing	0	0	0
End date		r reject Detaile.	detect early signs of heart disease and risk factors.				
Pr	oject 9	Project Title:	Drugs and Alcohol Prevention and Treatment				
Start date		- Project Details:	The responsibility for drugs and alcohol transferred to Public Health during 2013/14. A review of	Select one major outcome	0	0	0
End date		Froject Details.	alcohol needs is being commissioned to inform development of a prevention strategy/action plan.				
Pro	oject 10	Project Title:	Support to Merton Clinical Commissioning Group				
Start date		Project Details:	Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities,	Select one major outcome	0	0	0
End date			providing data analysis, needs assessment and evidence of best practice.				

This page is intentionally blank

Corporate Services

																		Appendix 8
CII- Ma	Business In ork Allison Cabin	nprovement	Finance			Anticipate	d demand		201	13/14		nning Assur 4/15		5/16	2016/17	2017/18	2018/19	The Corporate strategies your service contributes to
Enter a brief descri				elow	Core service re		a aemana			400		960	35		3080	3080	2010/19	Customer Services Strategy
Enter a prior descri	iption of your if	idiii delivities di	na objectives bi	CIOW		ce requests (day	vs)			000		300		320	1450	1450		ICT Policy
- Operate as a Centre of Excelle	ence for Project a	and Programme	Management (PF	PM), raising		tinuous/busines						000		00	750	600		Capital Programme
the capacity of the organisation successfully.	to consistently p	lan and deliver p	rojects/programn	mes	PVRs					300		50		50	100	100		
- Support DMTs to embed a cult					Project/Program	nmes			12.8	3 FTE	15	FTE	12	FTE				
through the provision of tools, to - Manage and deliver adhoc Pro	echniques, advice	e and support – i	ncluding but not	limited to lean.	Ant	icipated non fi	nancial resou	rces	201	13/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
M2015 Board.					Staff - Program	me Office (FTE	E)		4			4	4		4	4		
- Lead and deliver a coordinated				d reactive	Staff - Systems	Improvement			2	5.9	2	6.9	25	5.9	24.9	23.9		
service reviews to deliver efficie - Establish a Programme Manag	gement Office (P	MO), ensuring th	at all transforma	tional activity	Staff - Program	mes and projec	ts (some fixed	term)	1	2.8	1	2.8						
is directed and monitored through risks and issues are managed e	gh DMTs, M2015	and CMT so the	at resources, dep	endencies.	Apprentices				2			2	:		n	0		
realised.						Performano	e indicator			Performance Targets (T					Polarity	Reporting cycle	Indicator type	Main impact if indicator not
- Work with businesses and I&T			of CMT – the st	trategy for IT,					2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	_			met
an associated implementation p - Establish a Technical Design A			anisation takes a	coordinated	Systems availa				80%	95%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery
and planned approach to system			with and drives a	agreed	% projects com	pleted on time			85%	85%	85%	85%	85%		High	Quarterly	Output	Increased costs
corporate strategy, standards as - Proactively advise businesses			ina technologies	and to														
leverage existing systems inves	verage existing systems investments for improved business efficiency and service. Provide support to the business for operational and maintenance related tasks for applications cluding upgrades, housekeeping, periodic scheduled tasks and batch processing, thus																	
											-					+	1	
sustaining business continuity:	availability, perfo	rmance, and cap	ability of the syst	tems.	 				1	 		-					-	
									+	-	-					+	 	1
									1	1						+	1	1
		EPARTMENTA	L BUDGET AND	RESOURCES					•		2015/16 Ex	nenditure				•	2015/16 Income	•
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			-	.U 13/16 EX	Jenunure					2015/16 IllCome	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						w E	Employees				■ Government grants
Expenditure	2,458		2,790		2,814				4		1			,				Government grants
Employees Premises	1,477	1	1,541	1,49	1,403	1,329	9							Premises				
Transport	1 3	3	3	3 :	3 3	3	3						-	remises				Reimbursements
Supplies & Services	639		928	1,080	1,090	1,100)											
3rd party payments Support services	339		318	244	318	318						1	m T	ransport			// A	■ Customer & client receipts
Depreciation	338	<u>'</u>	318	318	318	316	3		100							//		a distance a dient receipts
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget		÷				■ 8	Supplies & Se	rvices			
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19											■Recharges
Governmen grants	1,954	4	2,722	2,72	2,727	2,727	7 0						3	Brd party payn	nents			
Reimburgements	1			 			+											Reserves
Reimburgements Customer & client receipts	79		84			89	9						- 0	Support service				
Recharges	1,875	5	2,638	2,638	2,638	2,638	8						-	support service	.es			
Reserves Capital Funded	+	-	-	+	ļ		+											■ Capital Funded
Council Funded Net Budget	504	0	68	165	87	23	0						m [Depreciation				
(D	Budget	Actual	Budget	Budget	Budget	Budget	Budget							21				
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summary	of major budget e	tc changes		
Document management system			740,000)]							2015/16			
Customer contact programme			785,000						alisation of m									
									ate income the			15/6 vill	et target co	inge				
			ļ					rururer impi	ementation o	i tile Workfor	ce pian in 2	שווא סיכו ע wiii me	et target sav	nigs.				
	1		<u> </u>	-			1											
	+	-	-		-		1											
	+	 	 	 	-	-	1											
	+ (,	1,525,000	, ,	1	(1 0								2016/17			
<u> </u>	1 '	′1 '	1,323,000	<u>′1 </u>	'1 '		<u> </u>	Reorganica	tion of evetor	ns developm	ent and cur	ort arranger	ments CS62	£88k	2010/17			
600 ¬								Reorganisa	tion of system	is developm	ent and Sup	on ananger	nents CS03	LUON.				
500 -																		
\																		
100																		
400 - g															2017/18			
£,000								Reorganisa	tion of system	ns developm	ent and sup	ort arranger	ments CS63	£74k.				
ર્ખ 300 -	\							Reorganisation of systems development and support arrangements CS63 £74k.										
	1																	
	1																	
200 -	\	_																
	\																	
100 -	\														2018/19			
100																		
	_							1										

■■Budget

----Actual

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Business Improv				'''
			·			Risk	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Pr Start date	oject 1 01/04/2014	Project Title:	IT Strategy and Implementation Plan	More efficient way of working The programme will ensure the systems architecture and IT infrastructure enables and supports			
End date	31/03/2017	Project Details:	Refresh the IT strategy and implementation to ensure fit for purpose to support and enable delivery of TOMs and coordinate and lead on delivery in collaboration with I&T Division.	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
Pr	oject 2	Project Title:	Customer Contact programme	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
Pr	oject 3	Project Title:	Electronic document and records management system	More efficient way of working			
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of	3	2	6
End date	31/03/2016	r rojout Botano.	Customer Contact.	documentation.			
Pr	oject 4	Project Title:	Transformation portfolio design and implementation	More efficient way of working			
Start date	01/04/2014 31/03/2015	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							
Ų Pr	oject 5	Project Title:	Programme Office Implementation	More efficient way of working			
Standate	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						
Pr O	oject 6	Project Title:	Social Care Information System	To meet legislative requirements			
Start date End date	01/09/2013 30/08/2016	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
Pr	oject 7	Project Title:	Continuous Improvement Programme	More efficient way of working			
Start date	01/04/2014				3		3
End date	31/03/2017	Project Details:	Design and implement a programme of service/business/process reviews to lead, embed and support continous improvement.	A range of tools and support (business analysis, lean expertise) - based on demand analysis - to support business improvement and embed a culture of continuous improvement.	3	1	3
Pr	oject 8	Project Title:		Select one major outcome			
Start date		-					0
End date		Project Details:					
Pr	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		1 Tojour Details.					
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

					-													· ·
	Corporate 0								1 00	10/11		nning Assu		5110				The Corporate strategies your
	rk Allison Cabin						d demand			13/14		4/15		5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descri	iption of your m	ain activities a	nd objectives b	elow		Resid	dents		200	6,038	208	,822	211	,569	214,229	216,806		Corp Equality Scheme
Corporate Governance is made u						Offi	cers		4	081		ļ		1	1	1		Customer Services Strategy
Information Governance manag	ges complaints, M	P & Member en	quiries, Freedon	n of Information		Coun	cillors			60		iO	6	60	60	60		Risk Management Strategy
requests, ensuring organisational agenda, including maintaining the	ii compilance with e Publication Sch	eme Also prov	ides the Local La	insparency and Charges														Information Governance Policy
function.	o . aboao co	oo. 7 1100 prov		and only goo	Δnt	icinated non fi	inancial resourc	es	20	13/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Corp Procurement Strategy
						Staff				48	4	7	39.7 (excl.)	Investigations)	39.7 (excl. Investigations)	38.7 (excl. Investigations)		Performance Management Framework
Internal Audit and Investigations- governance & internal control pro	provides indeper	ndent, objective	appraisal of risk	management,		Staff -				8		3		8	8	8		Civil Contingencies Plan
Investigates allegations of poor c																		-
Governance Statement. Reviews	and updates ant	i fraud polices. F	Reports poor pra	ctice/weak		Staff - I				0		00		00	800	0	-	Central Government
controls to members. Investigatio	ons - investigates	allegations of fr	aud for Housing	Benefit and		Staff -	Canvas			150		50		50	150	150		
Internal cases.						Performand	e indicator			mance Targe					Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Safety Services - provides H&S,	emergency plan	ning & business	continuity service	e.					2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				met
						FOI requests - o	dealt with in time		90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
<u>Democracy Services</u> - maintains ensures council has robust decisi			ipport to Council	iors and Mayor &		Complaints - de	ealt with in time		90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
		-				Audits complet	ed against plan		90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
Electoral Services - maintains reg					Audit	actions implem	ented by agreed	date	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
registration, administers elections	s & referendums	and undertakes	boundary & elec	toral reviews.	Co	mpleted planne	d H&S inspection	ns	60	60	60	60	60		High	Monthly	Outcome	Breach statutory duty
There is also the shared Legal se	ervice with the Lo	ndon Borouah o	f Richmond. whi	ch has its own			ns completed on t		75%	85%	90%	90%	90%		High	Quarterly	Outcome	Breach statutory duty
Service Plan.						•	ry agendas issue		28	26	24	22	20	-	Low	Quarterly	Quality	Rework
						supplementa	. , 290	-	20	20	24		20	 		quarterly	Quanty	TO TOTAL
									1	1				 	!	 	 	
									1	1	<u> </u>			<u> </u>		<u> </u>	<u> </u>	
	D	EPARTMENTA	L BUDGET AND	RESOURCES							2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget										_	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Employees				■Government grants
Expenditure	4,018		4,03			3,92			_									= Soveriment grants
Employees	2,407		2,449	2,344	2,344	2,34	4											
Premises	4			5 5	5	_	5							Premises				■ Reimbursements
Transport Supplies & Services	25 1,166		1,228						///									
3rd party payments	1,100		1,220	1,170	1,190	1,22	9		//					Transport				
Support services	416		324	324	324	32	4		//			1	_	Transport				■ Customer & client receipts
Depreciation	1	,	1 52		52.		1					- 1						
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget				,	-		Supplies & S	ervices			
Reveille £ 0005	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19									/		Recharges
Income	2,334	(2,36	7 2,373	2,377	2,38	2 0						_	2rd party pay	monto			
Government grants Reimbursements	70		70		70								-	3rd party pay	ments			_
	54		59															Reserves
Custon & client receipts	2,149		153 2,085										1	Support servi	ices			
Recharg Reserves	2,149	-	2,08	2,085	2,085	2,08	9											■ Capital Funded
Capital Funded	1		1				1 1											Capital I unded
Council Funded Net Budget	1,684	0	1,664	1,496	1,520	1,544	0						IM.	Depreciation				
<u> </u>	Builde	Actual					B											
Capital Budget £'000s	Budget 2013/14	2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							Summar	y of major budget etc	changes		
Ctte Decision Making	2,000	2013/14	2014/15	2015/16	2010/17	2017/10	2010/19								2015/16			
Cite Decision Making	2,000							0000 D 1	P 1	c								
	+	-	+	+	-	-									esources £30k			
	1		1					CS31 Ration										
		ļ	+					CS33 Ration										
			1	_			, ———	CS34 Service	ces and su	ppiiers savit	iys within C	orporate G	overnance	LOOK				
	2,000	0	0	0	0	0	0								2016/17			
1	•		•	•	•	•												
2,000 ¬																		
2,000																		
1,500 -				-0														
					\		L											
ø					\										2017/18			
£,000s					\													
1,000 -					\													
1,000 -					\													
					\													
					'	\												
						\												
500 -						1	L								00.15115			
						1									2018/19			
						1												
						1												
0 +	2011		15	2016	2017	2010	— I											
2013	2014	20	15	2016	2017	2018												

──Budget

----Actual

Project 15				DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Corporate Gover				
Project in Project in Project Title				·			Risk	
Decided 2016-2018 Project Details To report professional section To consider some release of countries some release of countries some release of countries some release of countries some interdiction of extra consequent to register some release of countries some releas	D.	alaat d	Desired Title			Likelihood	Impact	Score
To project mile 1980/2015 Project Title To project melantic record support for record or control to declarate regions or the control to the control			Project little:	Support new intake or councillors	Improved customer satisfaction			
Project 2 Project 110: 2011 tills Followid 2 Project 110: 2011 Tills South tells South tells			Project Details:			1	1	1
Surf clave Cold-2011 Project Details Project Details Project Details Project Details Project Title Project Tit	End date	31/03/2015						
Project Dealer Project Dealer Project Tibe: Proj	Pr	oject 2	Project Title:	2013/17 Implement individual electoral registration	To meet legislative requirements			
Project Projec			Project Details:	residents, whilst undertaking data matching and public awareness strategies to seek to maximise the		3	3	9
Start class 01042911 Project 18 Project Title Project			Dunio at Title		To most locialities on vicenants			
Project Delay. Project Delay.	FI		Project ride.	2010/17 Administer statutory elections, referendums and bandts.	To meet legislative requirements			
Project Tile: Start date Start da	Start date	01/04/2013	Project Details:	election in 2015, GLA elections in 2016, and Willow BID ballot in 2014, together with any other		3	3	9
Start date 01/02/2014 Project Details To propose from the SFG and the effect or such and investigation in relation to the focus on workload from Housing Bennoth feature to other areas of fraud from Housing Bennoth feature to other areas of fraud from Housing Bennoth feature to other areas of fraud from Housing Bennoth feature to other areas of fraud from Housing Bennoth feature to other areas of fraud from Housing Bennoth feature to other areas of fraud from Housing Bennoth feature to other areas of fraud from Housing Bennoth feature to other areas of fraud from Housing Bennoth feature to other areas of fraud from Housing Bennoth feature to other areas of fraud fraudre comments as well as agnored to fraud the commands in adults and the commands are well as agnored by Directors and Cabnet Monthees. **Project Details:** **Project Details:** **Project Details:** **Project Tibe:** **Project Tibe:** **Project Tibe:** **Project Tibe:** **Project Details:** **Project Tibe:** **Project Details:** **Project Det	End date	31/03/2017		referendums and ballots that may be required				
Project Details: Project 1	Pr	oject 4	Project Title:	Prepare for and implement changes to single fraud initiative	To meet legislative requirements			
End date 3103/2015 Project 15 (Committee report workflow) Project 18 (Committee report workflow) To improve workflow to submit electronically, receive deadlies reminders and get legal and finance comments as well as sign of by Directors and Calment Members. Project 18 (Committee report workflow) Project 18 (Committee report workflow) To improve workflow through implementation of relaxes. Project 18 (Committee report workflow) Project 18 (Committee report workflow) To improve workflow through implementation of relaxes. Project 18 (Committee report workflow) Project 18 (Committee report workflow) Project 19 (Committee report wor	Start date	01/02/2014	Proiect Details:			2	2	4
Signature Project Details: P			,	from Housing Benefit fraud to other areas of fraud				
End date 0104/2014 Project 1 file: Scrutiny improvement Programme Improved reputation To continue to improve effectiveness and impact of the scrutiny function and to engage new councilors in scrutiny activities. Project 7 file: LLC service delivery To meet legislative requirements Project 8 Project 8 Project 1 file: Select one major outcome Project 1 file: Select one major outcome Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome	□ Pr	oject 5 I	Project Title:	Committee report workflow	More efficient way of working			
End date 0104/2014 Project 1 file: Scrutiny improvement Programme Improved reputation To continue to improve effectiveness and impact of the scrutiny function and to engage new councilors in scrutiny activities. Project 7 file: LLC service delivery To meet legislative requirements Project 8 Project 8 Project 1 file: Select one major outcome Project 1 file: Select one major outcome Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome Project 10 Project 1 file: Select one major outcome	Standate	01/06/2014	Project Details:			2	1	2
Start date 01/04/2014 Project Details: Project Details: Project Details: Project Details: Project Title: Start date Project Title: Project Details: Project Details: Project Details: Project Details: Project Details: Project Details: Project Title: Project Title:	End date			well as sign off by Directors and Cabinet Members.				
Start date 0104/2014 Project Details: To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. To meet legislative requirements	Pr	oject 6	Project Title:	Scrutiny Improvement Programme	Improved reputation			
End date 31/03/2015 Project Title: LLC service delivery To meet legislative requirements To meet legislativ		01/04/2014	Proiect Details:			2	1	2
Start date 01/04/2014 End date 31/03/2015 Project 8 Project Title: Select one major outcome Project 9 Project Title: Select one major outcome Start date Project 10 Project Title: Select one major outcome Start date Project 10 Project Title: Select one major outcome Start date Project 10 Project Title: Select one major outcome Start date Project 10 Project Title: Select one major outcome O O O O O O O O O O O O O O O O O O O	End date	31/03/2015	,	in scrutiny activities.				
End date 31/03/2015 Project Details: Review of LLC service delivery; dependent on national directive Select one major outcome OPPoper 18 Project Details: Project Title: Select one major outcome OPPoper 10 Project 10 Project Title: Select one major outcome OPPoper 10 Project Details: OPPoper 10 Project Details: OPPoper 10 Project Details: OPPoper 10 Project Details: OPPoper 10 OPPoper	Pr	oject 7 I	Project Title:	LLC service delivery	To meet legislative requirements			
Project 8 Start date End date Project Title: Project Details: End date Project 10 Project 10 Project Title: Select one major outcome O Start date Project Title: Select one major outcome O O O O O O O O O O O O O	Start date	01/04/2014	Project Details:	Review of LLC service delivery, dependent on national directive		3	1	3
Start date Project Details: End date Project 9 Project Title: Select one major outcome Start date Project 10 Project Title: Select one major outcome Start date Project 10 Project Title: Select one major outcome Start date Project Details: O	End date	31/03/2015						
Project 9 Project Title: Start date Project 10 Project Title: Start date Project 10 Project Title: Start date Project 10 Project Details: Project Details: Select one major outcome Start date Project Details:	Pr	oject 8	Project Title:		Select one major outcome			
End date Project 9 Project Title: Start date Project Details: End date Project 10 Project Title: Start date Project 10 Project Details: Project 10 Project Details: Project Details:	Start date		Project Details:					0
Start date Project Details: End date Project 10 Project Title: Start date Project Details:	End date		1 Tojout Botano.					
End date Project Details: Project 10 Project Title: Start date Project Details: Project Details:	Pr	oject 9	Project Title:		Select one major outcome			
End date Project 10 Project Title: Start date Project Details: Project Details:	Start date		Project Details:					0
Start date Project Details:	End date		1 Tojout Details.					
Project Details:	Pro	oject 10	Project Title:		Select one major outcome			
	Start date		Project Dotails:					0
	End date		FTOJECT DETAILS.					

