Cabinet

8 December 2014

Agenda item:

Business Plan Update 2015-2019

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

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

Contact officer: Paul Dale

Urgent report:

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 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 considers and agrees the savings/income proposals put forward by officers and refers them to the Overview and Scrutiny panels and Commission for consideration in January 2015 (Appendix 1).
- That Cabinet agrees the latest amendments to the draft Capital Programme 2015-2019 which was considered by Cabinet on 20 October 2014 and on 10 November 2014, and scrutiny in November 2014.
- 3. That Cabinet agrees the Council Tax Base for 2015/16 set out in paragraph 2.6 and Appendix 3.
- 4. That Cabinet considers the proposed deferral of a saving previously agreed. (Appendix 5)
- 5. That Cabinet consider the latest drafts of the service plans. (Appendix 10)

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 This report provides an update to Cabinet on the Business Planning process for 2015-19 and in particular on the progress made so far towards setting a balanced revenue budget for 2015/16 and over the MTFS period as a whole.

- 1.2 Specifically, the report provides details of revenue savings and income proposals put forward by officers in order to meet the savings/income targets agreed by Cabinet in October 2014.
- 1.3 The report also provides an update on the capital programme for 2015-19 and the financial implications for the MTFS.
- 1.4 The report provides a general update on all the latest information relating to the Business Planning process for 2015-19 including a proposed Council Tax Base for 2015/16 and an assessment of the implications for the Medium Term Financial Strategy 2015-2019.
- 1.5 This report is one of the budget updates through the financial year and will be referred to the Overview and Scrutiny Panels and Commission in January 2015.

2. **DETAILS**

Introduction

- 2.1 A review of assumptions in the MTFS was undertaken and reported to Cabinet on 20 October 2014. There was also a report to Cabinet on 10 November 2014 which provided an update on progress made towards achieving savings previously agreed and proposed some amendments to these.
- 2.2 Taking into account the information contained in both the October and November Cabinet reports, the overall position of the MTFS reported to Cabinet on 10 November 2014 is summarised as follows:-

	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000
Revised Gap after October & November	732	10,663	23,941	31,968
Cabinets				

2.3 **Review of Assumptions**

Since Cabinet in November, work has been continuing to review assumptions, identify new savings/income proposals and analyse information which has been received since then.

2.3.1 Pay

The latest estimates of pay inflation are:-

	2015/16	2016/17	2017/18	2018/19
Pay inflation in MTFS (%)	1%	1%	1.5%	1.5%
Estimate (cumulative £000)	837	2,093	3,349	4,605

The pay award has now been agreed. It is a two-year deal up to 31 March 2016 which equates to an increase of around 2.35% on average. It will be in the form of a basic pay increase from 1 January 2015 - to last 15 months; plus lump sums for December 2014 and April 2015 but will be paid to staff in December 2014. Further work is currently underway to calculate the financial implications for 2014/15 and the implications for pay budgets over the period of the MTFS and this information will be included in future reports.

2.3.2 Prices

The current assumptions regarding price inflation incorporated into the MTFS are

	2015/16	2016/17	2017/18	2018/19
Price inflation in MTFS (%)	1.5%	1.5%	1.5%	1.5%
Estimate (cumulative £000)	2,342	4,686	7,032	9,376

CPI annual inflation was 1.3% in October 2014, which is up from 1.2% in September 2014. Smaller falls in transport costs than a year ago – notably for motor fuels and air fares, and price rises for computer games were the main contributors to the rise in the rate of inflation. CPIH, the measure of consumer price inflation including owner occupiers' housing costs, grew by 1.3% in the year to October 2014, up from 1.2% in September 2014. Owner occupiers' housing costs increased by 0.1% between October 2014 and September 2014.

RPI annual inflation stands at 2.3% in October 2014, unchanged from September 2014.

In the quarterly inflation report for November, the Bank of England's Monetary Policy Committee commented in respect of inflation and noted that "inflation has fallen further below the MPC's 2% target, reflecting the impact of lower food, energy and import prices and some continued drag from domestic slack. Inflation is expected to remain below the target in the near term, and is more likely than not to fall temporarily below 1% at some point over the next six months. It then rises gradually back to the target as external pressures fade and unit labour cost growth picks up."

It is proposed that no change is made to the financial planning assumption for inflation at the present time.

2.3.3 <u>Inflation > 1.5%:</u>

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

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

The cash limiting strategy is not without risks but if current levels of inflation were applied un-damped across the period then the budget gap would not change significantly by 2018/19.

2.3.4 Income

In a change to the methodology this year, service departments can meet their targets from a combination of savings and additional income. The targets include an element which takes into account each department's capacity to generate additional income based on a 2% increase in income on 2013/14 fees and charges. The indicative income targets are:-

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

2.3.5 Growth

There is no further provision for growth at this stage.

2.3.6 Taxicards and Freedom Passes

These schemes are administered by London Councils on behalf of London boroughs. Initial information from London councils indicates that there is more than sufficient provision in the latest draft MTFS to fund the cost of these schemes in 2015/16. The latest available details are set out in the following table:-

Freedom Passes and Taxicards 2015/16	
Budget 2014/15	£
Freedom Passes	8,852,160
Taxicards	169,540
Total Budget 2014/15	9,021,700
Increase allowed for in MTFS in 2015/16	436,436
Total Provision 2014/15 in latest draft MTFS	9,458,136
Latest Details from London Councils	
Charge to Merton for Freedom Passes	(8,998,976)
Charge to Merton for Taxicards	(180,000)
Latest Estimated Cost for 2015/16	(9,178,976)
Estimated Surplus Provision in MTFS	(279,160)

2.3.7 Collection Fund

As reported to Cabinet in October, 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, a net deficit of £0.421m will be included in the draft MTFS for 2015/16.

2.4 Revenuisation

In recent budgets it has been recognised that some expenditure formerly included in the capital programme could no longer be justified as it did not meet the definition of expenditure for capital purposes. Nevertheless, it is important that some of this expenditure takes place and the following amounts have been included in the latest MTFS for 2015-19:-

	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Revenuisation	1,602	1,500	1,500	1,500

The expenditure charged to capital during the current year is being closely monitored and is being reported through the monitoring report.

2.5 Capital Financing Costs

- 2.5.1 As previously reported the Capital Programme has been reviewed and revised and a draft programme for 2015-2019 was approved by Cabinet on 20 October 2014, along with an indicative programme for 2019-24.
- 2.5.2 Section 5 of this report sets out details of progress made towards preparing the draft capital programme 2015-19.
- 2.5.3 The estimated capital financing costs based on the latest draft programme, which includes the best estimate of new schemes commencing in 2018/19, the effect of estimated government grant funding and slippage/reprofiling based on 2013/14 outturn and latest monitoring information are set out in the following table. This also includes an element of revenue contribution to fund short-life assets:-

Capital financing costs (net	2015/16	2016/17	2017/18	2018/19
of investment income)	£000	£000	£000	£000
MRP	7,407	8,178	9,223	10,131
Interest	6,696	6,696	6,893	7,680
Capital Financing Costs	14,103	14,874	16,116	17,811
Investment Income	(469)	(250)	(145)	(125)
Net	13,634	14,624	15,971	17,686

2.6 Council Tax Base

- 2.6.1 The Council Tax Base is a key factor which is required by levying bodies and the Council for setting the levies and Council Tax for 2015/16. The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax Base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2015/16. The Council is required to determine its Council Tax Base by 31 January 2015.
- 2.6.2 Regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.
- 2.6.3 The Council Tax Base Return to central Government takes into account reductions in Council Tax Base due to the Council Tax Support Scheme and also reflects the latest criteria set for discounts and exemptions. The CTB Return for October 2014 is the basis for the calculation of the Council Tax Base for 2015/16.
- 2.6.4 Details of how the Council Tax Base is calculated are set out in Appendix 3. A summary of the Council Tax Bases for the Merton general area and the addition for properties within the Wimbledon and Putney Commons Conservators area for 2015/16 compared to 2014/15 is set out in the following table:-

Council Tax Base	2014/15	2015/16	Change
			%
Whole Area	68,087.4	69,638.0	2.3%
Wimbledon & Putney Common	10,708.8	10,880.0	1.6%
Conservators			

2.6.5 The Council Tax Base for Wimbledon and Putney Conservators is currently under review and may change. Members will be updated when further information is available.