Customer Services	
Select your Cabinet Member & Portfolio	
Enter a brief description of your main activities and objectives below	

There are 5 core services:

Local Taxation - responsible for Council Tax & Business Rates collection, Debt recovery & Bailiff collection services; - this includes a shared bailiff service with Sutton Council Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and orevention of fraud:

Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services;

Registrars - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services:

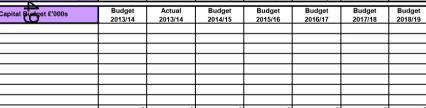
Communications - responsible for protecting and enhancing the reputation of Merton Council; promoting Merton as a good place to live, work and learn; ensuring residents know about and have access to services; ensuring the community is able to have a say in the council decisions; and engaging council staff so they understand the direction of the council and are committed to putting customers at the heart of all they do.

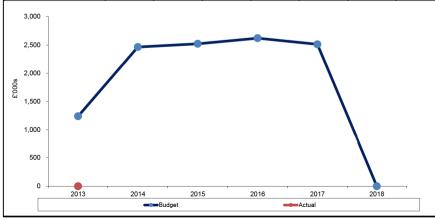
Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered within this service plan period but details are vague due to the uncertainty of the roll-out of the scheme.

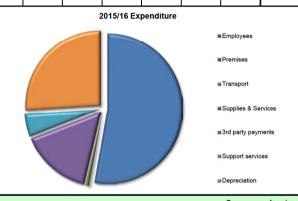
		Planning Assu	mptions				The Corporate strategies your
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to
Benefit/Council Tax support claimants	16,000	14,000	14,000	14,000	14,000	14,000	Customer Services Strategy
Telephone callers	500,000	600,000	600,000	500,000	450,000	400,000	Homelessness Strategy
Face to face customers	115,000	100,000	90,000	85,000	80,000	70,000	Medium Term Financial Strategy
Council tax properties	82,000	82,500	83,000	83,000	83,000	85,000	Social Inclusion Strategy
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
Staff (FTE)	162.4	139.4	136.4	134.4	133.4	133.4	
Apprentices(FTE)	3	3	4				

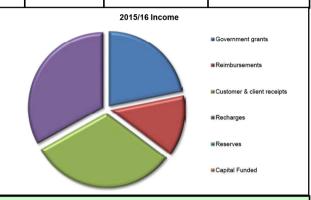
Performance indicator	Perforn	nance Target	s (I) & Provi	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting cycle	indicator type	met
Business Rates collected	97%	97.25%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
% of Merton Bailiff Service files paid in full (excluding parking and miscellaneous debt)	58%	58%	58%	58%	58%	58%	High	Monthly	Outcome	Loss of income
HB - COC & new claims processing days	16	16	10	10	10	10	Low	Monthly	Business critical	Customer hardship
First contact resolution		60%	65%	70%	75%	75%	High	Monthly	Perception	Reduced customer service
Income from events (marriages, civil partnerships etc)		415,000	400,000	415,000	425,000	450,000	High	Monthly	Business critical	Loss of income
Successful website visits	83%	84%	84%	84%	84%	84%	High	Monthly	Perception	Reduced uptake of service
No. of on-line transactions				30,000	45,000	60,000	High	Monthly	Business critical	Reduced customer service

Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
Nevende 2 0003	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Expenditure	12,456	0	9,863	9,487	9,394	9,312	
Employees	5,749		5,037	5,008	4,897	4,788	
Premises	39		20	21	21	21	
Transport	91		63	64	65	65	
Supplies & Services	3,346		1,447	1,459	1,470	1,491	
3rd party payments	475		828	467	473	479	
Support services	2,753		2,465	2,465	2,465	2,465	
Depreciation	3		3	3	3	3	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	11,216	0	7,399	6,966	6,774	6,801	(
Government grants	1,826		1,980	1,520	1,302	1,302	
Reimbursents	930		930	930	930	930	
Custome client receipts	6,185		2,184	2,211	2,237	2,264	
Recharges	2,275		2,305	2,305	2,305	2,305	
Reserve							
Capital Funded							
Council Funded Net Budget	1,240	0	2,464	2,521	2,620	2,511	









Summary of major budget etc changes

2015/16

The DWP have not committed funding for the Local Welfare Support scheme. A decision is required regarding future funding for the ascheme and it's administration Funding for 15/16 for Housing Benefit administration remains the same.

With continued delays with the implementation of the Customer Contact programme the impact of the Customer Service Review will not save £30k in this year. Savings from elsewhere within the Division will cover this years saving target..

Ongoing savings through reduction of cash collection following implementation of telephone parking £10k

There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit

2016/17

Deferred budgetary savings from 14/15 include a deletion of manager position within Customer Services and a reduction within the debt recovery/bailiff function resulting in £81k of savings.

Continued impact of the Customer Service Review will save £30k annually.

Ongoing savings through reduction of cash collection following implementation of telephone parking £10k.

The roll out of Universal Credit will impact on the level of administration grant.

There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit.

New performance target required to monitor take-up of on-line services. This includes revision of number of telephone calls and face-toface customers

2017/18

CS60 Deletion of Assistant Director post £109k

Continued impact of Customer Contact project to further reduce telphone calls and face-to-face customers

2040/4

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

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

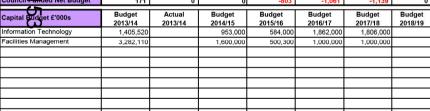
	Human Re										nning Assur						The Corporate strategies your
Clir Mar	rk Allison Cabine	et Member for	Finance			Anticipated	d demand		13/14		4/15		15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descri	ption of your ma	ain activities a	nd objectives be	elow	Employees in		payroll, advice, L&D,		,600		400		400	4,400			Workforce Development Plan
Support effective people man workforce strategy/TOM people		the organisation	through develop	ment of a		New recruits to			180		60		160	160	10.1		Economic Development Strategy
Implement and maintain effici		ns for recruitme	ent, induction, em	nployee data,		HR F			46.4		5.4		5.4	41.4	40.4	2040/40	
payroll, performance manageme	ent, appraisal, lear	rning and devel			An		nancial resources	20	13/14	20	4/15	20'	15/16	2016/17	2017/18	2018/19	
Provide HR business partner Produce HR metrics, analyse			ke annronriate ac	tions		Select anticipal											
5) Produce HR strategies, policy	frameworks and	systems to sup	port effective per	ople		Select anticipal											
management						Select anticipal				-							
						Select anticipal	ited resources	Perfor	mance Targe	(s (T) & Prov	isional Perfo	rmance Tan	nets (PT)				Main impact if indicator not
						Performance	e indicator	2013/14(T)		2015/16(PT)	2016/17(PT)		2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
						Time to	to hire	90	90	90	90			Low	Monthly	Outcome	Increased costs
					Sick		verage days per fte)	7	7	7	7			Low	Monthly	Outcome	Increased costs
						% Appraisals		98%	98%	98%	98%			High	Annual	Outcome	Poor decision making
						% Members L&	&D satisfaction	81%	82%	83%	83%			High	Quarterly	Outcome	Poor decision making
																1	
					-				+	1	-	-	-			1	
									+	ļ	 				1	1	
									+	-	-	-				1	
	Di	EDADTMENTA	L BUDGET AND	PESUIDCES							L		I				
Povonuo C'000c	Budget	Actual	Budget	Budget	Budget	Budget	Budget			2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				Government grants
Expenditure	3,242	·	-,							-							■Government grants
Employees Premises	2,220 17		2,185 15										Premises				
Transport	1/7		15	5 5		5 5							Premises				Reimbursements
Supplies & Services	210		218														
3rd party payments	255		259	262	226	230						9	Transport				
Support services	533		451	451	451	451	1										■ Customer & client receipts
Depreciation				- Bootson			D. L.				- 1	١.	Supplies & Se	ervices			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19				- 4		oupplies a oc	I VIOCS	,		■Recharges
Income	3,101	2013/14	3,128								- 1			series and the series			
Government grants Reimbur Ments	-,		-,	, ,	-,								3rd party pay	ments			
Reimbur delents																	Reserves
Custon Cu	533 2,568		569 2,559										Support servi	ces			
Recharges Reserves	2,308		2,558	2,339	2,558	2,559											■ Capital Funded
Capital Funded													Depreciation				
Council Funded Net Budget	141	0	5	6	-465	-516	0						- Dojarosia ilon				
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						Summary	of major budget et	tc changes		
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							2015/16			
				<u> </u>			004	O lesten al cation of a	au annliaat	ion troolsing	avetam CEI			2015/16			
	 			<u> </u>			LS4	9 Introduction of n	iew applicat	ion tracking	system £5	K					
	+		+	<u> </u>			 										
	 			1			 										
	 			1			 										
	0	(0 0	0		0	0							2016/17			
l								8 Further rationali									
200								9 (2013-2017) Int									
								0 Occupational H				ramme £40	JK				
100 -								1 HR Transaction 9(2012-2016) Fur				vork £140k	,				
						_		4 Review of L&D		aadon Oi Mi	· auvisory v	101K & 14UK					
0	2011			2046	2017	- 2.	— ³³										
2013	2014	20	"	2016	2017	018								0047/40			
-100 -			1											2017/18			
E.00			\				CS7	5 Review of COT	staffing in li	ght of 4 bor	ough share	d service o	pportunities	£58k			
-200 -			1														
			\			/											
-300 -			\			•											
			1														
-400 -			•											2040/40			
														2018/19			
-500 -																	
-600																	
i		-Dude-4		_			1 1										

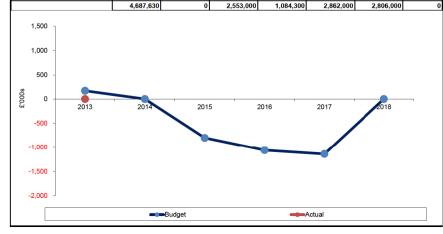
■■Budget

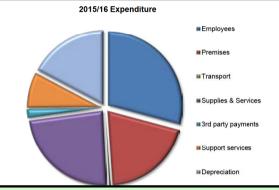
Project October Project Continue Project Continue Project Continue Con				DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Human Resour				Apper
Project Proj				PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
End date 3 1/40/2019 Project 1 fine. From call of 3 1/40 2019 Project 2 1 fine. From call of 3 1/40 2019 Project 2 1 fine. From call of 3 1/40 2019 Project 2 1 fine. From call of 3 1/40 2019 Project 2 1 fine. From call of 3 1/40 2019 Project 2 1 fine. From call of 3 1/40 2019 Project 2 1 fine. From call of 3 1/40 2019 Project 2 1 fine. From call of 3 1/40 2019 Project 2 1 fine. From call of 3 1/40 2019 Project 2 1 fine. From call of 3 1/40 2019 Project 2 1 fine. From call of 3 1/40 2019 Project 3 1 fine. From call of 3 1/40 2019 Pro	Pr	oject 1	Project Title:	Occupational Health Service	More efficient way of working			
Foot date 0.1002/015 Project Title Employee Assistance programme Mains afficient way of cooking	Start date	01/04/2014	Project Details:			3	3	9
Shed close Shed core major colcions Shed c	End date	31/03/2015						
Project State Project Tile P	Pr	oject 2	Project Title:	Employee Assistance programme	More efficient way of working			
In state 200 100 A2015 100	Start date	01/04/2014	Project Details:			3	4	12
Start core 0044264 Indicate 310932619 Frogest 4 Start core 00442619 Frogest 5 Start core 00442619 Frogest 6 Start core 00442619 Frogest 7 Start core 00442619 Frogest 8 Start core 00442619 Frogest 9 Start core 00442619 Frogest 16: Frogest								
Project Delaits Controllatation of L&D and approach systems with it rent system. Project 4 Project Title Recruitment - agency and executive sourch via the LBRP After efficient very of voicing Project 5 Project Title Project Delaits Project Title Project Delaits Project Delaits Project Title P	Pr	oject 3 I	Project Title:	Leadership and management development	More efficient way of working			
End date 3198/2015 Project 1	Start date	01/04/2014	Project Details:	Centralisation of L&D and appraisal systems within iTrent system.		3	3	9
Stant date	End date	31/03/2015						
Project Details: Project Size of the major outcome Project Details: Project Title: Select one major outcome Project Details: Project Details: Project Details: Project Details: Project Details: Project Title: Select one major outcome Select one major outcome Select one major outcome O Select one major outcome	Pr	oject 4	Project Title:	Recruitment - agency and executive search via the LBRP	More efficient way of working			
Project 5 Project Title: Select one major outcome Project Details: End date Project Title: Select one major outcome Select one major outcome O D D D D D D D D D D D D	Start date	01/04/2015	Project Details:			3	3	9
Project Details: End date Project Title: Select one major outcome Project Title: Select one major outcome Project Title: Select one major outcome Project Details: End date Project Betails: End date Project Details: End date Project Betails: End date Project Details: End date Project Title: Select one major outcome Select one major outcome O Select one major outcome O Select one major outcome								
End date Project 7 Project 8 Project 7 Project 7 Project 7 Project 7 Project 8 Project 7 Project 7 Project 8 Project 9 Project 17 Pr	□ Pr	oject 5 I	Project Title:		Select one major outcome			
End date Project 7 Project 8 Project 7 Project 7 Project 7 Project 7 Project 8 Project 7 Project 7 Project 8 Project 9 Project 17 Pr	Standate							0
Start date Project 7 Project Title: Start date Project 8 Project Title: Project Details: End date Project Betails: End date Project Details: End date Project Title: Select one major outcome O Start date Project Title: Select one major outcome O Start date Project Title: Select one major outcome O Start date Project Title: Select one major outcome	End date		Project Details:					
Start date Project Details: End date Project Title: Select one major outcome Project Title: Select one major outcome Project Details: End date Project Details: Project Details: Project Details: Project Details: Project Details: Project Title: Select one major outcome O Select one major outcome O Select one major outcome Select one major outcome O Select one major outcome Select one major outcome O Select one major outcome O Select one major outcome	OJ Pr	oject 6	Project Title:		Select one major outcome			
End date Project 7 Project Title: Start date Project 8 Project Title: Start date Project Datails: Project Title: Select one major outcome Start date Project Title: Select one major outcome O Start date Project Title: Select one major outcome Start date Project Datails:	Start date							
Start date Project Details: End date Project 8 Project Title: Select one major outcome Project 9 Project Title: Select one major outcome Project 10 Project Details: Project Details: Project 10 Project Title: Select one major outcome Start date Project 110: Select one major outcome O Select one major outcome O O O O O O O O O O O O O	End date		Project Details:					0
End date Project Details: Project Title: Select one major outcome O Project 10 telails: End date Project 10 telails: Project 10 Project Title: Select one major outcome O Start date Project 10 Project Title: Select one major outcome O O O O O O O O O O O O O	Pr	oject 7	Project Title:		Select one major outcome			
End date Project 8 Project Title: Select one major outcome Start date Project Details: Project Title: Select one major outcome Froject 9 Project Title: Select one major outcome Start date Project Details: Select one major outcome Start date Project 10 Project Title: Select one major outcome Start date Project 10 Project Details: Project De	Start date							١
Start date Project Details: End date Project 9 Project Title: Select one major outcome Start date Project 10 Project Title: Select one major outcome Start date Project 10 Project Title: Select one major outcome Start date Project Details: O	End date		Project Details:					
Start date Project Details: End date Project 9 Project Title: Select one major outcome Start date Project 10 Project Title: Select one major outcome Start date Project 10 Project Title: Select one major outcome Start date Project Details: O	Pr	oject 8	Project Title:		Select one major outcome			
End date Project Details: Project 9 Project Title: Select one major outcome End date Project 10 Project 10 Project Title: Select one major outcome Start date Project 10 Project Details: Project Details:			-					
Project 9 Project Title: Start date Project 10 Project Title: Start date Project 10 Project Title: Select one major outcome Start date Project 10 Project Title: Select one major outcome O O O O O O O O O O O O O	End date		Project Details:					
Start date Project Details: End date Project 10 Project Title: Start date Project 10 Project Details: Project Details:		oject 9	Project Title:		Select one major outcome			
End date Project Details: Project 10 Project Title: Start date Project Details: Project Details:			r roject ride.		General and major dutcome			
Project 10 Project Title: Start date Project Details: Project Details:			Project Details:					0
Start date Project Details:								
Project Details:	Pro	oject 10	Project Title:		Select one major outcome			
1 '	Start date		Dunio at District					0
	End date		Project Details:					

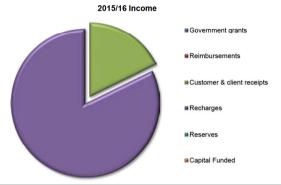
											Appendix 8
Infrastructure and Transactions				PI	anning Assu	mptions					The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	20	13/14	20	14/15	20	15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Repairs & Maintenance of Corporate Buildings (Revenue)	80	6,000	80	0,00	80	0,00	800,00	800,00		Asset Management Plan
Infrastructure and Transactions Division (I&T) is a support service made up of three	IT Service Calls	21	,000	20	,000	19	,000	18,000	17,000		Customer Services Strategy
functions which are:-	Service Requests	6	000	6,	000	6,	000	6,000	6000		Customer Services Strategy
IT Service Delivery - IT (SD) supports the councils operations by providing IT infrastructure,	Transactions requested by departments	130	0,000	13	0,000	120	0,000	115,000	120,00		Customer Services Strategy
desktop equipment and associated software. Fixed and mobile telecommunications, Service	Anticipated non financial resources	20	13/14	20	14/15	20'	15/16	2016/17	2017/18	2018/19	
Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT	FM (FTE)		36		35		29	29	28		
governance and data security.	Transactional Services (FTE)	1	4.7	1	4.7	1	3.7	13	13		
Facilities Management - FM provides the infrastructure to deliver services through	I⊺ Service Delivery (FTE)		33		33	3	2.2	27.2	27.2		
accommodation, building repairs and maintenance for the portfolio of corporate buildings,	Staff (Apprentices)		2		5		4	3	0		
energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.	Performance indicator	Perfor	mance Targe	ts (T) & Prov	risional Perfo	ormance Tar	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	renormance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	indicator type	met
Transactional Services incorporates Account Payable, Accounts Receivable,, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods	Repairs & Maintenance ratio of Reactive to Planned	50/50	40/60	30/70	30/70	30/70		Low	Annual	Outcome	Increased costs
and services provided to LBM. Raise and issue invoices promptly and accurately to maximise	Total external fee income	200,00	225,000	235,000	245,000	250,000		High	Quarterly	Output	Loss of income
revenue received. Maintain accurate records re client contributions on Carefirst to enhance	CO2 emissions corporate buildings (tonnes)	4,200	4,100	4,000	3,900	3,800		Low	Quarterly	Output	Environmental issues
correct involving and reduce queries. Vendor Maintenance database is controlled, accurate and cleansed, Providing training and support for all users of the systems required for payments or	First time fix rate for IT Service Desk	63%	64%	64%	65%	65%		High	Monthly	Outcome	Reduced service delivery
invoicing.	Customer Satisfaction - IT incident resolution	85%	90%	90%	90%	90%		High	Monthly	Outcome	Reduced customer service
	Invoices paid within 30 days of receipt by LBM	91%	93%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery
	Carefirst invoices paid within 30 days from invoice date	88%	93%	95%	95%	95%		High	Monthly	Business critical	Increased costs
DEPARTMENTAL BUDGET AND RESOURCES				2015/16 E	xpenditure					2015/16 Income	<u> </u>

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					
Expenditure	11,968	0	11,815	11,061	10,807	10,768	0					
Employees	3,304		3,365	3,222	3,080	2,995						
Premises	2,908		2,733	2,185	2,132	2,160						
Transport	39		33	33	33	34						
Supplies & Services	2,828		2,687	2,620	2,558	2,573						
3rd party payments	274		206	210	213	215						
Support services	930		875	875	875	875						
Depreciation	1,685		1,916	1,916	1,916	1,916						
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					
Income —	11,797	0	11,815	11,864	11,868	11,907	0					
Governme grants												
Reimbursents												
Custome & client receipts	1,990		2,063	2,112	2,116	2,155						
Recharges	9,807		9,752	9,752	9,752	9,752						
Reserve D		·										
Capital Funded												
Council Funded Net Budget	171	0	0	-803	-1,061	-1,139	0					









Summary of major budget etc changes

2015/16

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

2016/17

- CS5 Review procurement of support , maintenance & license contracts £50k CS7 re-procurement of mobile telephone contract £20k
- CS8 Reduction of WAN costs £20k
- CS10 Outsourcing of service £20k
 CS12 Deletion of post £37k Information governance post £37k
- CS16 (deferred from 14/15)Surrender overtime budget £35k, CS23 Outsourcing building services and security services £50k
- CS28 Amalgamation of intruder alarm contract £20k,

2017/18

- CS70 Apply admin charge to customer requesting hard copy paper invoice £35k CS71 Deletion of two posts £85k CS72 Consolidation of budgets £34k

2018/19

			Infrastructure and Tra	INSACHONS			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	1.00-100-1-1	Risk	
Proj	ject 1	Project Title:	Replacement of IT Infrastructure and desktop equipment	Improve the efficiency of IT systems across the whole organisation	Likelihood	Impact	Score
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		1	2	2
End date	31/03/2015		Infrastructure and unified telephone communications.				
Proj	ject 2	Project Title:	Backscanning of existing paper records	More efficient way of working			
Start date	01/06/2014	Project Details:	Backscanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact programme which includes the implementation of a new Electronic Documents and Records		1	2	3
End date	31/03/2018		Management System (EDRMS).				
Proj	ject 3	Project Title:	Upgrading of IT Disaster Recovery Arrangements	Improve Disaster Recovery and Business Continuity arrangements			
Start date	01/12/2013	Project Details:	Replacement of Storage Area Network (SAN) equipment and associated hardware to provide improved disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of		2	3	6
End date	31/12/2014		service in the event of a major incident or IT equipment failure.				
Proj	ject 4	Project Title:	Flexible Working Programme	More efficient way of working			
Start date	01/04/2012	Project Details:	The Flexible Working Programme is the innovative use of modern IT technology, infrastructure and office accommodation to enable the council to deliver services in the most efficient and cost effective		2	2	4
End date	31/12/2015		manner possible.				
Proj	ject 5	Project Title:	Refurbishment of 4 main passenger lifts at Civic Centre	Improved customer satisfaction			
Standate	01/10/2013		Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or		1	2	2
End date	31/03/2015	Project Details:	mechanical failure. The project is essential to ensure that the premises are safe and compliant with statutory requirements.				
Ol Proj	ject 6	Project Title:	Energy "Invest to Save" Initiatives	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		1	1	1
End date	01/04/2018		financial pay back of between 7 and 10 years.				
Proj	ject 7	Project Title:	Review Civic Centre Building Services & Security arrangements	To meet budget savings			
Start date	01/07/2013	Project Details:	Review of both the scope and method of delivery of the Civic Centre building services and security arrangements to produce the best balance of a cost effective solution and one that protects the		2	2	4
End date	01/04/2015	·	reputational risks inherent in managing a front-line service in the highest profile corporate building within the authority.				
Proj I	ject 8	Project Title:	Civic Centre Accommodation Strategy and Refurbishment Programme	More efficient way of working			
Start date		Project Details:	Project to refresh the Civic Centre accommodation strategy to ensure that the building is refurbished and managed in a consistent manner with the delivery of key council objectives in relation to the rationalisation and more efficient use of space. The strategy needs to be closely aligned with corporate		1	2	2
End date		,	guidelines to support the introduction of Flexible Working as well as the Councils wider strategic review of assets.				
Proj	ject 9	Project Title:	Continuation of work on the Locations Layer of the Corporate TOM	More efficient way of working			
Start date	01/10/2013	Project Details:	Works to develop an online corporate asset register covering all of the property related assets owned and operated by the council which will be an essential element of a larger piece of work relating to the		2	2	4
End date	31/03/2015	1 Tojout Dotaile.	longer term strategic management of property and assets across the authority.				
Proje	ject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		. roject betails.					

Cllr Mark Allison Cabinet Member for Finance
Enter a brief description of your main activities and objectives below

Resources is made up of four major areas of activity:

Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling, reporting & monitoring, council's day to day cash flow, insurance services, treasury management & pensions. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems.

Resources

Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Llaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management

Commercial & procurement - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.

Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.

30,730

2014

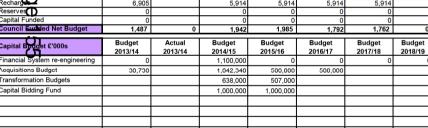
■Budget

2013

		Planning Assur	nptions				The Corporate strategies your
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to
Revenue Budget Managers	147	147	147	147	147		Asset Management Plan
Capital Budget Managers	23	23	23	23	23		Capital Programme
Budget, Service, Performance & Risk Setting	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports		Central Government
Budget, Service, Performance & Risk Monitoring	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports		Corp Equality Scheme
Budget, Service, Performance & Risk Closing	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports		Corp Procurement Strategy
Anticipated non financial resources	2012/13	2013/14	2014/15	2015/16	2016/17	2018/19	Medium Term Financial Strategy
Staff (FTE)	73.2	68.2	68.2	65.2	65.2		Risk Management Strategy
Apprentices	0	2	2	0	0		Treasury Management Strategy
							Voluntary Sector Strategy
							Select Strategy delivery
Performance indicator	Performance Target	ts (T) & Provisional Perfo	rmance Targets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2013/14/T) 2014/15/T)	2015/16/PT) 2016/17/PT)	2017/18/PT) 2018/19/PT)	Folarity	Reporting Cycle	mulcator type	met

					<u> </u>					Select Strategy delivery
Performance indicator	Perform	nance Target	ts (T) & Provi	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting cycle	indicator type	met
Accuracy of P8 Revenue Forecast (compared to outurn)		90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
Accuracy of P8 (P9 to 2013/14) Capital Forecast		90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0	0	0		Low	Annual	Business critical	Government intervention
% of contracts overseen by Procurement Board		80%	80%	80%	80%		High	Quarterly	Quality	Poor decision making
Action plans in place for 'red' risks	90%	90%	90%	90%	90%		High	Quarterly	Outcome	Poor decision making

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					
Expenditure	9,181	0	8,660	8,717	8,539	8,524	C					
Employees	4,030		3,821	3,815	3,643	3,596						
Premises	103		105	106	107	109						
Transport	4		4	4	4	4						
Supplies & Services	4,198		3,834	3,895	3,889	3,919						
3rd party payments	23		178	179	178	178						
Support services	823		718	718	718	718						
Depreciation	0		0	0	0	0						
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					
Income	7,694	0	6,718	6,732	6,747	6,762	0					
Government	0		0	0	0	0						
Reimbursements	0		0	0	0	0						
Customer Client receipts	789		804	818	833	848						
Recharge	6,905		5,914	5,914	5,914	5,914						
Reserves	0		0	0	0	0						
Capital Funded	0		0	0	0	0						
Council Eurobled Net Budget	1,487	0	1,942	1,985	1,792	1,762	0					
Capital Ringet £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget					



3,780,340

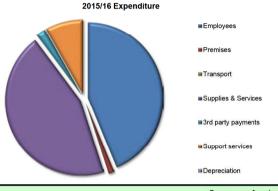
2,007,000

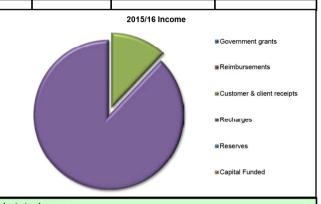
500,000

2017

----Actual

2018





Summary of major budget etc changes 2015/16

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2016-20, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

Financial System: From 1 April 2015 the new financial system will be fully operational. It is envisaged that the implementation of this new financial system and the adoption of new streamlined processes. Options around exploring shared service will be explored.

2016/17

Savings: Saving for future years will be identified from improved processes resulting from the new financial system.



2015

2016

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed ascenario planning undertaken. Financial System: The new financial system and the adoption of new streamlined processes will facilitate the further savings below.

Savings of £103k will be delivered by reduction of three posts, non salary budgets savings £137k through improved processes, consolidation of budgets and review of recharges.

2017/18

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

Savings: Savings of £78,000 will be delivered from improved processes and the appropriate charging for services.

2018/19

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

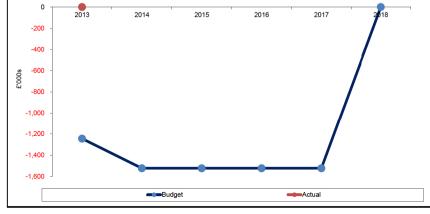
	Legal Se	nvices									pi-	nning Assun	nntions					The Corporate strategies your
Clir Mari	k Allison Cabine		Finance			Anticinate	ed demand		201	3/14	201			15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip				elow	Chargeable hou		od demand			602	19:			9337	18,202	→	2010/10	
	J. J. J. Ma		,		Chargeable hou		nd			602	19:			V	¥	¥		
This is a shared legal service with	h the London Bor	oughs of Richm	ond and Sutton	and the Royal	Chargeable hou				<u> </u>	_	26			819	•	<u> </u>	+	-
Borough of Kingston upon Thame	es. The service of	delivers legal ad	lvice, support and	nd .	Chargeable hou		1				16			5931				
representation to all services acro relation to the constitution and de-	oss all tour coun ecision making in	all councils and	also provides a	bers in relation	Ant	icipated non f	inancial resou	rces	201	2/13	201	3/14	20°	14/15	2015/16	2016/17	2018/19	
to their roles.	Joioto I I I I I I I I I I I I I I I I I I	an oodiiono diid	autico to monio	, cro iii roiduoii	Staff (FTE)		Translat 10000			2.5	87			7.5	86.5	85.5		
There will continue to be a shore.	d conting aver the	ina 2	-		Apprentices					1	1			0	0)		
There will continue to be a shared	a service over the	coming 3 years	5.		Select anticipate	ed resources												
					Select anticipate													
									Perforn	nance Target	s (T) & Provi	sional Perfo	rmance Tar	gets (PT)				Main impact if indicator not
					i i	Performan	ce indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
					Chargeable hou	ırs			36,404	82,425	82,425	+	+		High	Monthly	Business critical	Increased costs
																	· · · · · · · · · · · · · · · · · · ·	
	DE	PARTMENTAL	BUDGET AND	RESOURCES						2	2015/16 Ex	enditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			-								
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Employees				■Government grants
Expenditure	2,813	0	4,775								The same of							- Covernment grants
Employees Premises	2,035		4,150 5	4,150		4,07	5							Premises				
Transport	3		9				9											■ Reimbursements
Supplies & Services	482		426	426	426	42	6							Transport				
3rd party payments	200		105		- 105		_		///					Transport				
Support services Depreciation	289		185	185	185	18	5					1		0 " 00		V		■Customer & client receipts
	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Supplies & S	ervices			
Revenue £'000s Income	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19								t sort		12	
Income Coverno	2,793	0	4,829	9 4,829	4,829	4,82	9 0						9	3rd party pay	ments			■Recharges
Governnen grants Reimburgements	1,347		4,353	3 4,353	3 4.353	4,35	3											
Reimburgements Customer & client receipts	135		476										9	Support servi	ces			
Recharges	1,311																	■Capital Funded
Capital Funded Council Funded Net Budget						40							10	Depreciation				
4 5	20	0					-											
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summar	of major budget et	c changes		
Legal Case Management	2013/14 226,100	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	ł							2015/16			
Legar Gase Management	220,100						+								2010/10			
 				+	+		+											
					-													
					 													
				†	1													
				<u> </u>	1													
		-		1	1													
	226,100	0	0	0	, 0		0 0								2016/17			
								£60,000 sav	ings for Merte	on are requir	ed. Further	savings for S	Sutton, King	ston and Ric	hmond may be require	ed.		
40 7									_			-	_					
20 -																		
2013	2014	201	5	2016	2017	2018												
2013	2014	201.		2010	2017	7010												
sc															2017/18			
s000.3						/		£20,000 sav	ings for Mert	on are requir	ed. Further	avings for S	Sutton, King	ston and Ric	hmond may be require	d.		
ω																		
-60 -																		
						7												
-80 -					/													
100															0040440			
-100 -															2018/19			
					/													
								I .										
-120 -																		
-120 -																		
-120 -		■Budget			•Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - IN Legal Services				Арре
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk	Score
Pr	oject 1	Project Title:	Shared service	Improved customer satisfaction	Likeiiilood	Шрасс	Score
Start date	01/04/2014	Project Details:	To embed the newly expanded shared service, to identify and exploit the efficiencies of the new		2	2	4
End date	31/03/2016	,	service in order to improve the customer experience and to identify further savings				
Pr	oject 2	Project Title:	Smarter Working	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						
Pr	oject 3	Project Title:	Delivering Savings	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						
Pr	oject 4	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Ų Pr	oject 5	Project Title:		Select one major outcome			
Standate		Project Details:					0
End date							
(C) Pr	oject 6 I	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		, , , , , , , , , , , , , , , , , , , ,					
Pr	oject 7	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		Troject Details.					
Pr	oject 8	Project Title:		Select one major outcome			
Start date		Project Detaile:					0
End date		Project Details:					
Pr	oject 9	Project Title:		Select one major outcome			
Start date							0
End date		Project Details:					
Pro	pject 10	Project Title:		Select one major outcome			\vdash
Start date							0
End date		Project Details:					
	l	<u> </u>				L	