2.7 Proposed Amendments to Previously Agreed Savings

2.7.1 Cabinet on 20 October 2014 and 10 November 2014 agreed some proposed amendments to savings which had been agreed in previous year's budgets and also agreed that the financial implications should be incorporated into the draft MTFS 2015-19.

2.7.2 There is one additional proposed deferral of a previously agreed E&R department saving. This is due to a delay in project implementation of GPS. Details are included in Appendix 5.

2.8 Provisional Local Government Finance Settlement 2014/15

- 2.8.1 The Chancellor of the Exchequer will announce the Autumn Statement for 2014 on 3 December 2014. The statement provides an update on the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility. These forecasts will be published alongside the Autumn Statement on 3 December.
- 2.8.2 The provisional Local Government Finance Settlement is usually published about two weeks later so is expected around 17 December 2014.
- 2.8.3 The estimates for central Government funding currently included in the draft MTFS are based on the latest information available from the DCLG's Local Government Finance Settlement Technical Consultation, and analysis of the Spending Review 2013 and Budget 2014 but an initial update will be provided in the Business Plan Update report to Cabinet in January 2015.

3. FEEDBACK FROM THE OVERVIEW AND SCRUTINY PROCESS IN NOVEMBER 2014

- 3.1 The information available on the Business Planning process reported to Cabinet on 20 October 2014 was reviewed by the Overview and Scrutiny Panels and Commission in November 2014.
- 3.2 Feedback is included in a separate report to Cabinet on the agenda.

4. SAVINGS PROPOSALS 2015-19 AND SERVICE PLANNING

Controllable budgets and Savings Targets for 2015-19

4.1 Cabinet on 20 October 2014 agreed departmental targets to be met from savings and income proposals. This included a £0.1m shortfall on replacement savings in Children, Schools and Families which was addressed in the report to Cabinet in November. There has also been a small adjustment in the income element of the target to reflect change in responsibilities between departments. The targets are:-

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	99	1,691	2,180	1,445	5,415
Children, Schools & Families	50	1,872	1,839	1,063	4,824
Environment & Regeneration	363	4,329	4,866	2,290	11,848
Community & Housing	220	2,935	4,136	2,590	9,881
Total Savings/Income Proposals	732	10,827	13,021	7,388	31,968
Cumulative	732	11,559	24,580	31,968	

- 4.2 Since then service departments have been reviewing their budgets and formulating proposals to address their targets. The progress made to date is set out in this report.
- 4.3 Proposals that Cabinet agree at this meeting will be referred to the Overview and Scrutiny Commission and panels for review and comment in January 2015.
- 4.4 The proposals submitted by each department are summarised in the following table and set out in detail in Appendix 1.

SAVINGS/INCOME PROPOSALS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	130	1,660	1,163	165	3,118
Children, Schools & Families	0	1,934	296	0	2,230
Environment & Regeneration	363	4,196	810	(212)	5,157
Community & Housing	220	2,935	1,736	1,195	6,086
Total Savings/Income Proposals	713	10,725	4,005	1,148	16,591
Cumulative	713	11,438	15,443	16,591	

- 4.5 Summary of progress to date
- 4.5.1 If all of the proposals are accepted, the balance remaining to find is:-

SAVINGS/INCOME PROPOSALS	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	(31)	31	1,017	1,280	2,297
Children, Schools & Families	50	(62)	1,543	1,063	2,594
Environment & Regeneration	0	133	4,056	2,502	6,691
Community & Housing	0	0	2,400	1,395	3,795
Total Savings/Income Proposals	19	102	9,016	6,240	15,377
Cumulative	19	121	9,137	15,377	

4.6 Where departments have not met their target or put forward options that are deemed not to be acceptable then the shortfall will be carried forward to later meetings and future years budget processes to be made good.

4.7 To give an indication of what balancing the budget in future years means in the context of reduction of posts, this is set out, purely for indicative purposes, in the following table:-

Balancing Figures	2014/15 Base FTEs	2016/17 FTEs	2017/18 FTEs	2018/19 FTEs	Total FTEs
Corporate Services	501.1	0	27	33	60
Children, Schools & Families	520.9	0	36	27	63
Environment & Regeneration	637.0	3	98	63	164
Community & Housing	555.3	0	48	32	80
Total	2,214.3	3	209	155	367

4.8 Rejected Savings

4.8.1 Savings that have previously been rejected by Cabinet and not subsequently taken have been included for information only. See Appendix 2 for details.

4.9 Service Plans

4.9.1 Draft Service Plans are included in Appendix 10.

4.14 Equality Assessments

4.14.1 These will be circulated with the papers for Overview and Scrutiny Panels and the Commission.

4.11 Summary

- 4.11.1 The draft MTFS 2015-19 has been updated based on the latest information discussed in this report and is included in Appendix 4.
- 4.11.2 Draft Service department budget summaries based on the information in this report are attached as Appendix 7.

5. CAPITAL PROGRAMME 2015-19: UPDATE

- 5.1 The proposed draft Capital Programme 2015-19 and an Indicative Capital Programme 2019-24 were presented to Cabinet on 20 October 2014.
- The programme has been reviewed by scrutiny panels. The Commission noted that the impact of the capital programme on the revenue budget is predicted to rise over the next 4-5 years. It therefore recommended that Cabinet ensure that the capital programme continues to be challenged vigorously and items removed if they are not going to be used.

- 5.3 Monthly monitoring of the approved programme for 2014/15 has been ongoing and there will inevitably be further changes arising from slippage, reprofiling and the announcement of capital grants as part of the local government finance settlement which has yet to be announced.
- 5.4 The following changes have been made to the proposed capital programme since it was presented to Cabinet in October 2014

Scheme	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£000's								
Invest to Save	1,500	0	0	0	0	0	0	0	0
Priests House	300		0	0	0	0	0	0	0
Parks Investment		(60)							
P&D Machines	60								
Leisure Centres	0	0	0	150	150	150	150	150	150
Total	1,860	(60)	0	150	150	150	150	150	150

- 5.5 The latest draft Capital Programme 2015-19 and indicative draft Capital Programme 2019-2024 are detailed in Appendix 4.
- 5.6 The estimated revenue implications of funding the draft capital programme are summarised in paragraph 2.5.3 and these have been incorporated into the latest draft MTFS 2015-19.

6. CONSULTATION UNDERTAKEN OR PROPOSED

- 6.1 There will be extensive consultation as the business plan process develops. This will include the Overview and Scrutiny panels and Commission, business ratepayers and all other relevant parties.
- 6.2 In accordance with statute, consultation is taking place with business ratepayers and a meeting will be arranged for early in 2015.

8. TIMETABLE

8.1 In accordance with current financial reporting timetables.

9. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

9.1 All relevant implications have been addressed in the report.

10. LEGAL AND STATUTORY IMPLICATIONS

10.1 All relevant implications have been addressed in the report.

11. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

11.1 The equalities assessments of the savings proposals are currently being produced and will be included in the report to Cabinet on 8 December 2014.

12. CRIME AND DISORDER IMPLICATIONS

12.1 Not applicable

13. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

13.1 Not applicable

APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

Appendix 1: Draft Savings proposals 2015-19

Appendix 2: Savings proposals rejected by Cabinet in 2013/14 and 2014/15

Appendix 3: Council Tax Base 2015/16

Appendix 4: Draft Capital Programme 2015-19 and Indicative Capital Programme 2019-24

Appendix 5: Proposed deferral of previously agreed saving (E&R)

Appendix 6: Update of MTFS 2015-19

Appendix 7: Draft Departmental Budget Summaries 2015/19

Appendix 8: Glossary and Acronyms

Appendix 9: Standard Subjective Analysis

Appendix 10: Draft Service Plans

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

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SAVINGS ANALYSIS All Savings - All Departments

	2015/16 £'000	2016/17 £000	2017/18 £000	2018/19 £000
Corporate Services	130	1,660	1,163	165
Children, Schools and Families	0	1,934	296	0
Community and Housing	220	2,935	1,736	1,195
Environment and Regeneration	363	4,196	810	(212)
Savings Presented to Cabinet 8 December 2014	713	10,725	4,005	1,148
2015-19: Cumulative Savings	713	11,438	15,443	16,591

Total Savings

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	34	1,110	315	16
SI2	Income: increase arising from expansion of existing service/new service	451	2,495	-1,396	-415
SS1	Staffing: reduction in costs due to efficiency	34	1,076	200	49
SS2	Staffing: reduction in costs due to deletion/reduction in service	10	1,896	1,664	870
SNS1	Non - Staffing: reduction in costs due to efficiency	181	457	367	81
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	3	2,452	840	4
SP1	Procurement / Third Party arrangements - efficiency	0	346	1,859	100
SP2		0	440	156	425
SG1	Grants: Existing service funded by new grant	0	400	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	53	0	18
		713	10,725	4,005	1,148

Total Savings by Type

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	34	1,110	315	16
SI2	Income: increase arising from expansion of existing service/new service	451	2,495	-1,396	-415
SS1	Staffing: reduction in costs due to efficiency	34	1,076	200	49
SS2	Staffing: reduction in costs due to deletion/reduction in service	10	1,896	1,664	870
SNS1	Non - Staffing: reduction in costs due to efficiency	181	457	367	81
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	3	2,452	840	4
SP1	Procurement / Third Party arrangements - efficiency	0	346	1,859	100
SP2	Procurement / Third Party arrangements - deletion/reduction in service	0	440	156	425
SG1	Grants: Existing service funded by new grant	0	400	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	53	0	18
	TOTAL	713	10,725	4,005	1,148

SAVINGS ANALYSIS - OVERVIEW AND SCRUTINY COMMISSION

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	34	191	274	16
SI2	Income: increase arising from expansion of existing service/new service	31	100	0	0
SS1	Staffing: reduction in costs due to efficiency	34	315	200	49
SS2	Staffing: reduction in costs due to deletion/reduction in service	10	239	248	100
SNS1	Non - Staffing: reduction in costs due to efficiency	18	197	231	0
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	3	327	76	0
SP1	Procurement / Third Party arrangements - efficiency	0	291	134	0
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	0	0	0
SG1	Grants: Existing service funded by new grant	0	0	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	0	0	0
		130	1,660	1,163	165

SAVINGS ANALYSIS - CHILDREN & YOUNGER PEOPLE PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	200	0	0
SI2	Income: increase arising from expansion of existing service/new service	0	0	0	0
SS1	Staffing: reduction in costs due to efficiency	0	0	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	694	296	0
SNS1	Non - Staffing: reduction in costs due to efficiency	0	0	0	0
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	200	0	0
SP1	Procurement / Third Party arrangements - efficiency	0	0	0	0
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	440	0	0
SG1	Grants: Existing service funded by new grant	0	400	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	0	0	0
		0	1,934	296	0

SAVINGS ANALYSIS SUSTAINABLE COMMUNITIES PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	719	41	0
SI2	Income: increase arising from expansion of existing service/new service	200	2,395	-1,396	-415
SS1	Staffing: reduction in costs due to efficiency	0	250	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	367	260	0
SNS1	Non - Staffing: reduction in costs due to efficiency	163	180	136	81
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	177	44	4
SP1	Procurement / Third Party arrangements - efficiency	0	55	1,725	100
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	0	0	0
SG1	Grants: Existing service funded by new grant	0	0	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	53	0	18
		363	4,196	810	-212

SAVINGS ANALYSIS - HEALTHIER COMMUNITIES & OLDER PEOPLE PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	0	0	0
SI2	Income: increase arising from expansion of existing service/new service	220	0	0	0
SS1	Staffing: reduction in costs due to efficiency	0	511	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	596	860	770
SNS1	Non - Staffing: reduction in costs due to efficiency	0	80	0	0
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	1,748	720	0
SP1	Procurement / Third Party arrangements - efficiency	0	0	0	0
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	0	156	425
SG1	Grants: Existing service funded by new grant	0	0	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	0	0	0
		220	2,935	1,736	1,195

SUMMARY OF TOTAL RISKS

2015/16 RISKS

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 Low
 Medium
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REPUTATIONAL RISK

2016 /17 RISKS

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REPUTATIONAL RISK

2017 /18 RISKS

DELIVERABILITY RISK

	Low	Medium	High
Low	9.31%	2.02%	14.31%
Medium	10.24%	56.10%	-22.15%
High	0.25%	0.00%	29.91%
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REPUTATIONAL RISK

2018 /19 RISKS

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14.63% 0.00% -39.29% 11.85% 0.00% 42.07%
14.63% 0.00% -39.29%
<u>5</u> 0.00% 0.00% 70.73%

REPUTATIONAL RISK

P a n e I	Ref	Descrip	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	Infrastructure & Transactions								
	CSD1	Description	Increase FM's external fee income target associated with schools service level agreements and associated	0	31				L	L	SI2
			project works								
		Service Implication	None								
		Staffing Implications	None as additional work will be absorbed by existing								
			resources within the FM team								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		<u>Division</u>	Infrastructure & Transactions								
	CSD2	Description	Energy Savings (Subject to agreed investment of £1.5M)	TBC		150	150		М	L	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	Will contribute towards improving performance in								
			respect to business plan targets for the reduction of								
			CO2 emissions from the Councils buildings.								
		Impact on other departments	None								
		Equalities Implications	None								
		<u>Division</u>	Infrastructure & Transactions								
O&S	CSD3	Description	Rationalise IT Service Delivery support & maintenance	Various -		86			L	L	SNS2
			contracts.	see cell							
		Comice Implication	Implementing saving should have minimal impact on	note							
		Service Implication	service delivery as a detailed analysis and risk								
			assessment will be completed prior to termination of								
			any support and maintenance contract.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

P a n e I	Ref		Description of Saving			2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
0&S	CSD4	Division Description	Infrastructure & Transactions Rationalise Facilities Management Building Repairs &	617		15					SNS2
000	30 D4	Description .	Maintenance budgets.	017					_	-	ONOZ
		Service Implication	Requests for building repairs and maintenance works								
			will be assessed and where possible grouped together								
			with planned maintenance activities to reduce cost.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	Some delays may be experienced in respect to the								
			time taken to complete non urgent repair and								
			maintenance works.								
		Equalities Implications	None								
		<u>Division</u>	Infrastructure & Transactions								
O&S	CSD5	Description	Increase income generation from external bookings at Chaucer centre.	-12		40			М	L	SI2
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		<u>Division</u>	Infrastructure & Transactions								
O&S	CSD6	Description	Reduction in the number of vehicles operated by	10		5			L	L	SNS1
			Infrastructure & Transactions division from three to								
			two.								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None	<u> </u>							<u> </u>

P a n e I	Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Infrastructure & Transactions								222
O&S	CSD7	Description	Restructure Post & Print section and delete 2 FTE posts.	382		47			L	L	SS2
		Service Implication	The reduction in resources will increase the time taken								
			to process both incoming and outgoing items of post, which may become critical during peak periods such as								
			Council Tax billing.								
		Staffing Implications	Delete 2 FTE posts which will result in two staff								
			redundancies.								
		Business Plan implications	None								
		Impact on other departments	Reduction in current level of service may impact some								
		растол санот ворал иносто	time critical processes.								
		Equalities Implications	None								
		Division	Infrastructure & Transactions								
O&S	CSD8	Description	Restructure IT Service Delivery section and delete 1 FTE post.	489		40			L	L	SS2
		Service Implication	The reduction in resources will have a direct impact on								
			the sections ability to support and maintain the Councils IT infrastructure and equipment								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	Requests for IT works and services will be assessed and prioritised for completion on the basis of business								
			need.								
		Equalities Implications	None								
Total In	Infrastructure & Transactions Services Savings						150	0			1

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	Customer Services								
	CSD9	Description	Ending of e-Capture Service	53		9			L	L	SNS2
		Service Implication	This service currently converts DWP benefit claims into on-line claims for the HB system. With Universal Credit commencing rollout from Feb 15 we will receive fewer of these types of claims. Sampling of the existing claims indicates that from February next year as little as 20% of cases will still be received and these can be input manually								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

P a n e I	Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Customer Services								
	CSD10	Description	Ending of Risk Based Verification	53		22			L	L	SNS2
			The service currently assesses new HB claims with a low, medium or high rating for error. With Universal Credit being rolled out from February 15 the Council will receive fewer new claims and over the period of the roll out will reduce down to a low amount. We will revert back to manual verification of all evidence for the reduced number of new claims								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments Equalities Implications	None								
	CSD11	Division Description	<u>Customer Services</u> Terminate the Experian trace and search system contract	12		10			L	L	SNS2
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Will have to procure there own service								
	CSD12	Division Description	<u>Customer Services</u> Rationalisation of Divisional Budgets (E02180 DJ04 £6k, DE03 £5k, AB02 £4k	24	15				L	L	SNS1
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None None								