This page is intentionally blank

Environment & Regeneration

Comn	nercial Services	(Waste Opera	itions)								Pla	nning Assur	mptions					The Corporate strategies your
Clir Judy Saunders C				ntation		Anticipat	ed demand		201	3/14		4/15		15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip							l contracts		9:	83	11	83		333	1403			Waste Management Plan
	,		•			Dry recycli	ing contracts		6	43	9:	93		354	1724	_	+	Climate Change Strategy
ommercial Waste & Recyclin	g, Collection &	Disposal dire	ctly from local	businesses.		Pest control wo		iohs		213		73		338	1408			Medium Term Financial Strated
der government legislation the					al			,	-									
aste when requested to do so. ed wholly or mainly for the pur						ticipated non t	financial rec	urooo	201	3/14	201	4/15	20	15/16	2016/17	2017/18	2018/19	
creation or entertainment".	poses of a flade	or business c	i tile puiposes	or sport,	All		(FTE)	dices		14		3		13	13	20	2010/10	
							nsport		+	7		3		6	6		 	
est Control Service: Legislati						1101	ороге		+					-			+	
e purposes of controlling rats a oviders. Merton is able to offer									+							<u> </u>	+	
ced service using fully qualifie		u busii icsscs i	a good quality,	competitively					Perform	nance Target	ts (T) & Provi	sional Perfo	rmance Tai	gets (PT)				Main impact if indicator
						Performan	ce indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)		Polarity	Reporting cycle	Indicator type	met
ojectives			atitiva in the a		To	tal Income fron	n commercial	waste	£1.45m	£1.5m	£1.6m	£1.65m	£1.65m	2010/10(11)	High	Monthly	Business critical	Loss of income
make both services more eff e more reactive to seasonal d		uve and comp	ennve in me co	mmerciai mark	10		trol income		£155,000	£160,000	£165,000	£170,000	£170,000		High	Monthly	Business critical	Loss of income
pecome competitive in both cor	mmercial waste	and pest contr	ol, looking at tl	e marketing of	M	arket Share Co		ste %	New	30	32	34	36		Low	Quarterly	Outcome	Loss of income
e services and pricing structur			-	-		Customer satis			New	85	87	89	91	+ -	High	Annual	Outcome	Reputational risk
OM						2.3.omer Saus			New	00	01	00	91	1	1 11911	, unidai	Outcome	Tropatational fish
									1					+ -			 	-
									+	-						+	 	-
									+					+ -		_	 	
									1		 		 	+ -		+	 	+
	D	DADTMENTA	L DUDGET AL	D RESOURCES							l .							
							1 5 1 1			2	2015/16 Ex	oenditure					2015/16 Income	
evenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19											
cpenditure	777	2013/14	0 7:					7						Employees				■Government grants
mployees	400		35															
remises	6			6	6 6	6	6							Premises				
ransport	205			1:			26											Reimbursements
dupplies & Services rd party payments	62			0	62		0	_	//					Transport				
ransfer payments	0		1	0	0 0		0	-				- 3	1					Customer & client receipts
upport services	103		17	2 1	2 172	17	72		1				١.	Supplies & Se	ervices		1	= Customer & client receipts
epreciation	1			0	0 ()	0											
levenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						,	3rd party payr	ments			Recharges
1come U	2013/14 2,022	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	_					/					
Governnen grants	0		2,2	0	0 2,24	2,2	0	Ť			1			Transfer payn	nente			
eimburgements ustomer & client receipts	0			7	7 7		7							Transier payir	iens			Reserves
ustonie & client receipts	2,022		2,2	8 2,2	8 2,238	2,23	38							- Cumpart consis				
echarg (s) eserves			+	-	+		+	-						Support service	ces			■Capital Funded
apital Funded			1	+	1			-										= oupliar i unaca
ouncil anded Net Budget	-1245	0	-15	2 -152	2 -1522	-152	2	5						Depreciation				
<u> </u>	Budget	Actual	Budget	Budget	Budget	Budget	Budget	J.								2 10		
apital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summary	of major budget	etc. changes		
	2010/11	2010/11	2011110	2010/10	2010/11	2011710	2010/10								2015/16			
	İ			1			1	7										
						İ		7										
			1	1		İ		7										
				1				┑										
				1	1			┑										
								┑										



2017/18

2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Commercial Services (Wa	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Ste Operations)			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		
Pr	oject 1	Project Title:	Market Testing of Pest Control Service	To meet budget savings	Likelinood	Impact	Score
Start date	2014-15	Project Details:	Undertake a review of the market in relation to Pest Control.		2	2	4
End date	2014-15	1 Toject Betails.	Graditate a role was the market in relation to 7 ear control.				
Pr	oject 2	Project Title:	Sales and Marketing Plan	Income generation			
Start date	2014-15 2014-15	Project Details:	Produce a Sales and Marketing plan for Commercial Waste Service area		3	2	6
Pr	oject 3	Project Title:		More efficient way of working			
Start date				, v	0	0	0
End date		Project Details:					
Pr	oject 4 I	Project Title:					
Start date		Project Details:			0	0	0
	-14-5	Project Title:					
Standate	oject 5						0
Standate CD End date		Project Details:					
O Pr N Start date	oject 6	Project Title:		Select one major outcome			
End date		Project Details:					0
Pr	oject 7	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pr Start date	oject 8	Project Title:		Select one major outcome			0
End date		Project Details:					
Pr	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

De														The	Corporate strategies your					
Clir Andrew Judge	Cabinet Member	for Sustainabi	ility & Regenera	tion		Anticipate	ed demand		201	13/14	201	4/15	201	5/16	2016/17	2017/18 2018/19		service contributes to		
Enter a brief descri	ption of your m	ain activities ar	nd objectives be	elow	enforcement cases			700			7	50	78	30	800	820			Asset Management Plan	
Building Control					Planning applications (economy depend			endant)	endant) 2000			500	26	00	2700	2800		T.	Jnitary Development Plan	
Building regulations regulate the	built environment	to add to the su	ıstainability initiat	ive, and safety	BC	applications (ed	conomy depen	dant)	16	350	17	'nn	17	50	1750	1800			Core Planning Strategy	
at sports grounds ensure that the service is provided to protect the	ey are sate tor oc	cupation by spe	ctators. Dangero	ous Structures		Tree apr	olications		6	00	6	20	64	10	660	670			Community Plan	
Development control	residents.				Ant	icipated non fi		irone 2		13/14	201	2014/15		5/16	2016/17	2017/18 2018/19		Housing Strategy		
Promote regeneration by assessi	ing and determini	ng planning app	lications against	the adopted	And		(FTE)	11063		39		37	3		35	35	2010/10	1	Central Government	
policies for the built environment		Otali	(112)		<u> </u>		<u> </u>							E Merton	& Mitcham N'bourhood Renewal					
impliment the Mayoral, Communi	ity Infrastructure L	Levy (CIL) charg	ing regime.																al Development Framework	
Objectives									-									Loc	·	
- continue to concentrate on the commercialisation of the Building Control (BC) service and									D. C.		(T) 0 D							Ц.	Capital Programme	
maintain or improve the market share													rmance Targ		Polarity	Reporting cycle	Indicator type		Main impact if indicator not	
- review the pre-application charging regime for Development Control (DC) and to investigate									2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)		2018/19(PT)	10.1		0 17		met	
- impliment mobile/flexible workin		ciency				applications pro			60	62	64	65	65		High	Monthly	Quality		Reduced customer service	
-as part of sustainable communiti	iies to enable a co		evelopment man	agement		applications pr			65	65	66	67	68		High	Monthly	Quality		Reduced customer service	
process to encourage regeneration -review the possibility of shared s	on.	bbouring borous	she		% Other	applications pr		n 8 weeks	80	81	82	83	83		High	Monthly	Quality		Reduced customer service	
-review the possibility of shared s	services with field	ribouring boroug	JIIS.				eals lost		35	35	35	35	35		Low	Quarterly	Perception		Reputational risk	
					Income	e (Development	t and Building	Control)	£1.97m	£2.01m	£2.05m	£2.11m	£2.11m		High	Monthly	Business critical		Loss of income	
					%	Market share re	etained by LA	(BC)	80	75	75	75	75		High	Monthly	Perception		Loss of income	
					% er	forcement site	visits within 15	5 days	80	75	75	75	75		High	Quarterly	Quality		Reduced service delivery	
					Nur	mber of enforce	ement cases cl	osed	600	600	600	600	600		High	Quarterly	Quality		Reduced service delivery	
						backlog of enfo	orcement case	s	800	775	750	750	725		High	Quarterly	Output		Reduced service delivery	
	Di	EPARTMENT A	L BUDGET AND	RESOURCES											<u>_</u>	•				
	_				Budast	Budget	Dudant	1			2015/16 Ex	penaiture					2015/16 Income			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	l												
Expenditure	2013/14	ZU13/14	2014/15		2,341	2,34		1					■ E	Employees					Government grants	
Employees	1,627	 	1,580			1,48		1											-	
Premises	1,027	l	1,380	1,340	2	1,40	2	1					■ F	remises						
Transport	32		32	32	32	3:	2	1										100	Reimbursements	
Supplies & Services	306		386	386	386	38	6]					# 1	ransport						
3rd party payments	0		0	0	0	10	0	1								/				
Transfer payments Support services	514		431	431	431	43	2					- 1							Customer & client receipts	
Depreciation	514		431	431	431	43	0	ł						Supplies & Se	ervices			1		
	Budget	Actual	Budget	Budget	Budget	Budget	Budget	1									V			
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						■3	Brd party pay	ments				Recharges	
Income	2,054		2,061			2,26		1	1			- 1	,							
Governmen grants	0		0	0	0		0]				1	=1	ransfer payr	nents				Reserves	
Reimburgements Custonie & client receipts	134		96	96	96	91		1										-	Iveserves	
	1,816		1,859		2,059	2,05		ł	V//					Support servi	nes I					
Recharges Reserves							1	a support services							10	Capital Funded				
Capital Funded	104		100	100	100	100	4	1											ouphul i unuou	
Council Funded Net Budget	429	0	372	132	80	80	0	1					III (Depreciation						
- V	Desdayed	A -41			Budast	Design	Durdmet													
Capital Like et £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							Summary	of major budget etc	. changes				
	2013/14	2013/14	2014/13	2013/10	2010/11	2017/10	2010/13	1							2015/16					
	1		1				1	EB07=£200	K; EN09=£40	ık					2010/10					
							+		t expires June		officers)									
	<u> </u>		1				+	1 5 o g. a	c origin do danie											
	 		<u> </u>				+	1												
	1	 	1	-	 		+	-												
	 	ļ	 	 	ļ		+	1												
	ļ	ļ	ļ				+	-												
	_	ļ	ļ		ļ										0045115					
	0	L 0) 0	<u> </u>] 0	L	0 0								2016/17					
								EN11=£52k	<											
500																				
450																				
450 -																				
400 -																				
400																				
350 -	~																			
	1														2017/18					
g 300 -	8 300 -								25/110											
0,3																				
250 -																				
200																				
200 -																				
150 -	150 -																			
100																				
100 -															2018/19					
1																			ſ	
50 -																				
2013 2014 2015 2016 2017 2018																				
2013 2014 2015 2016 2017 2018 ■■Budget ■■Actual																				
1	-	-budget			nuludi			1												

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

Environmental Health, Trading Standards & Licensing					Planning Assumptions									The Corporate strategies your					
Clir Andrew Judge C	Cabinet Member	for Sustainabi	lity & Regenera	ion		Anticipate	d demand		201	13/14	2014/15		2015/16		2016/17	2017/18	2018/19	service contributes to	
Enter a brief description of your main activities and objectives below						Total number o	s	530	1535		1	540	1545	1550		Air Quality Action Plan			
Provide a proportionate, risk-based approach to the council's statutory duty to enforce							Total number of service requests				6250			500	8500	8750		Central Government	
Environmental Health, Trading S					<u> </u>			000 860		1870		880	1890	1900		Climate Change Strategy			
priorities. Ensuring a healthy, s	safe and fair envi	ronment by:-			-	Licence/permi	applications		.500				 '		1090	1500		Commercial & Trading Standards Deliver	
 Protecting interest of consume 	ers and business	es from rogue	traders and doo	step crime						2013/14		2014/15		AEIAC	204047	0047/40			
Preventing anti-social behaviour, minimise health risks and improve community safety through prevention of sales of age-restricted products							Anticipated non financial resources							15/16	2016/17	2017/18	2018/19	Crime & Disorder (partn	iersnip plan)
maintaining food safety / hygical		Staff	(FTE)			35		30	-	24	24	24							
controlling infectious disease																			
• improving public health																			
 reducing the number of accide 	ents and the leve	l of ill-health as	sociated with th	e commercial															
work environment						D f			Perform	mance Targe	ts (T) & Prov	isional Perfo	rmance Targ	gets (PT)	Delegies	Barrania a sasta	In all and a second and	Main impact if in	ndicator not
improved air quality and reduction	ced pollution	4 - 1 - 1 - 4				Performand	ce indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met	
 developing partnerships with le investigating and controlling ex 	ocal businesses	to neip them co	ompiy with legal	obligations	% service reque	ests replied in 5	working days		90	85	90	95	96		High	Monthly	Perception	Reduced custor	mer service
considering and granting licen					Income generat				£345,000		£345,000	£345,000	£345,000		High	Monthly	Outcome	Loss of in	ncome
regimes; complaint investigation						,B & C food pre	emises inspect	ed	95	95	96	97	98		High	Annual	Business critical	Government in	
 formal legal action for persiste 				unfair trading	No. of underage					220			240	1	High	Quarterly	Business critical	Anti social b	
practices.						<u> </u>		citos	220		230	235		-					
** This is to be a shared service	ce so plan will o	hange during	the year to refl	ect this	% Data capture			sites	90	90	90	90	90		High	Quarterly	Business critical	Reduced enfo	
1						s. processed w			95	95	96	96	98		High	Quarterly	Business critical	Reputation	1777 2 1777
1					% of food prem	ises rated 2* or	above		90	92	94	95	96		High	Quarterly	Outcome	Reputation	nal risk
	DE	PARTMENTAL	BUDGET AND	RESOURCES							2015/16 Ex	penditure				<u> </u>	2015/16 Income	-	T
Payanua C'000-	Budget	Actual	Budget	Budget	Budget	Budget	Budget	I		,	_3 10, 10 LA	Panaituic					2010/10 Income		
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				_		_	Employees					l
Expenditure	2,242	0	1,739	1,510				1						Lilipioyees				■ Government grant	ts
Employees	1,549		1,169	939		939								-					
Premises	0		0	C	0	(0							■ Premises					ı
Transport	47		39	39					//									Reimbursements	l
Supplies & Services	61		54	54	54		4					1		Transport					l
3rd party payments	99		101	102		104						A							199
Transfer payments Support services	481		371	371		37							١ .	Supplies 9 Co	anvices			■ Customer & client	receipts
Depreciation	481		3/1	3/1	3/1	3/	5	1						Supplies & Se	EI VICES				l
	Budget	Actual	Budget	Budget	Budget	Budget	Budget	1			1								ı
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	1	-					3rd party pays	ments			Recharges	l
Income	411	0	347	347				'											l
Government grants Reimburgements	0		0	C	0	(■ Transfer payments								= December	l		
	65		3	3			3										Reserves	l	
Custon of & client receipts	Custon 6 8 client receipts 346 344 344				344	344		Support									l		
Recharges Reserves	-		 	-	 _	ļ .			⊯ Support services								■ Capital Funded	l	
	0		+ · · · · ·		1 0	-											apital Fullued	l	
Capital Funded Council Funded Net Budget	1,831	0	1,392	1,163	1,164	1,165	1 0						100	Depreciation					ı
Council I diluced Net Budget																			
Capital Burget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summary	of major budget et	c. changes			
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	-											
Disabled Facilities Grant	1,249,810		-		-	ļ	1	5540 554	2015/16										
Small Repairs Grant	80,000		-			ļ	1	ER10=£230K											
							ļ	1											
								l											
								1											
						1		1											
	1,329,810	0	0	0	0	0	0								2016/17				
	.,520,010																		
2,000																			
2,000																			
1,800 -								1											
'																			
1,600 -																			
								1											
1,400 -	100																		
<u>«</u>								2017/18											
ຶ່ງ 1,200 -				•	—														
ش _{1,000}					1														ı
1,000 -					1														1
800 -																			
000 1																			
600 -																			
\															0040440				
400 -						1									2018/19				
1						1													
200 -						1													
2013 2014 2015 2016 2017 2018																			
2013 2014 2015 2016 2017 2018																			
	-	-buaget		_	Actual														