P a n e I	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD13	<u>Division</u> Description	<u>Customer Services</u> Reduce Customer Access Point Assistant by 0.6FTE	566	15						SS1
	CODIO	Description	Treduce Gustomer Access Fourt Assistant by 0.01 TE	300	13				_	_	331
		Service Implication	None due to improved channel migration								
		Staffing Implications	0.6 redundancy								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications									
		<u>Division</u>	<u>Customer Services</u>								
	CSD14	Description	Reduction of 1 FTE Revenues Officer	1240		30			L	L	SS1
		Service Implication	Automated processes will be implemented in 15/16 which will reduce manual intervention on some								
		Staffing Implications	changes 1 FTE Redundancy unless there is a vacant post within the next 10 months								
		Business Plan implications									
		Impact on other departments									
		Equalities Implications									
	00045	Division	Customer Services			40					014
	CSD15	Description	Increase in Court Costs (council tax) - Increase from £110.00 to £115.00	-930		40			L	М	SI1
		Service Implication									
		Staffing Implications									
		Business Plan implications									
		Impact on other departments									
		Equalities Implications									

		CORPORATE SERVICES SAVINGS -	B0B0E111100E00 E010/10								
P a n e I	Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	Customer Services								
	CSD16	Description	Reduction in discretionary relief	316		231			L	L	SP1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Total (Customer Se	rvices Savings			30	342	0	0			
		<u>Division</u>	<u>Communications</u>								
	CSD17	Description	Reduce Marketing budget - Increase self service by	180	3		73		L	L	SNS2
		Service Implication	using Panacea - marketing solution software in order to reduce designer costs for smaller marketing jobs.								
		Staffing Implications									
		Business Plan implications									
		Impact on other departments									
		Equalities Implications									
		<u>Division</u>	<u>Communications</u>								
	CSD18	Description	My Merton and staff reductions - Renegotiate supplier costs for My Merton	99		32			L	L	SNS1
		Service Implication	,								
		Staffing Implications									
		Business Plan implications									
		Impact on other departments									
		Equalities Implications									

P a n e I	Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD19	<u>Division</u> Description	Communications My Merton and staff reductions - Delete 1 FTE - Communication Asisstant	256		25		49	М	М	SS1
		Service Implication									
		Staffing Implications									
		Business Plan implications									
		Impact on other departments									
		Equalities Implications									
Total (Communicat	ion Services Savings		l	3	57	73	49			ı
		Division	Resources								
	CSD20	Description	Increased income		14	16	16	16	L	L	SI1
		Service Implication	None Directly								
		Staffing Implications	None								
		Business Plan implications	Consistent with Business Plan								
		Impact on other departments	None								
		Equalities Implications	None								
		Division	Resources								
	CSD21	Description	Rephase existing Savings			42			L	L	sp1
		Service Implication	None Directly								
		Staffing Implications	None								
		Business Plan implications	Consistent with Business Plan								
		Impact on other departments	None								
		Equalities Implications	None								

DEF	VI I IAI E IA I	: CORPORATE SERVICES SAVINGS -	BUDGET PRUCESS 2015/16		1						· · · · · · · · · · · · · · · · · · ·
P a n e I	Ref	Description of Saving			2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Resources								
	CSD22	Description	Treasury Management/Interest income			60			М	M	SI2
		Service Implication	None Directly								
		Staffing Implications	None								
		Business Plan implications	Consistent with Business Plan								
		Impact on other departments	None								
		Equalities Implications	None								
		<u>Division</u>	Resources								
	CSD23	Description	Cut Running costs budgets	102		30	3		L	M	SNS2
		Service Implication	Some reduction in level of departmental support								
		Staffing Implications	None								
		Business Plan implications	Not significant								
		Impact on other departments	Some reduction in level of departmental support								
		Equalities Implications	None								
		Division	Resources								
	CSD24	Description	Consultancy Budget	206		100			L	M	SNS2
		Service Implication	The ability to engage specialist external skills will be reduced								
		Staffing Implications	Ability to use interim staff will be reduced								
		Business Plan implications	Deliverables will need to be revised to accommodate this								
		Impact on other departments	There will be a substantial reduction in the ability to advise on more complex projects								
		Equalities Implications	None								
		•	•								

P a n e I	Ref	Descrip	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	<u>Resources</u>								
	CSD25	Description	Increased Charge to Pension Fund			20			L	L	SNS2
		Service Implication	None Directly								
		Staffing Implications	None								
		Business Plan implications	Consistent with Business Plan								
		Impact on other departments	None								
		Equalities Implications	None								
		Division	<u>Resources</u>								
	CSD26	Description	Delete 1 Business Partner	233			78		L	М	SS2
		Service Implication	Reduction in level of departmental support								
		Staffing Implications	Reduction of 1 post								
		Business Plan implications	Deliverables will need to be revised to accommodate this								
		Impact on other departments	Reduction in the level of support								
		Equalities Implications	The reduction will be carried out in a manner that is consistent with the council's equalities policies.								
		Division	Resources								
	CSD27	Description	Further Restructuring	2,391				100	н	н	SS2
		Service Implication	Reduction in level of departmental support								
		Staffing Implications	TBD but in the order of 2 to 4 posts								
		Business Plan implications	Deliverables will need to be revised to accommodate this								
		Impact on other departments	Reduction in the level of support as core central legal responsibilities will have to form an increasing								
		Equalities Implications	broportion of the work carried out. The reduction will be carried out in a manner that is consistent with the council's equalities policies.								
Total: F	Resources S	l Savings	<u> </u>	<u> </u>	14	268	97	116			l

P a n e I	Ref	Descript	Description of Saving			2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	<u>Human Resources</u>								
	CSD28	Description	COT review	425		38			M	M	SS2
		Service Implication	Reduced business suppotr								
		Staffing Implications	Reduced staffing levels								
		Business Plan implications	Less transactional support								
		Impact on other departments	Less transactional support								
		Equalities Implications	Proposals affect a female workforce								
		Division	<u>Human Resources</u>								
	CSD29	Description	Recruitment and DBS review	425		50			М	M	SS1
		Service Implication	Reduction in HR managerial support								
		Staffing Implications	Reduction in staffing								
		Business Plan implications	Reduction in transactional support								
		Impact on other departments	Reduction in transactional support								
		Equalities Implications	Impacts on a largely female workforce								
		<u>Division</u>	<u>Human Resources</u>								
	CSD30	Description	Schools COT support (delivery of schools buy-back service)	425			152		Н	Н	SS2
		Service Implication	Removal of dedicated COT support for schools								
		Staffing Implications	Post reductions								
		Business Plan implications	No dedicated COT service								
		Impact on other departments	No dedicated COT service								
		Equalities Implications	Impacts on female workforce								

P a n e I	Ref	Description of Saving			2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	<u>Human Resources</u>								
	CSD31	Description	Review of HR business support	90	19				L	L	SS1
		Service Implication	Less business suppor for HR								
		Staffing Implications	Reduction in posts								
		Business Plan implications	Less business suppor for HR								
		Impact on other departments	Possibly less effincy of response								
		Equalities Implications	Impacts upon a largely female workforce								
		<u>Division</u>	Human Resources								
	CSD32	Description	Review of HR business support (printing and	20		5			L	L	SNS1
		Service Implication	stationery) Less business suppor for HR								
		Staffing Implications	Reduction in posts								
		Business Plan implications	Less business suppor for HR								
		Impact on other departments	Possibly less efficiency of response								
		Equalities Implications	Impacts upon a largely female workforce								

P a n e I	Ref	Description of Saving			2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	<u>Human Resources</u>								
	CSD33	Description	HR transactional service income generation		20				Н	М	SI1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		Division	<u>Human Resources</u>								
	CSD34	Description	Learning &Development admin support	169			18		М	М	SS2
		Service Implication	Reduction in transactional support shared with LBS								
		Staffing Implications	Reduction in posts								
		Business Plan implications	Reduction in transactional support								
		Impact on other departments	Possible reduction in responsiveness								
		Equalities Implications	Impacts on a female workforce								

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P a n e I	Ref	Descrip	Description of Saving			2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	<u>Human Resources</u>								
	CSD35	Description	Learning and Development budget	630		18	134		М	М	SP1
		Service Implication	Targeted L&D offer								
		Staffing Implications	None								
		Business Plan implications	Need to ensure underpins TOM's/business plan								
		Impact on other departments	Need to ensure targeted L&D activity								
		Equalities Implications	Ensure equal access to L&D								
Total	HR Savings				39	111	304	0	0	ļ	1
		<u>Division</u>	Business Improvement								
	CSD36	Description	Business Systems Team Restructure Phase 1	1,125	10				L	М	SS2
		Service Implication	Reduction in avaialbility for any support work other than non-essential fix-on-fail and potential decrease in								
		Staffing Implications	Reduction: 1FTE 15/16; 2 FTE 17/8								
		Business Plan implications	Incorporated within business plan - assumes reduction in number/customisation of IT Systems through IT								
		Impact on other departments	Reduction in capacity for adhoc improvement and requires les customised automation in line of business								
		Equalities Implications	None								
		Division	Business Improvement								
	CSD37	Description	PO Restructure	209		64			L	М	SS2
		Service Implication	Reduction in level of coordination, assurance and support for corporate transformation/change.								
		Staffing Implications	Loss of 1.5 FTE; Regrading of 1.5 FTE								
		Business Plan implications	OCPB reserves secured for short term transformation needs. Reduced support available for change/transfmoraiton coordination beyond 16/7								
		Impact on other departments	Reduced coordination of change projects - interdependencies, benefits, critical paths and delivery assurance support not available.								
		Equalities Implications	None								
	1		1				l		1	1	1

P a n e I	Ref	Descript	Description of Saving				2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Business Improvement								
	CSD38	Description	Reduction in support budget								
		Service Implication	Reduced resource for hardware/software costs			5			L	L	SNS1
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		Division	Business Improvement								
	CSD39	Description	Business Systems Team Restructure Phase 2	1,125		50			н	M	SS2
		Service Implication	Reduction in availability/increase in response times for 'fix-on-fail' supprot								
		Staffing Implications	Reduction by 1 FTE								
		Business Plan implications	Availability for support calls will be reduced and response times affected. Increase in single points of failure for system support likely.								
		Impact on other departments	Availability for support calls will be reduced and response times affected. Increase in single points of failure for system support likely.								
		Equalities Implications	None								

P a n e I	Ref	Descript	Description of Saving			2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	Business Improvement								
	CSD40	Description	Secure additional income generated through gazetteer maintenance and Street Naming/Numbering	0		30			М	н	SI1
		Service Implication	Move to cost-neutral gazetteer maintenance								
		Staffing Implications	Sustains 1 existing FTE								
		Business Plan implications	None								
		Impact on other departments	Requires agreement with E&R where income from gazetter is largely generated.								
		Equalities Implications	None								
		Division	Business Improvement								
	CSD41	Description	Consolidation of systems support	0		20			М	М	SS1
		Service Implication	Seeks to achieve economies of scale with minimal impact on services through centralisation								
		Staffing Implications	TBC - rationalisation of functions will be sought								
		Business Plan implications	Widen support responsibilities within the Business Systems Team								
		Impact on other departments	Migrates technical support arrangements to CS. May offer some dept savings.								
		Equalities Implications	None								

P a n e I	Ref	Descript	Description of Saving			2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	Business Improvement								
	CSD42	Description	Restructure functions delete 1 AD and other elements of management	0			170		М	М	SS1
		Service Implication	Seeks to achieve economies of scale with minimal impact on services through centralisation								
		Staffing Implications	TBC - rationalisation of functions will be sought								
		Business Plan implications	Widen support responsibilities within the Business Systems Team								
		Impact on other departments	Migrates technical support arrangements to CS. May offer some dept savings.								
		Equalities Implications	None								
Total	BI Services S	Savings		T	10	169	170	0		1	i
		<u>Division</u>	Corporate Governance								
	CSD43	Description	Share FOI and information governance policy with another Council.	322	0	40	10	0	н	L	SS1
		Service Implication	Reduction in management capacity								
		Staffing Implications	loss of 1FTE								
		Business Plan implications	none								
		Impact on other departments	reduction in capacity								
		Equalities Implications	none								

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000		Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	Corporate Governance								
	CSD44	Description	Stop web casting meetings, Remove scrutiny support fund and reduce other supplies and services	68	0	35	0	0	L	М	SNS2
		Service Implication	Reduce support to members								
		Staffing Implications									
		Business Plan implications	none								
		Impact on other departments	reduction in capacity								
		Equalities Implications	none								

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Corporate Governance								
	CSD45	Description	share audit and investigation service	465	0	60	20	0	М	M	SS1
		Service Implication	reduction in management capacity for the authority. Reduction in audit and investigation capacity								
		Staffing Implications	reduction in 0.5 FTE manager and 1fte auditor								
		Business Plan implications	impact on audit assurance capacity								
		Impact on other departments	reduced audit resource								
		Equalities Implications									
Total (otal Corporate Governance Savings				0	135	30	0			

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	Policy Unit Reduce budget for LCGS to match actual contribution	1 000	3		81		-		
				1,090	3		01		L	L	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications									

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	<u>Policy Unit</u>								
	CSD47	Description	Delete 1 post	275		50			L	L	SS1
		Service Implication	Implication Small reduction in capacity								
		Staffing Implications									
		Business Plan implications	None								
		Impact on other departments	pact on other departments None								
		nualities Implications None									
Total F	Total Policy Unit Savings				3	50	81	0			

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Other								
	CSD48	Description	CHAS Dividend	0		145	258		L	L	SI
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Total O	ther Savings	s/Income			0	145	258	0			
		Total - Corporate Services			130	1,660	1,163	165			
		Total - Corporate Services (cumulative)			130	1,790	2,953	3,118			

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2014-05	Service	Commissioning, Strategy and Performance								
		Description	Reduction in commissioning of early intervention and prevention services.	700		400			Medium	High	SS2 & SP2
		Service Implication	The council would not re-commission a number of early								
			help services historically provided by local VCS providers.								
			Residual early help commissioning would be restricted to								
			evidence based models unlikely to be provided by local								
			providers due to the nature of the work. Reduced								
			investment in early help services could result in increased								
			pressure on children's social care services.								
		Staffing Implications	Reductions in staffing, both in-house and voluntary								
		J	organisations. Potential risk to sustainability of some local								
			VCS organisations. Potential for increased workloads in								
			children's social care services.								
		Business Plan	Reduced service offer for children and families in Merton.								
		implications									
		Impact on other	None.								
		departments									
		Equalities	Likely to have a disproportionate impact on disadvantaged								
		Implications	groups within the community.								
C&YP	CSF2014-06	Service	Youth Service								
		Description	Young people will be signposted to VCS youth provision.	480		480			Medium	High	SS2 & SP2
		Service Implication	The Council's minimal youth offer will be targeted to young								
		•	people at highest risk. Cease commissioned local youth								
			VCS and continue small highly targeted provision to young								
			people at risk.								
		Staffing Implications	Redundancy of both in house and commissioned services staff, circa 12 FTEs.								
		Business Plan	Reduced service offering. Potential impact on youth justice								
		implications	and crime.								
		Impact on other	Possible property implications.								
		departments									
		Equalities	Likely to have a disproportionate impact on young people								
		Implications	from disadvantaged groups within the community.								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2014-07	Service	Public Health								
		Description	Children's centres deliver the widest outcomes for under			400			Low	Medium	SG1
			fives and getting a good start in life is key to narrowing								
			inequalities in health outcomes.								
		Service Implication	The use of Public Health funding to deliver health outcomes for under fives will enable our children centres to maintain a								
			wider offer than childcare, delivering health outcomes to								
			Ichildren and families.								
		Staffing Implications	None.								
		Business Plan	Continued offer to improve health outcomes for children,								
		implications	young people and families.								
		Impact on other	Realignment of Public Health spend but still focussed on								
	departments		health outcomes in line with health and wellbeing strategy								
		- 12.1	priority 1.								
		Equalities	None.								
20 VD	CSF2014-08	Implications	Schools								
C&YP	CSF2014-08	Service Description	Increased income from schools and/or reduced LA service	688		400			Medium	Medium	SI1/SNS
		Description	offer to schools	917		400			Wiediaiii	Wiediaiii	311/3143/
		Service Implication	The LA provides some statutory services for schools and	317							
			'trades' via SLAs for additional services. This proposal								
			would be achieved through greater income generation from								
			schools and/or reduction of some services to statutory								
			minima thus reducing staffing required.								
		Ctaffin a lavalination a	Detential redundancy of staff providing I A support convices								
		Staffing Implications	Potential redundancy of staff providing LA support services to schools. If the entire saving was made from staffing, it								
			would equate to an estimated 10 FTEs.								
		Business Plan	Changes in the LA's relationship with schools								
		implications									
		Impact on other	None.								
		departments									
		Equalities	Potential for lesser LA support to schools could impact								
		Implications	negatively on equalities and disadvantaged groups								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP		Service	Early Years								
		Description	We are working on the detailed proposals which will in	3,640		254	296		Medium	High	SS2
			essence reduce the service to paid-for childcare (parents								
			and DSG) with a very limited targeted service for highly vulnerable families.								
		Service Implication	vuinerable ramilles.								
		Staffing Implications	•								
		Starring implications	to an estimated 9 FTEs in 2016/17 and 10 FTEs in 2017/18.								
			to an estimated 51 125 in 2010/17 and 101 125 in 2017/10.								
		Business Plan	There will be a pressure on CSF children social care								
		implications	services if early intervention on 0-5 year olds is radically								
1		·	reduced.								
		Impact on other									
		departments									
		Equalities	Many vulnerable families will not receive an early								
		Implications	intervention service.								
Total Cl	hildren, Schoo		0	1,934	296	0		•	•		