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

	Future N									DI	A						The Corporate strategies your
Cilla A adams Indian (0-41-14-	d dd	1 20	13/14		nning Assu 4/15			2016/17	2047/40	2049/40	
Clir Andrew Judge (Anticipate						2015/1			2017/18	2018/19	service contributes to
Enter a brief descrip	<u> </u>					Popul			6,038		,822	211,56	1	214,229	216,806		Asset Management Plan
fM's TOM is to be like a developm areas for growth and investment a	nent corporation;	deliver ing LBM's	s regeneration pl	ans, prioritising		Actual business	ses in borough	7	,500	7	700	7900		8,100	8,100		Road Safety Plan
areas for growth and investment a	and to,																Local Implementation Plan
Develop new Local Plan policie																	Local Transport Plan
 Develop site assembly requirent development objectives 	nents to support re	egeneration , gro	owth and econon	nic	Ant	icipated non fi	nancial resources	20	13/14	201	4/15	2015/1	5	2016/17	2017/18	2018/19	Community Plan
Develop sustainable developme	ent policies to sup	port Merton's co	mmitment to car	bon reduction		Staff (FTE)		28	1	27	27		27	27		Climate Change Strategy
Develop urban design / planning																	Core Planning Strategy
design quality in the borough																	Economic Development Strategy
 Deliver projects as set out in ou Regeneration Delivery Plan (future) 			mate Change Str	ategies and the													Local Development Framework
 Attract developer and inward inv 	vestment, public s		nd support to deli	ver our				Perfor	mance Targe	ts (T) & Prov	isional Perfo	rmance Targets	(PT)				Main impact if indicator not
regeneration and growth objective	es.					Performanc	e indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)		18/19(PT)	Polarity	Reporting cycle	Indicator type	met
 To develop transport policies a deliver improvements to Merton's 		al funding from I	ransport for Lon	don (TfL) to	No	v homos target	(number per veer)			+			10/13(11)	High	Annual	Outcome	*****
Deliver regeneration projects in		lliers Wood and	coordinating fun	ding from LBM			(number per year)	320	320	411	411	411		High		Outcome	Loss of Government grant
and the Mayor of London'			_	-			tes (% of units vacant)	10	10	10	9	8		Low	Quarterly	Outcome	Reputational risk
Adopt Planning Briefs to aid ma	arketing and dispo	osal of Broadwa	ıy car park, Wiml	oledon (P4),			share from 35.40% base 20		0.2	0.2	0.2	0.2		High	Annual	Perception	Reputational risk
Morden Station Planning Brief (1M • Lead on Major Planning develo		mbledon / VMCA	/ Colliere Wood	Tower St			on from buildings	6.5	9.0	11.5	12.0	12.5		High	Annual	Outcome	Environmental issues
Georges Quarter, Morden town ce			., Joniers W000	. Swei, St			ccidents (Number of incidents)	54	44	39	37	34		Low	Annual	Perception	Reputational risk
LBM lead on planning and des		erging estate re	generation propo	sals in	% Modal ir	crease in cyclin	g from 2% 2012 baseline	1	2	3	5	8		Low	Annual	Output	Political risk
partnership with Circle (High Path	h, Eastfields, Rav	ensbury) and Mo	oat (Pollards Hill)	Number o	f new jobs creat	ed through EDS E&SAP	150	300	450	600	TBC		High	Annual	Outcome	Social exclusion
LBM lead on non-operationa	l assets for grow	th and regenera	ation investment	purposes.	% of new j	obs created; nui	mber that are apprentices		60	80	100	TBC		High	Annual	Outcome	Social exclusion
LBM lead on Crossrail 2, Tra	ım; ID growth opp	portunities and	external funding				eated as part of EDS ME		100	200	300	TBC		High	Annual	Outcome	Reduced Business Rates
		DADTMENTAL	BUDGET AND	DESCUBER					•	•				· I			
					B		- Budant			2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget										
Expenditure	2013/14 3,198	2013/14	2014/15	2015/16 2,987	2016/17	2017/18 2,573	2018/19					■Em	loyees				■Government grants
Employees	1,112	0	2,987 1,046	1,046	2,573 632	632	 "										- · -···
Premises	1,112		1,046 270			270	 	4				■Pre	nises				
Transport	9		9	9	9	2/0			1								■ Reimbursements
Supplies & Services	601		808	808	808	808					_	≡ Tro	sport				
3rd party payments	751		445					//				■ II d	isport				
Transfer payments	0		0	0		C						1					■ Customer & client receipts
Support services	363		287			287						■ Sup	plies & S	Services			
Depreciation	73		122	122		122									I I	"4	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget					■ 3rd	party pay	ments			■Recharges
Income U	2013/14 1,382	2013/14	2014/15	2015/16	2016/17	2017/18 1,379	2018/19					/	named Resid				
Governnen grants	1,302	U	1,289	1,329	1,379	1,378	 "										
Reimbursements	118		114	114	114	114						■ I ra	sfer pay	ments			Reserves
Reimbursements Customer & client receipts	306		306	346		396											
Recharges)	0		0	0		C						■Sup	port serv	rices			
Reserves	958		869	869	869	869											■ Capital Funded
Capital Funded												■ Der	reciation				
Council ded Net Budget	1,816	0	1,698	1,658	1,194	1,194	0			-				·			
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget										
Capital Budget £ 0005	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					3	ummai	y of major budget etc	changes		
Regeneration Partnerships	829,660	6,790,860	3,878,000	1,037,000										2015/16			
Plans and Projects	74,090	70,000					EN42=£	lok									
									r Mitcham, C	Colliers Wood	l, Cycling an	d asset disposa	S.				
											-						
	1					i	 										
							\vdash										
	 						 										
-	903,750	6,860,860	3,878,000	1,037,000	0	0								2016/17			
	1 803,750	0,000,000	3,078,000	1,037,000				111.000		harasta a				2010/17			
								114,000 saving	or income to	be achieved							
2,000							EN42=£		wind down								
1 800							EDS les	erves project to	wirid down								
1,800 -																	
1,600 -																	
1,555																	
1,400 -																	
														2017/18			
% 1,200 -				*	— •												
£,0																	
1,000 -					\												
000					1												
800 -					1												
600 -					•												
					,	\											
400 -						1								2018/19			
1						\											

==Budget

----Actual

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

L	eisure & Cultur	al Developmen	t								ı	Planning Assu	mptions					The Corporate strategies your
	er Cabinet Mem					Anticipate	d demand		201	3/14		4/15		15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descri	ption of your m	ain activities an	nd objectives belo	ow		Popul	ation		206	,038	208	,822	21	1,569	214,229	216,806		Asset Management Plan
Delivery of the objectives of the To	OM (Target Ope	rating Model).			No. of Childre	n & Young Peopl	e aged 8-17 in west o	of borough	7,	550	7,	700	7	,900	8,050	8,200		Children & Young person's Plan
Engage local people in healthy livi							isadvantaged ward	_	125	,400		,100		6,850	127,540	128,100		Cultural Strategy
participation in sports, arts, cultural increase the number, scope and of															,			Community Plan
the borough - thus creating a univer	ersal culture and	sport offer.			Ant	icipated non fi	nancial resources	s	201	3/14	201	4/15	20	15/16	2016/17	2017/18	2018/19	Open Spaces Strategy
Implement Merton's new Culture & practice across Merton and the Cu				y as best		Staff			16	6.6	10	6.4	1	4.1	14.1	14.1		Social Inclusion Strategy
Build a replacement Morden Park				« Watersports		Accomn	nodation			7		7		7	7	7		Voluntary Sector Strategy
Centre, encompassed in a master	plan for the Wim	ıbledon Park site				Volur	teers		2	20		20		20	20	20		
development of the BMX track and						Staff se			3	30	3	30		30	30	30		
Deliver Merton's contribution to r Manage Leisure Centres & Wimbl				norte centre									ormance Targe					Main impact if indicator not
and all of the booking functions (p						Performand	e indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19 (PT)	Polarity	Reporting cycle	Indicator type	met
hall; etc).	,	,	, , , ,	, i	In	come £ from M	erton Active Plus		40,000	50,000	55,000	60,000	60,000	2010/10 (1.1)	High	Monthly	Business critical	Loss of income
We will also contribute towards se			ic Partnership				atersports Centre		375,660	367,000	377,000	387,000	387,000		High	Monthly	Business critical	Loss of income
Over the next four years we will tra using improved technology espe			nas self-service				den Assembly Hall	l	20,230	39,710	42,030	44,000	45,000		High	Monthly	Business critical	Loss of income
communications and sales & mark							articipation at leisu		57,480	100,000	103,000	106,000	106,000		High	Monthly	Output	Reduced customer service
developing the watersports cent			or adventure cent	re			Revenue funding	uro ocitiros	100,000	320,000	100,000	100,000	100,000		High	Quarterly	Output	Reduced customer service
drive our services through comments		•					ities Good to Excel	llont							High	Annual	· · · · · · · · · · · · · · · · · · ·	
vary the leisure centre contract					% Tesiu	ents rating facil	illes Good to Excel	Heni	48.5	51.5	52.0	52.5	53		⊓ign	Annuai	Outcome	Reduced customer service
deliver grants, commissions and Sport Framework	a raising tunds in	partnership and	a in accordance w	/ιτh the Culture					ļ				1			+		
& Sport Framework • reducing costs, increase income	e and he more or	ost effective		ļ									1	ļ		1		
cddomg costs, morease mcome						<u> </u>			<u> </u>				<u> </u>	1	<u> </u>			
	D	EPARTMENTAL	L BUDGET AND	RESOURCES							2015/16 E	xpenditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget											İ
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							■ Employees				- Covernment grant-
Expenditure	2,025	0	2,088	1,975	1,981	1,98												■Government grants
Employees	690		685	687	690	69:								■ Premises				
Premises Transport	27 13		22	22	22	2								=1 101111303				■ Reimbursements
Supplies & Services	343		288	0 170	174									_				artembursements
3rd party payments	244		286	289		28			//				\	■Transport				
Transfer Payments	10		5	5	5		_						1					■Customer & client receipts
Support services	268		361	361		36								■Supplies & Sei	vices			
Depreciation	430		433	433		43:												
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19			1			,	■3rd party paym	ents			■Recharges
Income	2013/14 977		942	971									/		No. Application of			-
Government grants	7	<u> </u>	0	0	0	1,00							,	■Transfer Paym	ente			
Reimbasements	43		51	56	61	6	1							I I alisiei i ayii	ents			Reserves
Customer & client receipts	500		554	578		60:								_				
Recharges	427		337	337	337	33								Support servic	es			_0 % F
Reser@9 Capita ©unded	0		0	0	0		 		1	1	1							■Capital Funded
Council Funded Net Budget	1,048	0	1,146	1,004	981	987	1							Depreciation				
	, i		,	,														
Capital Budget £'000s	Budget 2013/14	Actual	Budget 2014/15	Budget	Budget 2016/17	Budget 2017/18	Budget							Summary of	major budget etc c	hanges		
Morden Leisure Centre	2013/14	2013/14	500,000	2015/16 10,000,000	500,000	2017/16	2018/19								2015/16			
Other	418,000	525,000		300,000	300,000		 	1105 04414	ENIO 040		(F) (00 040)	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\			2013/10			
Guiei	410,000	323,000	300,000	300,000	300,000		+ ='	:N35 =£14K;	; EN36=£101	K; EN3/=£5K	(; EV09=£120	JK.						
							+											
							+											
ļ							+											
		ļ					+											
ļ	*** ***	=====		40.000.000			<u> </u>								2046/47			
	418,000	525,000	800,000	10,300,000	800,000		vj 0								2016/17			
1							E	N35=£14K;	EN36=£10k	K; EN37=£5K								
1,400																		
1,200 -																		
l																		
1,000 -				·														
ω					1										2017/18			
300 - 008 - 5.00					\													
£.					\													
					\													
600 -					1													
					•													
400 -						\												
						\	_								2018/19			
200						\									2010/19			
200 -						1												
						\												
0	1																	
2013	2014	201	15 :	2016	2017	2018												
	-	■Budget			Actual													
		-																

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Leisure & Cultural Deve				Append
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Increasing participation in culture, sport and physical activity	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		Canada a Gpart Hamework				
Pr	oject 2	Project Title:	Increasing participation & engagement in the arts, cultural and well-being activities	Improved resident well being			
Start date	2014	- Project Details:	Develop and deliver in partnership with others projects and programmes which celebrate and commemorate local, national and international events.		2	2	4
End date	2016-17		commemorate local, national and international events.				
Pr	oject 3	Project Title:	Leisure Centres Contract	To meet budget savings			
Start date	2015	- Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre		2	2	4
End date	2016-17	,					
Pr	oject 4	Project Title:	Morden Park Pool & Wimbledon Park Masterplan including Replacement Watersports Centre	Improved resident well being			
Start date	2014	Project Details:	Deliver a replacement Morden Park Pools and create a business case to produce a master plan for		4	2	8
End date	2017-18		Wimbledon Park which includes the replacement of the existing Wimbledon Park Watersports Centre.				
ag	oject 5 I	Project Title:	Implementation of Online Leisure & Cultural Bookings	More efficient way of working	_		
S@rt 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		2	2	4
E date	2015-16		initiative.				
Pr	oject 6	Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings			
Start date	2012	- Project Details:	Rebrand the Merton Active Plus programme and generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. Also move the work of the development team to cover two distinct		2	2	4
End date	2016-17		strands of commercial and community activities.				
Pr	oject 7	Project Title:	St Mark's Academy School - Community Use	Improved resident well being			
Start date	2012	- Project Details:	Work with St Mark's Academy School to increase their sports facilities; develop a community leisure facility increasing community use and transferring the management of the BMX track to the school.		2	1	2
End date	2016-17		lading indicating community and and administrating the management of the Billion additional and controls.				
Pr	oject 8	Project Title:	Cultural Framework Implementation	More efficient way of working			
Start date	2012	Project Details:	Promote Culture & Sport Framework widely as well as implementing delivery locally within that		2	1	2
End date	2015-6	,	framework.				
Pr	oject 9	Project Title:	Develop the boroughs involvement in major sporting, arts & cultural events	Improved reputation			
Start date	2012	Project Details:	Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and		2	2	4
End date	2016-17	,	required				
Pro	oject 10 I	Project Title:	External Funding & Inward Investment Opportunities	Income generation			
Start date	2012	Project Details:	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at		2	1	2
End date	2016-17		Wimbledon Park, etc.				

	Park	ring									Pla	nning Assun	nntions					The Corporate strategies your
Clir Judy Saunders			ce & Implements	ation		Anticipate	d demand		201	3/14		4/15	2015	16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descr					_	lumber of reside		od		.638	14.		Not kn		Not known	Not known	2010/13	Road Safety Plan
										.520		,600	Not kn		Not known			Medium Term Financial Strategy
The service is required to enforce be maintained and ensuring resid	e the parking regul lents and blue ba	liations to ensur dae holders hav	e the through flow we the ability to be	v of traffic can		Number of visitor	rs permits issue	ea	252	:,520	280	,600	Not Kn	own	Not known	Not known		0,
have a permit or badge for. Surpl																		Local Transport Plan
transport related areas.									_									
Objectives					An	ticipated non fi		rces		3/14	201		2015		2016/17	2017/18	2018/19	
continue to improve the efficien	cv of the section	in conjunction v	ith the findings o	f the		Staff ((FTE)		7	71	,	2	72		72	72		
comprehensive review of parking	undertaken in 20	011				Trans	snort		1 1	15		5	15		Not known dependant	Not known dependant	1	
 enforce parking regulations incl 	luding Controlled	Parking Zones	and bus lanes			TTGT.	орогс			_					upon the above	upon the above		
review the number of locations and congestion problems	where moving tra	affic can be enfo	rced due to a lac	k of compliance														
it is the intention to introduce ANF	PR CCTV enforce	ement in 2015 2	016 at existing lo	cations this will														
improve compliance by the motor	rist and ultimately	congestion.	-						Perfori	mance Targe	ts (T) & Prov	sional Perfo	rmance Target	s (PT)				Main impact if indicator not
 Survey of parking needs, hours 	of operation, the	number of park	ting spaces and t	he charging		Performand	ce indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
structure Due to an increase in population	and changes in n	lanning lagislati	on allowing busin	ana prominan ta	% of parking pe	rmits issued with	nin 5-7 davs		90%	90%	90%	90%	90%		High	Monthly	Outcome	Loss of income
be change to residential use there	e could be an inc	rease in deman	d for parking busin	ess premises to ces in existina	Sickness- No of			g average)	12	11	10	9	8		Low	Quarterly	Quality	Loss of income
CPZ's and pressure in areas with	no controlled par	rking to introduc	e CPZ's.			ases won at PA			1							<u> </u>	•	
In 2014 2015 , 2 new CPZ's will b	e implemented the	nis will put press	sure on the surro	unding roads	years data	abou womat i v	to compared	to provious	48%	50%	52%	54%	54%		High	Monthly	Business critical	Loss of income
which are not regulated. This cou CPZ's.	ild lead to a dema	and to regulate t	hese roads and i	introduce	•	ases lost at PA	TAS compared	to the previous	1				 					
CPZ'S.					years data	ascs lost at 1 A	TAO comparca	to the previous	24%	23%	22%	21%	21%		Low	Monthly	Business critical	Loss of income
						ases where cou	ncil does not co	ontest at PATAS	1				 					
						ence compared			28%	27%	26%	25%	25%		Low	Monthly	Business critical	Loss of income
					l			-		~			i I		I	l '	1	
					Backlog of PCN	correspondence	e, not to exceed	d 500 letters)	New	500	500	500	TBC		Low	Monthly	Business critical	Increased waiting times
					J			,	1	1 - 22			 		†	 	i	-
					-				+	-			 		 	 	 	
					—				+	 			+ +		 	 	 	
															' 		·	
			L BUDGET AND		_					2	015/16 Ex	enditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			-								
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						■ Ei	nployees				■Government grants
Expenditure	4,402		4,677	4,677	4,677	4,677					- 12							2 Octominon grants
Employees Premises	2,382 674		2,476	2,476		2,476 689	5			NI NI			■ Pi	emises				
Transport	150		689 155	689 155		155												■ Reimbursements
Supplies & Services	218		229	229		229				- 1								
3rd party payments	180		225	225	225	225	5			- 11		1	14.11	ansport				
Transfer payments	0		0	0	0	0				_ 1		- 1						■ Customer & client receipts
Support services Depreciation	747		832	832	832	832		- 1					■ Si	pplies & S	ervices			Non-Transportation and the Contract of the Con
	51		71	71	71	71		ī										
Replace £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	1					■ 3r	d party pay	ments			■ Recharges
(Cone	2013/14 11,457	2013/14	2014/15	2015/16 12,505	2016/17	2017/18 13,295	2018/19	1				- 1	,	, ,, ,			,	
	11,457	'	12,182	12,505	13,013	13,293	9						-T-					
General grants Reinbursements	0		0	0	Ö	0				- 11			14.11	ansfer payı	nents			Reserves
Customer & client receipts	11,457		12,182	12,505	13,013	13,295	5			- 1/								
Recharges									1				■Si	pport servi	ces			
Reserves										- 1/								■ Capital Funded
Capital Funded						121010							■ D	preciation				
Council Funded Net Budget	-7,055	0	-7,505	-7,828	-8,336	-8,618	0											
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summan	of major budget etc.	changes		1
Suprial Badget 2 0005	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							, aiiiiiai j		Changes		
	100,000														2015/16			
								EN05=£37K;										
								Add 12 FTEs	(72.5 to 84.5	total) ME7	grade admin	officers to I	handle increas	e in back	office volumes with intro	oduction of ANPR came	ra enforcement £340K	
					İ													
					1													
			1															
	100,000			_	_	-	, _ , 								2016/17			
	100,000		,, 0		. "		, U	ENIO2 000011	(. E)/40 0400	=1/					2010/17			
								EN02=£226K	K; EV12=£125	οK								
2012	2014	201	I.E.	2016	2017	2010	1											
-1,000 -	2014	201	15	2010	2017	7 018												
-1,000																		
-2,000 -																		
						/												
-3,000 -																		
						/									2017/18			
% -4,000 -						/	·	EV12=£125K										
& ₅₀₀₀						,		LV 12-2123K										
-5,000 -																		
-6.000 -																		
-0.000																		
-7,000 -																		
					/		,											
-8,000 -							ļ								2018/19			
																		[
-9,000 -					_													
10.000																		
-10,000																		
		■Budget			Actual													
	-	-buuget			ncludi													

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

Reputational risk

Reputational risk

Reduced service delivery

Enter a brief description of your main activities and objectives below	
The service manages, maintains and develops Merton's parks & open spaces including the management of a cemetery service, and a varied programme of events from small community to	
large commercial ones. There are currently in excess of 100 separate sites. The team also	
manages allotments and works with allotment societies to assist them self-manage wherever	
possible. The service is becoming increasingly efficient and commercial in the way it manages its	
sports and other lettings and is moving to a position where community groups and organisations	
contribute directly to front-line delivery, including self-management of assets. The current TOM	
transformation process will amphasis and further amhad those principles	

Parks and Green Spaces Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration

Objectives:

The team's primary objectives in the forthcoming years include the following principal tasks.