Sa	ving	<u>s Ty</u>	/pe

SS1 Staffing: reduction in costs due to efficiency

SS2 Staffing: reduction in costs due to deletion/reduction in service

SNS1 Non - Staffing: reduction in costs due to efficiency

SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service

SP1 Procurement / Third Party arrangements - efficiency

SP2 Procurement / Third Party arrangements - deletion/reduction in service

SG1 Grants: Existing service funded by new grant

SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

SPROP Reduction in Property related costs

SI1 Income - increase in current level of charges

SI2 Income - increase arising from expansion of existing service/new service Panel

C&YP

O&S HC&OP

SC

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R1	Service/Section Description	Various In order to meet the division's inflation on income target, savings on associated expenditure budgets will be implemented i.e. the annual inflationary increase (c£200k), and the PCN budget (c£163k) will be adjusted accordingly.		363			Low	Low	SI2/SNS1
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None None None None None							
			0			<u> </u>				

Savings	Type	
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SI1	Income -	increase	in current	laval o	f charges
311	IIICOIIIE -	IIICI Ease	III CUITEII	ievei u	ii Ciiaiues

SI2 Income - increase arising from expansion of existing service/new service

SS2 Staffing: reduction in costs due to deletion/reduction in service

Non - Staffing: reduction in costs due to efficiency

SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service

SP1 Procurement / Third Party arrangements - efficiency

SP2 Procurement / Third Party arrangements - deletion/reduction in service

SG1 Grants: Existing service funded by new grant

SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

SPROP Reduction in Property related costs

<u>Panel</u>

O&S Overview & Scrutiny
C&YP Children & Young People

CC Corporate Capacity

HC&OP Healthier Communities & Older People

SC Sustainable Communities

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R1	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Leisure & Culture Development Team Arts Development - further reduce Polka Theatre core grant This continues the year-on-year reductions that we have been requiring Polka Theatre to take and would require this to continue in a planned way for a further 3yrs requiring them to generate this shortfall through alternative funding sources and income generation. This core grant ensures that Polka are able to lever in a significant Arts Council Grant as a Regionally Funded Body of £570k per annum for 2015-18 None This is in line with the Leisure & Culture Development Team's TOM. None	74	5	5	4	Low	Low	SNS2
SC	E&R2	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Leisure & Culture Development Team Water sports Centre - Additional income from new business - Marine College & educational activities. This is a new business development as part of the teams transformation work. There will be less capacity in the team and within the facilities available for community type activities, rather more emphasis will be towards commercial products. Increased staff will be required should the business fully develop, but these costs would be covered within the business plan, still returning the surpluses included in this savings plan. This is in line with the Leisure & Culture Development Team's TOM. None	(367)	10	10	5	Medium	Low	SI2

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R3	Service/Section	Leisure & Culture Development Team							
		Description	Various Budgets - Reduction in supplies & services &/or increased income over	175		16		Low	Low	SNS1
		Service Implication Staffing Implications	expenditure Savings from implementation of the team's TOM making continuous improvement via such activities as movement to online bookings & payments, use of social media, changing the channels by which we deliver services thus seeing reductions in letters, postage, printing, etc. Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM							
		Business Plan implications	This is in line with the Leisure & Culture Development Team's TOM							
		Impact on other departments	Efficiencies made in this team will assist in some savings in the corporate centre e.g. income collection, cheque handling, invoicing,etc. Also as the team changes the way it works there will be less capacity to support other team's projects unless it is also part of our business plans.							
		Equalities Implications	The team recognise that not all our customers will be able to change at the same rate and therefore we will need to put in place arrangements to assist some customers through a transition period							
sc	E&R4	Service/Section Description Service Implication	Leisure & Culture Morden Leisure Centre The new Morden Leisure Centre (MLC) is due to be completed in the Spring of 2018 and this will result in a Deed of Variation with the contractors Greenwich Leisure Limited (GLL) to discontinue operation of the existing Morden Park Pools (MPP) and move to operate the new MLC. In doing this we expect to be making savings on the contract sum				100	Low	Low	SP1
		Staffing Implications	None							
		Business Plan implications	This is in line with the Council's Strategic Plans and is included within the team's Service and Transformation Plans							
		Impact on other departments	None							
		Equalities Implications	None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Property Management Team transformation and asset review Leaner team structure potential reduction of at least one post [estates surveyor]but compensated by graduates Some Increased income from non operational portfolio. Reduced service as resource directed to increased income None	270		82		Medium	Low	SS2 &SI1
SC		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Property Management Reduced costs incurred as a result of sub-leasing Stouthall until 2024. In summary the Council is saving £38k p.a. for three years, and thereafter £57k p.a. as the rent repayment begins. None None None None None	139	39		18	Low	Low	SPROP

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R7	Service/Section Description	Parking Services Due to additional requests from residents, the budget will be adjusted to reflect the demand for and ongoing expansion of Controlled Parking Zone coverage in the borough. CPZs are only implemented where a majority of residents ask for them and there will be a corresponding increase in PCN fines and permits. There is greater certainty in earlier years where we know of CPZs that are being requested and consulted upon.	(7,176)	260	163	163	Medium	Low	SI2/SNS1
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None None None None None							
SC	E&R8	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Parking Services In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR. Improvement of traffic enforcement efficiency and compliance by motorists Expansion of FTEs in PCN processing and Debt Registration teams by up to 100% Increase in fines from PCNs and expenditure and a need for more accommodation Corporate Services: increasing accommodation will require Facilities input along with support from Business Improvement and IT infrastructure None	(5,446)	1,700	-1,540	-500	Medium	High	SI2

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R9	Service/Section Description	Parking Services Change in on-street bay suspension pricing structure. £42 per week change to £25 per day with one off admin fee of £25. This is consistent with the approach of other boroughs.	(215)	500			Low	High	SI1
		Service Implication Staffing Implications	Implement a daily charge for suspensions rather than a weekly one to benefit residents by ensuring suspensions are not in place for longer than necessary none							
		Business Plan implications Impact on other departments Equalities Implications	none change to charges for skip approval applications will impact on Traffic & Highways administration none							
sc	E&R10	Service/Section Description Service Implication	Parking Services Back office reorganisation Review the current back office structure	1,177	80			Low	Low	SS1
		Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Reduction in staff Improve efficiencies by reducing revenue expenditure None None							
SC	E&R11	Service/Section Description Service Implication	Parking Services Enforcement of pavement parking This saving is as a result of regular complaints from the public. We are currently assessing all roads where this problem exists and adjusting our enforcement policy so that we enforce in roads where vehicles could safely park on the highway but instead choose to park on the pavement.	(5,446)	60			Medium	High	SI2
		Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None There will be an increase in PCN fines for contraventions but that will change as compliance by the motorist improves None This will improve as it is often the public with disabilities and children in buggies that are adversely affected by pavement parking							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R12	Service/Section Description Service Implication	Parking Services End lease of Wycliffe Road This location was an additional a base for the Civil Enforcement Officers a decision was made to make a saving by ending the lease with the officers using their main base at Civic Centre	14	14			Low	Low	SPROP
		Staffing Implications	None							
		Business Plan implications	reduction in expenditure							
		Impact on other departments	Reduction in the corporate maintenance and IT needs							
		Equalities Implications	None							
SC	E&R13	Service/Section Description	Regulatory Services Increase income from discretionary fees & charges; Charge for business advice including pre-application planning advice;	(344)	50			Medium	Medium	SI1
		Service Implication	Slight increase in time taken for provision of officer advice.							
		Staffing Implications	None							
		Business Plan implications	In line with Reg.Services TOM							
		Impact on other departments	None							
		Equalities Implications	None							
SC	E&R14	Service/Section Description Service Implication	Regulatory Services Further expansion of the shared service. This is new business development associated with potential new partners joining the existing shared regulatory services partnership. The estimate is based on two new boroughs joining the partnership.	1,278	100			Medium	Low	SS1/ SNS1
		Staffing Implications Business Plan implications	None In line with Reg.Services TOM							
		Impact on other departments	None							
		Equalities Implications	None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R15	Service/Section Description	Regulatory Services Alter funding of post dedicated to investigating potential recovery of funds under the POCA, to be funded from costs recovered.	50	50			High	Medium	SS1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other	None							
		departments Equalities	None							
		Implications	INOTE							
sc	E&R16	Service/Section	Waste Services - Joint procurement							
		Description	joint procurement of waste, street cleansing, winter maintenance and fleet maintenance services (Phase C)	8,037		1,500		Medium	Medium	SP1
		Service Implication	Potential harmonising of services across the Partnership							
		Staffing Implications	TUPE arrangement to be in place to transfer staff to new contractor.							
		Business Plan implications	To be confirmed							
		Impact on other departments	Impact on Parks and Waste services.							
		Equalities Implications	to be confirmed prior to award of contract							
SC	E&R17	Service/Section	Street Cleansing							
		Description	To reduce the costs of the service and maintain current standards of cleaning within Merton it is proposed to alter how we deploy our resources by reducing residential solo sweepers and alter the use of mechanical sweepers by investing in electric sweepers (Gluttons). Still concentrating on the issues that are important to residents such as Litter and Fly tipping. Detritus will continue to be managed in a programmed way.	2,764	157			Low	Medium	SS2
		Service Implication	proposal alters how we deploy our resources allowing the mobile teams to be reactive , moving away from a routine schedule							
		Staffing Implications	7 staff reduction							
		Business Plan implications	This is consistent with the Transformation plan options							
		Impact on other departments	Possible impact on enforcement							
		Equalities Implications	None identified							

			ENT AND REGENERATION SAVINGS - BUDGET PROCESS	Baseline Budget	2016/17	2017/18	2018/19	Risk Analysis	Risk Analysis	Type of Saving (see
Panel	Ref		Description of Saving	14/15 £000	£000	£000	£000	Deliverability	Reputational Impact	key)
SC	E&R18	Service/Section Description Service Implication	Waste Services - Caddy Liners Cease the distribution of food caddy liners Caddy liners will be procured by the service and available for collection by the residents	137	70			Low	Medium	SNS2
		Staffing Implications Business Plan implications	Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM Impact on recycling target							
		Impact on other departments Equalities Implications	Libraries may be able to provide a central collection point for liners. This may be a internal recharge. Residual waste may increase resulting in higher landfill cost. Impacts on the 52% of residents that partake in the service							
SC	E&R19	Service/Section Description	Waste Services Align income budget to levels of income being generated from the sale of Textiles.	N/A	50			Low	Low	SI2
		Service Implication	None as collected by contractor DM Recycling							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
sc	E&R20	Service/Section Description	Waste Services To contribute to a cleaner borough, enforcement of litter dropping under EPA/ ASB legislation with FPN fines for contraventions. This follows on from the Pilot private enforcement and in advance of any decisions on future procurement. Litter dropping by residents remains a significant issue and a big factor in the level of cleanliness on our streets.	(242)	20	ဒု	-2	Low	Low	SI2
		Service Implication	Fluctuating resource availability for education and encouragement activities							
		Staffing Implications	Training and support to existing internal staff							
		Business Plan implications	Cleaner borough							
		Impact on other departments Equalities Implications	Legal services - cost of prosecution for non payment Full Qualities Impact assessment needs to be undertaken and approved							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC		Service/Section Description Service Implication	Waste Services HRRC Site operations procured to external provider. Contractual savings . None - Continuation of externalised service - current procurement in progress	629	30			Low	Low	SP1
		Staffing Implications	TUPE and impact on transfer station.							
		Business Plan implications	None							
		Impact on other departments Equalities Implications	None None							
SC	E&R22	Service/Section Description Service Implication	Waste Services - Dog Waste Option 1 Removal of borough wide dog bins including Parks High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.	42	42			Low	Medium	SNS2
		Staffing Implications	Reduction of 1 driver							
		Business Plan implications	Impact on Cleaner borough							
		Impact on other departments Equalities Implications	Parks None							
sc	E&R23	Service/Section Description Service Implication	Waste Services - Dog Waste Option 2 Removal of dog bins from the highway whilst retaining within parks High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.	42	12			Low	Medium	SNS2
		Staffing Implications Business Plan implications	None Impact on Cleaner borough							
		Impact on other departments Equalities Implications	Parks - How would this waste be collected None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Greenspaces Reduction in current levels of staffing in the Greenspaces grounds maintenance and horticulture and sports teams. Reduction in maintenance standards in some parks Reduction in staff by 4 FTEs Staff establishment is projected to decline over the period of the plan None directly All sections of the community affected	1,723	130			Medium	High	SS2
SC	E&R25	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Greenspaces Joint procurement of greenspace services as part 2 of the Phase C SLWP procurement contract with LB Sutton Potential harmonising of services. TUPE arrangement to be in place to transfer to new contractor. To be confirmed Impact on Parks and allied services To be confirmed prior to award of contract	3,689		160		Medium	Medium	SP1

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R26	Service/Section Description	Greenspaces Introduction of P&D within certain parks responding to demand for the management of parking and controlling excess demand for spaces/ commuter parking . This will require reprofiling of capital investment of £60k.	N/A	60			Medium	Medium	SI2
		Service Implication	Visitors will be required to pay to park in parks' car parks for some periods							
		Staffing Implications	None							
		Business Plan implications	consistent with Transformation plan / commercial approach							
		Impact on other	Impacts for Parking Services who will manage the controls/FPNs							
		departments Equalities Implications	Yes - possible adverse implications for park users on low incomes							
SC	E&R27	Service/Section Description Service Implication Staffing Implications Business Plan implications	Greenspaces Additional property rental income Re-letting of vacant parks properties within commercial property market. Rent review and increase for existing service tenancy properties. No direct impact upon staff establishment Integral to commercialisation agenda	(341)	44			Medium	Low	SI1
		Impact on other departments	Possible impact upon Housing: local rehousing need for some existing tenants							
		Equalities Implications	Not in respect of front-lines services. Tenants affected are predominantly current or former LBM staff who have retired or are near retirement							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R28	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities	Building and Development Control Proposed shared services with Wandsworth incorporating: 1) Shared enforcement and admin teams and investigation of other shared service options 2) Increased income generation from planning performance agreements and revised pre application charging 3) Joint re-procurement of M3 Northgate systems 4) Improved efficiency and resilience with larger teams. 5) Eliminate postal consultations 6) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements 7) Potential outsourcing of admin scanning functions At this stage it would be premature to predict exactly how the savings will be delivered. However, a consultant has been appointed and is starting the assessment. Still to be determined as the scope of the review is still to be finalised. Shared services joint review commissioned with Wandsworth and due to be finalised early 2015. Saving spread over 2 years in same way as Shared regulatory service to allow for management restructure followed by frontline and process savings. Still to be determined through the shared services report. Likely impact on management levels, enforcement and admin functions and working arrangements. consistent with Transformation Plan unknown at present	1575 (884)		157		Medium	High	SS2, SNS1, SNS2, SP1
SC	E&R29	Implications Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Building & Development Control Enhanced pre-application process. This is in addition to previous savings proposals. Generating more additional income from Planning Performance Agreements as opposed to the normal pre-application process The additional work pressure may impact on performance and delivery of regeneration projects as the PPA income is meant to be reinvested in the service to deliver such projects and this will not be the case. No changes although there will be additional pressure on existing staff to deliver. Potential impact on performance figures especially in relation to major schemes. Reduced ability to deliver regeneration projects in the borough. none	(56)	40			Low	High	SI2