- increasing income reducing operational expenditure
- maintaining and improving service standards and performance
- securing investment and delivering improvements to open space facilities
- encouraging and facilitating community self-management of sites and facilities providing project management, support and/or advice on the development and delivery of major open space construction and redevelopment projects
- implementation of agreed TOM transformation process outcomes

			Pla	nning Assur	nptions					The Corporate strategies your
Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	service contributes to
Increased sport pitch demand	2	%	1	%	1	%	1%	1%	1%	Open Spaces Strategy
Attendance at major community outdoor events (No. of people	50,	000	50,	000	55,	,000	55,000	60,000	60,000	Children & Young person's Plan
Number of funerals at LBM cemeteries	21	ດດ	2	05	2	10	215	220	220	Cultural Strategy
										London wide strategy
Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Capital Programme
Staff (FTE)	6	64	83	3.8	80	0.3	77.8	73.8	73.8	
Accommodation units	1	2	1	11	1	11	11	11	11	
Transport vehicles	1	9	1	19	1	19	19	19	19	
Performance indicator	Perforn	nance Target	s (T) & Provi	isional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
r criormance malcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	1 Glarity	Reporting cycle	mulcutor type	met
Residents % satisfaction with parks & green spaces	71	72	73	74	75	76	High	Annual	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	70	71	72	73	74	75	High	Biennial	Perception	Reputational risk
Total LBM cemeteries income £	396,000	536,000	553,000	569,000	586,000	604,000	High	Monthly	Business critical	Loss of income
Total outdoor events income £	305,000	316,000	328,000	341,000	351,000	362,000	High	Monthly	Outcome	Loss of income

6

130

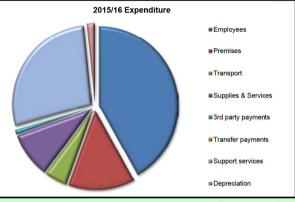
50

5

130

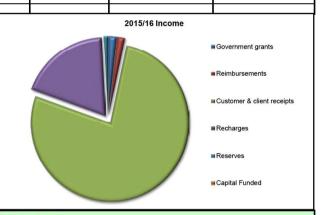
45

	DE	EPARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
110 401140 2 0003	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Expenditure	4,745	0	5,255	5,251	5,251	5,251	0
Employees	1,981		2,202	2,202	2,202	2,202	
Premises	539		715	715	715	715	
Transport	217		243	243	243	243	
Supplies & Services	435		494	490	490	490	
3rd party payments	1		49	49	49	49	
Transfer payments	7		7	7	7	7	
Support services	1,471		1,460	1,460	1,460	1,460	
Depreciation	94		85	85	85	85	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
Revenue £ 000s	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Income _ U	2,287	0	2,965	3,000	3,013	3,013	0
Governmen grants	53		53	53	53	53	
Reimburgements	44		48	48	48	48	
Customer & client receipts	1,728		2,319	2,354	2,367	2,367	
Recharges	487		570	570	570	570	
Reserves	-25		-25	-25	-25	-25	
Capital Funded							
Council Funded Net Budget	2,458	0	2,290	2,251	2,238	2,238	0
Capital Rull et £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18



130

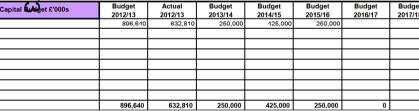
40



Quality

Outcome

Business critical



Summary of major budget etc. changes 2015/16

High

High

High

Annual

Monthly

Quarterly

2,600 2,400 2,200 2,000 1,800 1,600 1,400 1,200 1,000 800 600 400 200 2013 2014 2015 2016 2017 2018 **■**Budget ----Actual

EN45=£13K

EN45=£39K

Number of Green Flags

Number of outdoor events in parks

Volunteer input in parks management (No. of groups)

-5

120

25

5

130

30

130

35

2017/18

2018/19

2016/17

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				Appendi
			Parks and Green	Spaces		Di-I-	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Management of parks & open spaces		Lincomicou	mpast	20010
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other	More efficient way of working	2	2	4
End date	2017-18		community groups. Increase volunteering in parks				
Pro	oject 2	Project Title:	Management of bowling greens				
Start date	2012-13	Project Details:	Review and transformation of the current bowls provisions in Merton	More efficient way of working	2	2	4
End date	2017-18						
Pro	oject 3	Project Title:	Commercialisation of grounds and sports services				
Start date	2012-13	Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including	Income generation	2	2	4
End date	2018-19	r reject Betaile.	outdoor events				
Pro	oject 4	Project Title:	New cemetery extensions				
Start date	2012-13	Project Details:	Provision of new burial capacity across Merton's cemeteries	Income generation	2	3	6
End date	2015-16						
ag	oject 5	Project Title:	Development of new sporting hub at Joseph Hood Rec				
S @ rt date	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground	Income generation	3	2	6
7 E -M date	2017-18	r reject Betaile.					
Pro	oject 6	Project Title:	New pavilion & facilities at Dundonald Rec				
Start date	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)	Improved reputation	3	2	6
End date	2016-17	·					
Pro	oject 7	Project Title:	Management of paddling pools				
Start date	2013-14	Project Details:	Investment in new water play facilities. Closure of some paddling pools	More efficient ways of working	3	2	6
End date	2015-16	1 Tojou Dotaiis.	The same in the water play radiinable. Closure of some padding pools	Mere emeleric ways of working			

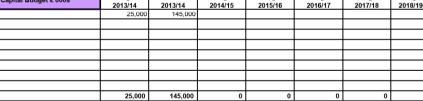
		<u>-</u>										
Ollin to the second	Property	Audicin of 11	1 2	013/14		nning Assum 4/15		15/16	2016/17	2047/40	2048/40	The Corporate strategies your
	Cabinet Member for Sustainability & Regeneration	Anticipated demand The number of proposed disposals	20	2				15/16 4	2016/17 5	2017/18	2018/19	service contributes to Capital Programme
	ription of your main activities and objectives below	The number of proposed disposals The number of proposed lettings.	+	10		9		8	8	8		
control. To maintain an accurate	sactions provide value for money and comply with statutory te record of the property assets of the council and to provide	The number of proposed rettings. The number of proposed rent reviews		30		25		21	21	21		Economic Development Strategy Housing Strategy
I asset valuations to support the	council's accounts. To manage the councils investment portfolio	The number of commercial properties		394		94		394	394	394		Medium Term Financial Strategy
necessary to support its service	g the councils asset base to ensure that it has the accommodation es at a standard it can afford. To support regeneration, deal with	Anticipated non financial resources		013/14		4/15		15/16	2016/17	2017/18	2018/19	mediani remi i mandar edategy
deliver a programme of property	Sypsies and Travellers and lead the Integrated Project Team to ty sales to maximise capital receipts. Community Right to Bid -to	Staff (FTE)	1	6		6		6	6	6	2010110	
manage applications for commu	nunity assets to be listed and claims for compensation. TOM will be possibility of acting for other authorities on specialisms and	(/										
most significantly driving econor	omic development and regeneration thriough closer working with											
	ct on the timing of sales and capital receipts.											
Objectives complete Asset Valuations to	o timetable agreed with Director of Corporate Services disposals to maximise capital receipts and exceed target	Performance indicator		rmance Target					Polarity	Reporting cycle	Indicator type	Main impact if indicator not
drive programme of property of critically examine operational	disposals to maximise capital receipts and exceed target I property to ensure the council has the minimum necessary		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				met
to support the business plan		Capital receipts	£5m	£4m	£12m	£16m	£1m		High	Quarterly	Business critical	Loss of income
maximise revenue income by provide timely advice to inform	m regeneration projects	% Vacancy rate of prop. owned by council	5	4.0	3.5	3.5	3.3		Low	Quarterly	Outcome	Loss of income
ensure team is arranged to su	support objectives.	% Debt owed to LBM by tenants Inc. businesses Asset Valuations	9.8	9.0	8.5	8.5	8.5		Low	Quarterly Annual	Outcome Business critical	Loss of income Breach statutory duty
		Asset valuations	150	150	150	150	150		High	Annuai	Dusiness chical	Breach statutory duty
				1								
			+		1	 	+	 		1		+
			1									
			1		1							
	DEPARTMENTAL BUDGET AND RESOURCES		•		015/16 Exp	enditure		-		_	2015/16 Income	•
Revenue £'000s	Budget Actual Budget Budget	Budget Budget Budget		2	0 10/10 EXP	chanare					2010/10 IIICOIIIE	
	2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19						Employees				■Government grants
Expenditure	1,189 0 1,182 1,182											Sovernment grants
Employees Premises	268 270 270 261 270 270	270 270 270 270		1				Premises				
Transport	0 1 1	1 1		1								■Reimbursements
Supplies & Services	121 155 155			A V				Transport				
3rd party payments Transfer payments		0 0		1		1						Customer & client receipts
Support services	518 444 444			N.				Supplies & Se	rvices			Customer & client receipts
Depreciation	14 42 42)						7		
Revenue £'000s	Budget Actual Budget Budget 2013/14 2013/14 2014/15 2015/16	Budget Budget Budget 2016/17 2017/18 2018/19				- 1		3rd party payr	nents		1	■Recharges
Income	2013/14 2013/14 2014/15 2015/16 4,566 0 4,530 4,530											
Government grants	0 0 0	0 0			1			Transfer payn	nents			=0
Reimbersements Customer & client receipts	18 5 5 4,046 4,042 4,042	5 5 4,042 4,042						V				Reserves
Recharges	502 483 483							Support service	ces			
Reserves	0 0 0	0 0										■Capital Funded
CapitaLEAnded	2077	2040						Depreciation				
Council Funded Net Budget	-3377 0 -3348 -3348	-3348 -3348 0										
Capit Usudget £'000s	Budget Actual Budget Budget	Budget Budget Budget						Summary	of major budget etc	. changes		
	2013/14 2013/14 2014/15 2015/16 1.016.670	2016/17 2017/18 2018/19						100-04/10/2000 000 - 1	2015/16			
	1,010,010,1								2013/10			
	1,016,670 0 0	0 0 0							2016/17			
2013	2014 2015 2016	2017 2018										
	2010	<i>f</i>										
-500 -		/										
1.000		/										
-1,000 -		<i> </i>										
m =1 500 -		/							2017/18			
8 -1,500 - 2,000 -		/										
ير 2 000 -		/										
2,000		/										
-2,500 -		/										
_,000		/										
-3,000 -												
' _									2018/19			
-3,500 -												
'												
-4,000												
*												

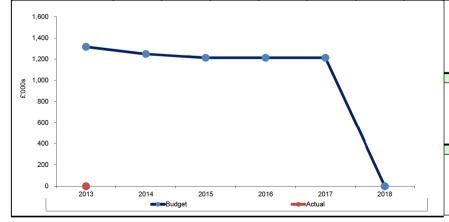
■Budget

----Actual

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Property	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			Apper
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Pre	oject 1	Project Title:	Integrated Project Team			past	000.0
Start date	2012-13	Project Details:	This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental	Income generation	2	2	4
End date	on going						
Pro	oject 2	Project Title:	Asset Management Plan				
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	2	2
End date	on going						
Pro	oject 3 I	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 4	Project Title:					
Start date		Project Details:					
End date							
Star date D End date	oject 5	Project Title:					
Statidate							
End date		Project Details:					
Pr	oject 6	Project Title:					
Start date		Project Details:					
End date		1 Tojout Botano.					
Pro	oject 7	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 8	Project Title:					
Start date							
End date		Project Details:					
Pre	oject 9	Project Title:					$\vdash \vdash \vdash$
Start date							
End date		Project Details:					
Pro	oject 10	Project Title:					$\vdash \vdash \vdash$
Start date							
End date		Project Details:					
							لــــــــا

	Safer N	erton									Dia	nning Assum	ntione					Appen The Corporate strategies vo
Cllr Edith Joan Mac			gement & Faus	lity		Anticipated	d demand		201	3/14	201			5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descri						Number of nev				00	60			00	600	2011/10	2010.10	Adult Treatment Plan
Safer Merton is a partnership of						Popul			206	.038	208			.569	214,229	216,806		Anti Social Behaviour
vork together to combat crime &	disorder and inci	ease safety & th	e perceptions of	safety,	No. Multi Agen			mestic abuse)		17	12			41	153	210,000		Central Government
within the borough. The team co	nsists of Volunta	y Sector and Po	lice and Health 1	unded			the One Stop S		2	50	2	5	2	75	275			Children & Young person's Pla
staff. The delivery of Crime and I	Disoraer reduction	is achieved thro	ougn a range of		Anti	cipated non fir	nancial resource	ces	201	3/14	201	/15	201	15/16	2016/17	2017/18	2018/19	Community Plan
Tackling anti social behaviour a		ence				Staff (2	25	2	2		22	22	22		Crime & Disorder (partnership p
Managing Neighbourhood Wate Drugs and alcohol abuse comm						•												E Merton & Mitcham N'bourhood R
The provision of school officers		der work							Perforn	nance Target	s (T) & Provi	sional Perfor	mance Targ	jets (PT)	B 1 2		1 2 4 4	Main impact if indicato
Other support and commissioned	d services are par		mit as well as er	suring		Performance	e indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
at the council is compliant with he service is managed through		delivered by Pol	ice officers icint	health	% of ASB cas	es closed in line	with the nation	nal standards	95	95	95	95	95		Low	Monthly	Business critical	Anti social behaviou
aff, voluntary sector and comm	unity.	delivered by 1 of	ice officers, joint	neatti		% CCTV camer	as operational		95	95	95	95	95		High	Monthly	Outcome	Reputational risk
he Statutory duty of the council					Proportion who			ent and do not	34	35	36	37	37		High	Quarterly	Outcome	Safeguarding issues
A duty to establish a crime and Complete an annual strategic a			partners in resp	onse	% of residents v	re pre		haviour (ADC)	42	41			39	\vdash	Low	Annual	Perception	Reputational risk
Respond to and deal with crime	and disorder thr	ough evidence b					d about ASB (A		42	41	40 42	39 41	39 41		Low	Annual	Perception	Reputational risk
Delivering Anti-Social Behaviou		rventions							51	43 50	42 49	41	41		Low	Annual	Perception	Reputational risk
Specific duties around Domesti	c violence.	% of residents worried about crime (ARS) No. Multi Agency Risk Assessment cases (domestic							117	129	141	153	153	 	High	Monthly	Business critical	Breach statutory dut
			No. of One Stop Shop sessions						46	46	46	46	46	-	High	Quarterly	Business critical	Reduced service deliv
	No. of Local Multi Agency Problem Solving mee								27	27	27	27	27	 	High	Quarterly	Business critical	Reduced service deliv
							bout drug users		33	32	31	30	30	 	Low	Annual	Perception	Reputational risk
				med about tacklin	. ,	30	31	32	33	33	 	High	Annual	Perception	Reputational risk			
DEPARTMENTAL BUDGET AND RESOUR								, ,	- 50		2015/16 Ex						2015/16 Income	,
xpenditure mployees remises ransport upplies & Services d party payments ransfer payments upport services epreciation evenue £000s come vovernman grants einbeffer ente ustome client receipts echarge eserves apital Funded ouncil Funded ouncil Funded ouncil Funded ouncil Funded ouncil Funded ouncil Funded ouncil Funded	Budget 2013/14 3,204 1,012 4 7 179 1,568 0 3300 104 Budget 2013/14 1,539 6 0 26	Actual 2013/14 Actual 2013/14 0	Budget 2014/15 1,526 840 2 7 7 179 129 0 230 139 Budget 2014/15 70 202 6 0 0 1,248	Budget 2015/16 1,490 840 2 7 7 1443 129 0 230 230 230 8Budget 2015/16 70 202 6 0 0 1,212	Budget 2016/17 1,490 840 2 2 7 7 1433 129 0 0 2300 139 Budget 2016/17 278 70 202 6 6 0 0	Budget 2017/18 1,490 840 2 7 7 1433 129 0 230 139 Budget 2017/18 278 70 202 6 0 0 1,212	Budget 2018/19 0							Employees Premises Transport Supplies & Sei 3rd party payn Transfer paym Support servic Depreciation	nents			■ Government grants ■ Reimbursements ■ Customer & client receipt ■ Recharges ■ Reserves ■ Capital Funded
Capital Budget £'000s	Budget 2013/14 25,000	Actual 2013/14 145,000	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	EV01=£36K						Summary	of major budget e 2015/16	c. changes		





2017/18

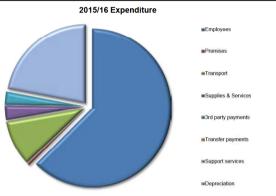
2016/17

2018/19

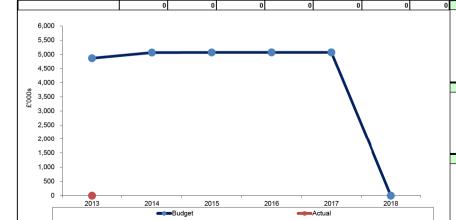
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Safer Merto				Арре
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk	Score
Pr	oject 1	Project Title:	Risk limitation of future grant loss		Likelinood	Impact	Score
Start date	2013-14	Project Details:	Finding ways to limit the impact of the loss of grants from central government and Mayors office.	To meet legislative requirements	4	2	8
End date	on going	•					
Pr	oject 2	Project Title:	ASB changes				
Start date	2012-13 on going	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
	oject 3	Project Title:					
Start date		r roject mic.					
End date		Project Details:					
Pr	oject 4	Project Title:					\vdash
Start date		Project Details:					
End date							
D Pr	oject 5	Project Title:					
Standate D End date		Project Details:					
Pr	oject 6	Project Title:					
Start date		Project Details:					
End date		. roject Betaile.					
Pr	oject 7	Project Title:					
Start date		Project Details:					
End date							
Pr	oject 8	Project Title:					
Start date		Project Details:					
End date							<u> </u>
Pr	oject 9	Project Title:					
Start date		Project Details:					
End date		,					
Pro	oject 10	Project Title:					
Start date		Project Dotails:					
End date		Project Details:					

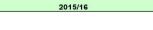
·	Street C	leaning										Pla	nning Assur	mptions					The Corporate strategies your
Clir Judy Saunders	Cabinet Member	for Performan	ce & Implen	nentatio	on		Anticipat	ed demand		201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descr	iption of your ma	ain activities an	nd objective	s belov	W		Pop	ulation		206	,038	208	,822	211	,569	214,229	216,806		Anti Social Behaviour
treet Cleaning: to improve	the street scene	by maintaining	the public	highwa	av		Increased he	ousing density		80,	890	81	000	81,	400	81,800	82,100		Performance Management Framewo
ollecting fly tips, removing li	tter, detritus, gra	affiti, fly posting	and keepir	ng gullie	es clean														Waste Management Plan
nforcement: to improve the																			
ducing fly tipping, litter, doo llecting stray dogs.	g touling, abando	onea venicies,	graπiti and	tiy post	ting; and	Anti	icipated non t	inancial resou	irces	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
inter Gritting: delivering ar	efficient service	in accordance	with High	vavs se	ection		Staff	(FTE)		1	03	103		1	03	103	103		
iorities.	omoioni ooi vioc	o in accordance	o mar riigin	nayo oc	oction		Trar	sport		2	26	- 2	16	2	26	26	26		
bjectives																			
fulfil the council's statutory				ing															
maximise efficiencies throuprovide value for money se				nd busir	nesses		Daufarman	ce indicator		Perforn	nance Targe	s (T) & Prov	sional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator i
champion the needs of the		t the needs of t	coldento di	ia basii	1100000		renorman	ce indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	indicator type	met
mprove our customer infor						% Resi	dents satisfied	with street clea	anliness	58	60	62	62	63		High	Annual	Perception	Reputational risk
protect and care for the we				the env	vironment,	% Sites surveyed below standard for litter % Sites surveyed below standard for Detritus				8.5	7.5	7	7	6		Low	Quarterly	Perception	Reputational risk
r customers and the local of provide a safe and support				l etrivo	for					12.5	12	11.5	11	10.5		Low	Quarterly	Perception	Reputational risk
utstanding health and safet		ioi ali oui eirip	noyees and	Suive	101	% Site:	s surveyed be	ow standard for	r graffiti	5.5	5.0	4.5	4.0	4		Low	Quarterly	Perception	Reputational risk
provide a customer focuss		service design	and improv	ement		% Site:	s surveyed be	ow standard for	r weeds	14.50	14.00	13.50	13.00	12		Low	Quarterly	Perception	Reputational risk
improve levels of satisfaction	on with services	provided.					Number of fl	y tips reported		3300	3200	3100	3000	3000		Low	Monthly	Outcome	Reputational risk
						Da	ys lost through	n sickness per F	TE	12	10	9	8	8		Low	Quarterly	Outcome	Increased costs
						% Sites	surveyed belo	w standard for f	flyposting	1	1	1	1	1		Low	Quarterly	Perception	Reputational risk
	DI	EPARTMENTAL	BUDGET A	AND RE	SOURCES				1			2015/16 Ex	oenditure					2015/16 Income	
evenue £'000s	Budget	Actual	Budget		Budget	Budget	Budget	Budget	1										
	2013/14 2013/14 2014/15 201					2016/17	2017/18	2018/19							■Employees				Government grants
penditure	5,551															= Government grants			
ployees mises				-,	1-1-								■Premises						
		492												■Reimbursements					
pplies & Services	167			160	160							1	■Transport						
3rd party payments 152 139 14				142							1	- Hansport				\			
Transfer payments 0 0 0					0 0 0			lane.				1					Customer & client receipts		

	D.	- AKTIMENTAL	DODGE! AND	KLOOOKCLO			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	5,094	0	5,296	5,299	5,301	5,303	0
Employees	3,399		3,313	3,313	3,313	3,313	
Premises	24		24	24	24	24	
Transport	289		492	492	492	492	
Supplies & Services	167		160	160	160	160	
3rd party payments	152		139	142	144	146	
Transfer payments	0		0	0	0	0	
Support services	1,057		1,168	1,168	1,168	1,168	
Depreciation	6		0	0	0	0	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	231	0	231	231	231	231	0
Governmen grants	0		0	0	0	0	
Reimburgements	0		0	0	0	0	
Custome & client receipts	231		231	231	231	231	
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	4,863	0	5,065	5,068	5,070	5,072	0
Capital 🕰 et £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19









2016/17

2017/18

2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Street Cleani				Арре
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk	Saara
Pr	oject 1	Project Title:	Introduce mobile working		Likelinood	impact	Score
Start date	2012-13	Project Details:	This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.	More efficient way of working	2	2	4
End date	2015-16						
		Project Title:	Public value review of street cleansing and enforcement				
Start date End date	2013-14	- Project Details:	Carry out a review of the services provided and introduce any efficiencies resultant from this review	Improved customer satisfaction	2	2	4
	oject 3	Project Title:	Introduce timed commercial waste collections in town centres				
Start date	2013-14		Introduce time banded waste collections in town centres starting with Wimbledon town centre	To meet legislative requirements	2	2	4
End date	2015-16	Project Details:	introduce time banded waste collections in town centres starting with willibledon town centre	To most ogginante requirements	_	_	
Pr	oject 4	Project Title:	Review Street Cleansing equipment				
Start date		Project Details:	Chewing Gum equipment as well as review Mechanicals sweeping resource with a view to consider more flexible vehicles.	Improve residents satisfaction	2	2	4
End date							
□ Pr	oject 5	Project Title:	Street Champions Initiative				
Standate End date		Project Details:	Re-launch street champions initiative	Improve residents satisfaction	2	2	4
	oiect 6	Project Title:	Increase Enforcement Capacity				
Start date		Project Details:	Develop and launch pilot programme to increase enforcement potentially utilising additional private contractor capacity	Improve residents satisfaction	3	1	4
	oject 7	Project Title:					
Start date		Project Details:					
End date							
Pr Start date	oject 8	Project Title:					
End date		- Project Details:					
	oject 9	Project Title:					
Start date	ojedi v						
End date		Project Details:					
Pro	ject 10	Project Title:					
Start date		Project Details:					
End date		Troject Details.					

Traffic & Highways	
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	
Enter a brief description of your main activities and objectives below	
ha a mila dia bana dha a an siya man maibiliú a a a dtiabana. Tadfia a dtaad Ela	

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.

The main aims of the service are to:

- Ensure the safe and expeditious movement of all traffic on the Highway Network.
- Improve the condition of the higway network
- Improve the Public Realm.
- Improve the Street Scene.
- Improve the quality of life of local residents

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.

Specific Objectives:

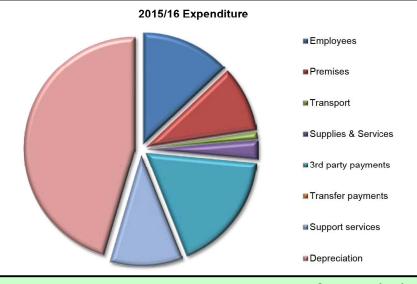
Introduce Mobile working Channel shift and move to on-line self service system

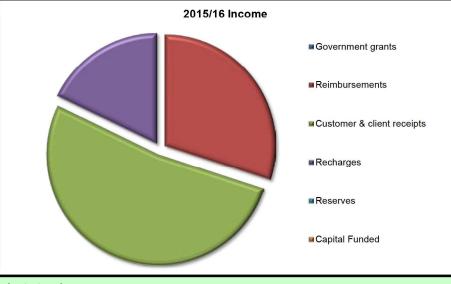
		Planning Assur	nptions				The Corporate strategies your
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to
Street lights	12,673	12,673	12,673	12,673	12,674		Road Safety Plan
Number of trees to be maintained	16,570	16,640	16,710	16,710	16,711		Local Transport Plan
Network Maintenance and Improvement	363.5km	363.5km	363.5km	363.5km	363.5km		Local Implementation Plan
Number of Streetwork Permits issued	11,650	18,000	18,000	18,000			Capital Programme
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Local Development Framework
Staff (FTE)	38	38	35	35	35		

Performance indicator	Perforr	nance Targe	ts (T) & Prov	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting cycle	illulcator type	met
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 Defectivenes 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

	DE	PARTMENTAL	BUDGET AND F	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	11,420	0	12,127	11,856	11,792	11,808	C
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	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Inco dal e	2,619	0	2,787	2,787	2,797	2,797	0
Go tal ment grants	0		0	0	0	0	
Rein (D ursements	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							
Council Funded Net Budget	8,801	0	9,340	9,069	8,995	9,011	0
	Budget	Actual	Budget	Budget	Budget	Budget	Budget

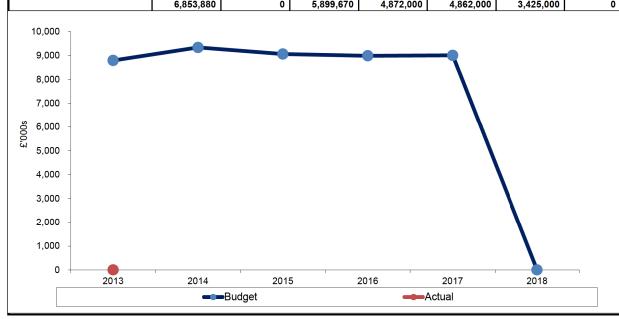
Council Funded Net Budget	8,801	U	9,340	9,069	8,995	9,011	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Traffic & Parking Management	282,000		135,000	135,000	150,000	156,000	
Highways Gen Planned Works	471,470		612,670	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		
	6 853 880	0	5 899 670	4 872 000	4 862 000	3 425 000	0





Summary of major budget etc. changes 2015/16

EN29=£252K



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

2017/18

2016/17

2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Traffic & Highv				Арре
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk	Score
Pr	oject 1	Project Title:	Flood and Water Management Schemes		EIRCIIIIOGG	impact	CCOTC
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy	To meet legislative requirements	1	1	1
End date	2014-15						
Pr	oject 2	Project Title:	Delivery of Mitcham Town Centre scheme				
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre	Improved customer satisfaction	4	3	12
	oject 3	Project Title:	Ride London				
		Project fille.	Nue London				
Start date	2014-15	Project Details:	Delivery of London - Surrey Cycle Road Race	Improved customer satisfaction	1	1	1
End date	2014-15						
Pr	oject 4	Project Title:	Mobile Working	More efficient way of working			
Start date	31/01/2015	Project Details:	Implement Mobile working solution across Trafic and Highway		2	2	4
End date	31/03/2015						
□ Pr	oject 5	Project Title:	On-line self Service System	Improved customer satisfaction			
Standate		Project Details:	Move to on-line self service system		2	2	4
End date	alast C	Drainet Title:	Home Zones				
N Start date	oject 6	Project Title:	nulle Zulles		2	1	3
End date		Project Details:	Roll out of Home Zones across the borough			·	
Pr	oject 7	Project Title:	Mini Holland	Improved resident well being			
Start date		Project Details:	Delivery of Mini Holland Cycling proposals		2	2	4
End date							
Pr	oject 8	Project Title:	20mph Limits / Zones	Improved resident well being			
Start date		Drainet Detailer	Devicement of Delivita informs a desiries on fetting area of management in Mades		2	2	4
End date		Project Details:	Devlopment of Policy to inform a decision on future speed management in Merton				
Pr	oject 9	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 10	Project Title:					
Start date		Project Details:					
End date		FTOJECT DETAILS.					

The Corporate strategies your

	Transport - Co					2013/14			anning Assui 14/15		15/16	2016	147	2017/18	2018/19	The Corporate strategies your			
Clir Andrew Judge C							ed demand											2018/19	service contributes to
Enter a brief descrip						F Passenger Jou				5000		000		5000	950		95000		Capital Programme
To provide a comprehensive and						SF Passenger Jo				0000		000		0000	700		70000		Children & Young person's Plan
service, in support of the user de & Housing using the in-house an	epartments such	as Children Sch	ools & Families a	and Community		H Passenger Joi				8000		ເດດດ		0000	500		50000		Adult Treatment Plan
a mousing using the in-nouse an	iu iaxi providers.				C8	&H Passenger Jo	ourneys - In-H	ouse	85	5000	85	000	80	0000	800	00	80000		Customer Services Strategy
Providing self drive vehicles for t	the in-house dep	artments (Waste	e Operations, Lei	sure, Parking	An	ticipated non fi	inancial resou	urces	201	13/14	201	14/15	201	15/16	2016	5/17	2017/18	2018/19	
etc.) who require vehicles to carr	ryout their servic	es.		-		mmissioned Ta			_	34		34		34	34		34		
Encoder all the contractor at	des best of the first		- 4b			St				8		9		9	9		9		
Ensuring all the authorities vehic	ues have schedu	iled maintenanc	e tnrough the in-h	nouse						192		92		192	19		192		
workshop.						No. I ransport	Fleet vehicles	•	1 1	192	1	92	<u> </u>	192	19	۷	192		
Providing health & safety and ve	hicle related in-h	nouse training to	all council staff a	and external															
organisations						Performance	ce indicator					isional Perfo			Pola	ritv	Reporting cycle	Indicator type	Main impact if indicator not
1									2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)		,	reperming eyere	maioater type	met
Procurement of vehicles for the a	authority ensurin	g depts get the	vehicles to suit th	eir services		Spot checks	on contractors	i	50	50	50	50			Hig	h	Monthly	Business critical	Reduced customer service
Objectives					Parent	ts/carers satisfa	ction with taxi	journeys	0	75%	75%	80%			Lo	w	Annual	Perception	Reduced customer service
Ensuring that the service provide	ded by commissi	oning is effective	e .value for mone	v while still				-											
meeting customers expectations	i.	g	- ,	,					+	<u> </u>	<u> </u>			<u> </u>	1				
∟Procurement of goods & service	es for the worksh	hop area. Ensur	ing value for mon	ey and					_		 	-		 	1				
	illing with authorities standing orders																		
LProcurement of replacement ve	ocurement of replacement vehicles for the whole of the authority.										ļ				ļ				
							1	1		i	1	1							
		EDADTMENTA	L BUDGET AND	DESCUIDATE					-						•				
					I But i		La	4			2015/16 Ex	penditure						2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget												
Evnanditura	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	1					9	Employees				The same of the sa	■Government grants
Expenditure																			= Covernment grants
Employees	367		391 49					4						Premises					
Premises Transport	67 2,330		1	-											■ Reimbursements				
Supplies & Services	2,330		8	1						_									
3rd party payments	30		32				ol .	1				1		Transport					
Transfer payments	0		0				0	1		11111							//		Customer & client receipts
Support services	1,174		303			30	3	1		1/11/1		1		Supplies & S	ervices				Customer & client receipts
Depreciation	515		425					1		1/4		- 1	1	Cuppillos a c			i e		
B 01000-	Budget	Actual	Budget	Budget	Budget	Budget	Budget	1			V/				and the same		-		■Recharges
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							3rd party pay	ments				Recharges
Income	4,550	(5,517	5,632	5,632	5,63	2 0												
Governmen grants	0		0	0			0]						Transfer pay	ments				=D
Reimburgements Customer & client receipts	2		911					1						, ,	2000000				Reserves
	3,878		4,606			1 4,72	1	4							•				
Recharges	670		0	0	L C)	0	4					94	Support serv	rices				
Reserves																			■Capital Funded
Capital Funded								4						Depreciation					
Council Anded Net Budget	0	0	0	0		0 0	0 וי	-		-				111 1					
Capital et £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summan	y of major b	udget etc	changes		
Capital Lought 2 0003	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Guilliai			. changes		
															2015	/16			
								Existing pa	ssenger Tax	xi framewor	k expires in	Oct 2015 -	New contr	act schedul	led to run fro	m Oct 201	5 for possibly 4 years		Γ
]	J		,						, ., ., ., ., .,		
	i	i	i	i	1		1	1											
	 		+	 	-	+	+	1											
		 	+		 	+	+	1											
	.	.	+	-	-	+	+	-											
			ļ			1		4											
			1																
	0		0	0		D	0 0								2016	717			
1 7																			
1																			
1 -																			
1 1																			
1																			
1 -																			
g 4															2017	//18			
sooo,																			
1 -																			
1 '1																			
0 -																			
"																			
0 -																			
I - 1																			
0 -															2018	/19			
0 -																			
				_															
0	-					_													
2013	2014	20	15	2016	2017	2018													
	-	■ Budget			Actual														
								1											

Planning Assumptions

Transport - Commissioning

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Transport - Commissioning									
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk	Score			
Pro	oject 1	Project Title:	Closer Working with Merton Community Transport		Likelillood	illipact	OCOIC			
Start date	2012-13	Project Details:	Working closer with Merton Community Transport, to find ways of improving services, and providing training. Merton have made available to MCT the fuel bunker to reduce MCT costs, and further work in being carried regarding vehicle utilisation, and vehicle procurement	More efficient way of working	2	2	4			
End date	2014-15									
Pro	oject 2	Project Title:	Passenger Transport Provision Framework							
Start date	2014-15	Project Details:	Passenger Transport Framework 4 year contract due to expire August 2015. Liaising with neighbouring boroughs (Sutton & Kingston) for the possibility to work together in providing this service	To meet budget savings	2	2	4			
		Doning 4 Title								
	oject 3	Project Title:								
Start date		Project Details:					0			
End date										
Pro	oject 4	Project Title:								
Start date		Project Details:					0			
End date										
U Pro	oject 5	Project Title:								
Stan date		Project Details:					0			
End date		Project Details.								
O Pro	oject 6	Project Title:								
Start date		Project Details:					0			
End date										
Pro	oject 7	Project Title:								
Start date		Project Details:					0			
End date										
Pro	oject 8	Project Title:								
Start date							o			
End date		Project Details:								
Pro	oject 9	Project Title:								
Start date		Project Details:					0			
End date	_	Fioject Details:								
Pro	ject 10	Project Title:								
Start date		Project Details:					0			
End date		Project Details:								

		EL										**					Appendix The Corporate strategies your
Transport - Passenger Fleet Service Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration				Anticipated demand			Planning Ass demand 2013/14 2014/15				116	2016/17	2017/18 2018/19		service contributes to		
Enter a brief description of your main activities and objectives below			C&H Passenger journeys				85,000 85,000			80,000		80,000	80,000	2010/10	Children & Young person's Plan		
			02,0001100 DC		CS&F passenger Journeys - in house council fleet in need of maintenance/repair				0,000		000	70,0		70,000	70,000		Community Plan
Merton Transport Services provi Ve provide transport for adults	rides transport and and children who	ı neet support. have special ne	eds. Working in	conjunction					192		92	193		192			Social Inclusion Strategy
vith our partners at Special Edu	ucational Needs (S	SEN) and Adult	Social Care offer	ing transport						· ·	**	1.11		1.00	1		Local Transport Plan
support. We operate a fleet of worovided to day centres and sch				nsport can be	Δnt	icinated non fi	inancial resources	20	13/14	201	4/15	2015	16	2016/17	2017/18	2018/19	
ull fleet management is provide	ed to support the	councils fleet of	vehicles. This in	cludes all	74110		(FTE)		60		i4	54		54	54		
servicing, repairs, maintenance and Operators Licence requirements. In addition, we assist client departments such as Waste Services, in developing vehicle specifications and advise on						trasnport (ve			46	-	6	46		46	46		
elient departments such as was rehicle types to enable solutions				ind advise on			,										
Objectives																	
Merton Transport Services will We will support user departme	provide a compre	ehensive and eff	ficient transport s	ervice.		Douformone	ce indicator	Perfor	mance Targe	ts (T) & Prov	sional Perfo	rmance Targe	ts (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator no
Families, Waste Operations and	d all other departm	nents that requir	e transport suppo	ort.				2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	indicator type	met
∟We will ensure legal compliand services including Operators Lic			irements for road	d transport			icle pass rate	95	95	95	95	95		High	Quarterly	Outcome	Reduced customer service
services including Operators Lic	sence requiremen	15.					nger vehicles in use	65	65	70		70	70	High	Quarterly	Unit cost	Increased costs
					% In	<u> </u>	that meet timescales	85	85	85	85	85	85	High	Quarterly	Outcome	Increased costs
							er satisfaction	97	97	97	97	97	97	High	Annual	Outcome	Reduced uptake of service
						Sickness - aver	rage days per fte	16	12	10	10	8	8	High	Quarterly	Unit cost	Increased costs
									1								
					ļ				+			-			1	-	
			DUDO:	DECOVE						l .					<u> </u>	<u> </u>	
			BUDGET AND						:	2015/16 Ex	penditure					2015/16 Income	
evenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19										
xpenditure	2013/14 3,795	ZU13/14	3,055			3,05						■E	mployees				■ Government grants
mployees	1,664		1,446														
remises	34		42	42	42	4:	2					■ Pi	remises				■ Reimbursements
ransport upplies & Services	915 63		1,061 57			1,06			0								■ Reimbursements
d party payments	0		0			5	0					■Ti	ansport				
ansfer payments	0		0	0		1	0				- 1	1					■ Customer & client receipts
pport services	1,119		449	449	449	44	9					■ Si	upplies & Se	ervices			
epreciation	Budget 0	Actual	Budget 0	Budget 0	Budget	Budget	0 Budget	100									
evenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	1				■ 3r	d party pay	ments			Recharges
come T	3,795		3,055			3,05			- 4			,					
overnnen grants	0		0	0	0		0					■ To	ansfer payr	nents			■ Reserves
eimburgements ustonie & client receipts	2,713		3,055	3,055	3,055	3,05	5			111							
Recharges	1,082		0,000	0,000	0,000	0,00	0					■ Si	upport servi	ces			
Reserves										111							■ Capital Funded
Capital Funded Council Funded Net Budget	0	0		0		0			_			■ D	epreciation				
ounding Grade Net Budget																	
apital Eud get £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						Summary	of major budget et	c. changes		
ransport and Plant	162,470	599,400	500,000	500,000	500,000	2017/16	2010/19							2015/16			
Sarth Road Workshop	128,720	000,100	333,333	000,000	555,555									2010.10			
	,																
	291,190	599,400	500,000	500,000	500,000	0	0							2016/17			
50																	
														0047440			
so														2017/18			
£,000&																	
														2018/19			
														2010/19			
	_	_				_											
2013	2014	201	5	2016	2017	2018	— I										
2013		■Budget	-		Actual	2010											
		- Duagot			, lotuui		1 1										

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Transport - Passenger				Apper
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Risk	Score
Pr	oject 1	Project Title:	Closer working with Merton Community Transport		ciiiicou	ampaot	30010
Start date	2012-13 on going	Project Details:	Closer working with the voluntary sector has been identified as an objective to improve services. We are looking at ways to better cooperate with Merton Community Transport. So far we have an arrangement to supply fuel to them and we are now looking at vehicle maintenance and vehicle utilisation.	More efficient way of working	2	2	4
Start date	2012-13 2014-15	Project Title: Project Details:	Tachograph Facility At the present time there is no tachograph repair facility within the borough. We have to visit a Tachograph Centre 40+ times a year. We have undertaken a viability excersice and completed a business case to install operate and market Tachograph Services in house. It is anticipated that this facility will be operational during 2014.	Income generation	2	2	4
Pr	oject 3	Project Title:	Office new build	Select one major outcome			
Start date		Project Details:	Initial investigation is under way to construct a new office complex at Garth Road Depot. This would	,			0
End date		r roject Betane.	house staff from Waste Services, Waste Operations as well as Transport.				
Pr	oject 4	Project Title:					
Start date End date		Project Details:					
Pr Pr	oject 5	Project Title:					
Standate CD End date		Project Details:					
OO Pr	oject 6	Project Title:					
Start date End date		Project Details:					
	oject 7	Project Title:					
Start date		Project Details:					
End date							
Prostart date	oject 8	Project Title: Project Details:					
End date		-					
Pr	oject 9	Project Title:					
Start date		Project Details:					
End date							
Pro	oject 10	Project Title:					
Start date		Project Details:					
End date							

Waste Management						Planning Assumptions							The Corporate strategies your					
Cllr Judy Saunders			oo 8 Implemen	tation		Anticipate	d domand		201	13/14		4/15	2015/16		2016/17	2017/18	2018/19	service contributes to
Enter a brief descri						Popul				3,038		822	211,569		214,229	216,806	2010/10	Waste Management Plan
			-							,890	81,		·			82,100		_
As a unitary authority, Merton is Household Reuse and Recyclin						Increased hous				,000		ากก	81,400 71,000		81,800 71,000	71,000		Performance Management Framework
disposal of excess household ar	nd garden waste	free of charge.	. F. OTIGO IGOINGES			Total household	waste ronnage		/1	, URJU	/1,	thn	71,000		71,000	71,000		London wide strategy Climate Change Strategy
Objectives	i 4II	-f	- in alcoding 4b	with annuite					204	10/4.4	204	4/45	2045/40		204047	0047/40	0040/40	Climate Change Strategy
provide efficient and accessible services to all of our customers, including those with specific needs.			An		nancial resource	S		13/14	201		2015/16		2016/17	2017/18	2018/19			
to advise our customers on the	e services provid	ed and to keep	improving our se	rvices in line		Staff (, ,			07		0.5	107.5		107.5	107.5		
with customer needs.						Trans	sport		,	31	3	1	29		29	29		
promote public awareness of vinformation, education and emple		on and encourag	ge re-use and red	cycling through														
mornation, education and emp	owerment.																	
1						Performanc	e indicator		Perforr	nance Target			rmance Targets (P		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
						Torrormano	o maioator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT) 2018/	9(PT)	Totality	reporting eyele	maioator type	met
						% Household v	waste recycled		42	42	43	45	46		High	Monthly	Business critical	Reputational risk
					% Re	sidents satisfied	with refuse collec	tion	72	74	76	78	78		High	Annual	Perception	Reputational risk
					R	esidual waste kg	per household pa		512	504	496	483	483		Low	Monthly	Outcome	Increased costs
					q	6 Municipal solid	d waste landfilled		48	47	46	46	46		Low	Monthly	Outcome	Increased costs
					N	umber of missed	bins per 100,000		60	55	50	45	45		Low	Monthly	Outcome	Reduced customer service
					To	tal waste arising	per household Ko	ı	874	873	872	868	868		Low	Monthly	Outcome	Reputational risk
						Days lost from si	ickness per FTE		12	10	10	8	8		Low	Quarterly	Outcome	Increased costs
						• 91000000000000000000000000000000000000	with recycling facil	ities	73	75	77	79	79	\neg	High	Annual	Perception	Reputational risk
									1						High	Annual	Output	Reduced customer service
		EDADTMENTA	L BUDGET AND	PESOLIBORS											Ť			
					Durd4	D	Budget			20	15/16 Expe	nditure			l l		2015/16 Income	l
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19								l l			l
Expenditure	2013/14 15,763	2013/14	2014/15		14,029								■ Employ	ees	l l			■Government grants
Employees	3,465	 	3,532												l l			- I
Premises	128		182	180	178	176	3		4				■ Premis	es	l l			l
Transport	1,518		1,387						A									■ Reimbursements
Supplies & Services	573		890									1	■Transp	ort				
3rd party payments	8,395		6,073	5,949	6,074	6,200				N N		1						
Transfer payments Support services	1,321		1,360	1,360	1,360	1,360	2						Supplie	s & Service	00			Customer & client receipts
Depreciation	361		627		627		7			4			= Зиррії	a del vice	cs			
	Budget	Actual	Budget	Budget	Budget	Budget	Budget											■Recharges
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						■3rd par	y payment	ts			■ Necharges
Income	872	(1,374					, and a				1						
Governmen grants	0		288						1				■ Transfe	r payments	s			Reserves
Reimburgements Custonie & client receipts	0 274		308															
Recharges	598		638										Suppor	services				
Reserves	0		1 0			0	5						8.5					■ Capital Funded
Capital Funded													■ Depred	ation				1001
Council Anded Net Budget	14,891	0	12,679	12,459	12,655	12,850	0						■ Deprec	alion				
	Budget	Actual	Budget	Budget	Budget	Budget	Budget						_					
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Sun	mary of	major budget etc	changes		
	158,330	190,000	60,000	20,000	20,000										2015/16			
							E	N14=£100	K; EN16=£	66K: EV08=	£250K							
									,	,								
	1		1			1												
	i .	1					 											
	l	l	1			1	 											
	-		+			1												
	158,330	190,000	60,000	20,000	20,000	0	0								2016/17			
-	1 150,550	1 130,000	1 00,000	20,000	20,000										2010/17			
16,000																		
10,000																		
44,000																		
14,000 -																		
				-0														
12,000 -	_			-	1													
					\		<u></u>											
g 10,000 -					\										2017/18			
\$ 10,000 -					1													
^ت 8,000 -					1													
1 '					\													
6,000 -					,	\												
\ \ \ \																		
4 000						1												
4,000 -						\		2018/19										
						1												
2,000 -						1												
1						1												
0	1	1																
2013	2014	20	15	2016	2017	2018												
1	-	■Budget		_	Actual		[] [

■■Budget

----Actual

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Waste Management								
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME		Risk			
Dr	oject 1	Project Title:	South London waste partnership (phase B)	MAGGIC EAF ECTED GOTCOME	Likelihood	Impact	Score		
Start date	2012-13		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	More efficient way of working	2	4	8		
End date	2014-15	Project Details:	commencing on 1 April 2014						
Pr	oject 2	Project Title:	Improved enforcement regime to support time-banding in town centres						
Start date	2013-14	Project Details:	Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency. There will need to be capital investment approx £120K.	More efficient way of working	2	2	4		
	oject 3	Project Title:	Mobile technology including GPS and in cab monitors	More efficient way of working					
FI	ojeci 3	Project ritie.	mobile technology including GF3 and in cab monitors	wide enicent way of working					
Start date	2014-15	Project Details:	Procurement and introduction of the GPS, driver behavioural management, route optimisation system		3	2	6		
End date	2015-16								
Pr	oject 4	Project Title:	Double shift garden waste collection vehicles reduce 2 x vehicles						
Start date	2015-16	Project Details:	Issues with disposal licences may cause a delay to the commencement date of this project.	More efficient way of working	3	2	6		
End date	2016-17								
□ Pr	oject 5	Project Title:	LWARB efficiency review of Domestic waste collections	More efficient way of working					
Standate	2014-15	Project Details:	Review of existing service to ensure we have the most efficient service and consider options for the		2	2	4		
End date	2014-15	r roject Betaile.	future.						
O Pr	oject 6	Project Title:	South London waste partnership (phase C) It is by no means certain of the outcome of Phase C project; however a joint working group has been						
Start date	2014-15	Project Details:	formed within the partnership to investigate the feasibility of shared services, and to propose possible business models to support the agreed outcomes.	More efficient way of working	3	2	6		
End date	2017-18		The timeline for Phase "C" is estimated to be at least four years.						
Pr	oject 7	Project Title:	SLWP HRRC Procurement						
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		2	6		
End date	2014-15								
Pr	oject 8	Project Title:	Waste Framework procurement						
Start date	2014-15	Project Details:	A project for procurement of a Framework Agreement for non-guaranteed tonnages across different	More efficient way of working	3	2	6		
End date	2014-15	i Tojout Details.	waste streams, to achieve better pricing fromf materials in the medium term.	more emeent way or working					
Pr	oject 9	Project Title:							
Start date		Project Details:					0		
End date		Project Details:							
Pro	ject 10	Project Title:							
Start date							0		
End date		Project Details:							
		L			L				

This page is intentionally blank

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 pe.g. reduction/removal of service, deletion of posts, changing criteria (Atc)	2015/16 - £63,000 savings from across Early Intervention and Prevention (EIP) Commissioning by: £17,500 de-commissioning of one project for children with disabilities that has had limited take up and has not met outcomes specified £32,500 from a reduction in commissioning of training for facilitators of parenting programmes £13,000 from miscellaneous budget codes 2016/17 - £40,000 savings from Early Intervention and Prevention (EIP) commissioning budgets						
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,	2015-16 – A small number of children with disabilities and their families will be affected by the proposed decommissioning of one service. There is a possibility that the number of parenting programmes offered in the future could be reduced due to a shortage of trained facilitators.						
stakeholders, the workforce etc.	2016-17 - All of our EIP commissioning is undertaken on a 3-year commissioning cycle, with the current cycle ending in March 2016. The savings proposal for 2016/17 would therefore be to reduce the commissioning budget by £40,000 from an available £704,000. This would have a relatively modest impact on the range and number of services that could be commissioned from April 2016. CVS partners understand our commissioning cycle and that there are no guarantees to continue with a) a service or b) a provider at contract end. The actual allocation of funding/range of services required from April 2016 will be agreed based on identified needs and evaluation of the effectiveness/impact of current EIP delivery (both within Merton and in other areas).						

	APPENDIX 2
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 (decommissioning) this service would be low even though it is specifically for those families with children with a disability, as families will be able to access other short break and EIP services commissioned by the local authority.

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

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	c Tick which applies		Tick which	h applies	Reason				
(equality group)	Positiv	e impact	Potential negative impact		Briefly explain what positive or negative impact has been identified				
	Yes	No	Yes	No					
	165	NO	162	NO					
Age				no					
Disability			yes		Potential impact on a small number of families of disabled children as one service is withdrawn.				
Gender Reassignment				no					
Marriage and Civil				no					
Partnership									

	-	τ	J
	2	ט)
(-	2)
	(D)
	-	_	_
	(2)
	C	J	כ

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

APPENDIX 2

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

์ ว	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
<u>1</u> 04	Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are
<u> </u>	being addressed. No changes are required.
√ 	Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.
	Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.
	Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

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

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

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				