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R30	Service/Section Description Service Implication Staffing Implications	Building & Development Control - Planning Enforcement Reduce staffing levels within the enforcement team by 2 FTE's There are currently 4 FTE's dealing with enforcement so the team will be halved resulting in insufficient resources available to undertake the current work load. A significant backlog will quickly develop. Reduce the staff dealing with enforcement investigations in the team by 1 team leader and 1 officer.	190	80			Low	High	SS2
		Business Plan implications	It will not be possible to investigate the current level of enforcement cases and a backlog will quickly develop resulting in more complaints and possible ombudsman awards against the Council							
		Impact on other departments Equalities Implications	Joint enforcement investigations will be severely hindered. none							
sc	E&R31	Service/Section Description Service Implication	Senior Management & Support Deletion of the 2 management support posts and absorption into existing resources. Less resource available to support service managers.	755	70			Low	Low	SS1
		Staffing Implications Business Plan implications Impact on other	Both posts are recently vacant and are delivering in year savings. Some of the budget will be used to deliver transformation projects in 15/16 None None							
		departments Equalities Implications	None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R32	Service/Section Description Service Implication	Wifi Concessionary Contract Income from wifi concessionary contract to be let from 2015/16 Pan London contract into which Merton have joined will deliver income from public wifi service operated by private contractor utilising LBM street assets [principally lamp columns in town centres]. Some guaranteed and some non-guaranteed income.	N/A	20	5		Medium	Low	SI2
		Staffing Implications Business Plan implications	None Consistent with transformation Plan							
		Impact on other departments	Traffic and highways will be required to asses structural integrity and this is factored in. The non-guaranteed income element would sit with Corporate Services (Communications).							
		Equalities Implications								
sc	E&R33	Service/Section Description	Various Budgets - Increase in income from commercialisation of services Increase in commercial income across a range of budgets following recruitment of commercial sales manager from 15/16. This includes events in parks / commercial waste / leisure/ building control and other income streams to be developed	N/A	250			High	Low	SI1/SI2
		Service Implication	Will work closely with Business managers in EandR and across Council							
		Staffing Implications Business Plan implications	2 year Fixed term contract due to commence early 2015 funded from Transformation budgets alongside Marketing Manager. Consistent with transformation Plan							
		Impact on other departments	Will work with other income generating staff across the council							
		Equalities Implications	None anticipated							
SC	E&R34	Service/Section Description Service Implication	Traffic & Highways Alternative delivery model of highway safety inspection service Further review of Highway Safety Inspection Service	99		30		Medium	Medium	SS2
		Staffing Implications	Review of JDs, working practices and working hours. Increased level of complaints and work load and may result in an increase in Insurance claims. Potential reduction of 1fte.							
		Business Plan implications	Reduction in Service Delivery with a focus on maintaining Statutory Duties.							
		Impact on other departments	Increase in Third Party insurance claims							
		Equalities Implications	May have an impact on vulnerable road users such as the elderly and the disabled.							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R35	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Traffic & Highways Reduce street lighting contract costs Development of Specification and preparation of Tender and Contract Documents. Reduced specification No in-house resource to develop specifications and tender documents. The new Contract will need to include all Council owned lighting (lighting in car parks, parks etc.) to stimulate a better response from the market. We will require input from Procurement Team None	335	25	25		Medium	Medium	SP1
SC	E&R36	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Traffic & Highways Reduction in reactive work budget Some non urgent repairs such as replacement of damaged posts and bollards will no longer take place and other repairs will take longer. Increase in complaints against the Council Increase in whole Life costing of Highway asset. Increase with dis-satisfaction with the Council Increase in Third Party insurance claims None	650	60			High	High	SNS2
SC	E&R37	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Traffic & Highways Introduction of Lane rental appraoch to Highways works to assist in reducing congestion. Development of Lane Rental Scheme in Merton to manage street work activities and reduce impact of street work on congestion and traffic flows through Merton . Will require external support and advice to develop and implement the scheme Lane Rental would involve charging those working in the street for the time they occupy the Highway. Lane Rental has only operated as Pilot Scheme in London at present (except on TfL Road Network) Legal Services None	N/A		50		Medium	Medium	SI2

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R38	Service/Section Description	Traffic & Highways Income from Section 278/Developers agreements where traffc works are required as part of development . Charging for work currently not charged for	N/A	50			Medium	Medium	SI2
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	transition from Highway permitting to minimise duration and volume of highway openings. None - delivered within existing resources Increased income Will require close liaison with DC/BC team None							
SC		Service/Section	Traffic & Highways							
		Description	Pre-application income. This is in addition to any previous pre-app savings proposal.	N/A	50			Medium	Medium	SI2
		Service Implication	Charging for pre-application services inputted from the T&H service as part of the pre application service.							
		Staffing Implications Business Plan implications	Delivered within existing resources Increased income							
		Impact on other departments	Will require close liaison with DC/BC team None							
		Equalities Implications	None							
SC		Service/Section Description Service Implication Staffing Implications	Future Merton Consultancy income. This is in addition to any previous savings proposal. Limited capacity for staff to attract work to the team and b. to complete new work against pressures of an existing challenging work programme Capacity implications on other priorities	N/A	60			Medium	Medium	SI2
		Business Plan implications	Impact on ability to deliver regeneration programme							
		Impact on other departments Equalities Implications	Housing supply and Planning support impacts							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Future Merton Staff restructure Restructure with T&H already underway - only deliverable with a cut in the work programme 2 FTEs Reduced capacity to deliver regeneration and growth Planning, Facilities, Highways, Building Control and Partnership groups	1,023		80		Medium	Medium	SS2
SC		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Future Merton Align Vestry Hall income budget with current levels of income being achieved. None None None None	(211)	20			Low	Low	SI2

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000		2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	E&R43	•	Safer Merton Reductions in staffing across Safer Merton	840		70		High	High	SS2
		·	Reduction of our Community Safety offer to a statutory minimum which would be ASB, Annual Strategic Assessment, some Domestic Violence work, and limited strategic / partnership activity. 2-3 FTEs to be deleted							
		Implications Business Plan implications	This is in line with the team's TOM. Significant reductions in work on offenders and victims, neighbourhood watch and crime analysis.Partnership work would reduce including joint operations, LMAPs work, Neighbourhood Watch coordination.							
		departments Equalities	Council wide Crime affects all members of the Community . Higher levels of crime are reported in more deprived parts of the borough and any reduction in capacity would potentially affect these areas more .							
		1	Total Environment and Regeneration	n Savings	4,196	810	-212			

ĺ	Total Environment and Regeneration Savings Target	4,333	4,876	2,302
_				
I	(SURPLUS)/ SHORTFALL	137	4,066	2,514

_			_	
-	vin	ae	TV	nc

SI1 Income - increase in current level of charges

SI2 Income - increase arising from expansion of existing service/new service

SS1 Staffing: reduction in costs due to efficiency

SS2 Staffing: reduction in costs due to deletion/reduction in service

SNS1 Non - Staffing: reduction in costs due to efficiency

SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service

SP1 Procurement / Third Party arrangements - efficiency

SP2 Procurement / Third Party arrangements - deletion/reduction in service

SG1 Grants: Existing service funded by new grant

SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

SPROP Reduction in Property related costs

<u>Panel</u>

O&S Overview & Scrutiny
C&YP Children & Young People

HC&OP Healthier Communities & Older People

SC Sustainable Communities

			IT AND HOUSING SAVINGS - BUDGET PRO								Time of
Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
			Adult Social Care								
нс&ор	CH19	Service	Placements Income								
		Description	Realignment of Placements Income Budgets . Client and CCG contribution income budgets are currently under-stated and will be adjusted to meet this income savings target.	(11,666)	220	0	0	0	L	М	SI2
		Service Implication	None [*]								
		Staffing Implications	None								
		Business Plan implications	None								
			None								
		departments									
		Equalities Implications	None								
НС&ОР	CH20	Service	Access and Assessment Employees								
		Description	Staff Savings - 12 FTE to be deleted in 2016/17, 12 FTE in 17/18, 12 FTE in 18/19 - These savings will come from across Access and Assessment, covering all service areas.	6,200	0	511	500	483	L	н	SS2
		Service Implication	Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments.								
			Redundancies - Some staff would be subject to redundancy								
		,	This will have an impact on the department's ability to meet it's statutory duties. Conceivable implications include longer waiting lists, delays in assessments and other support and a potential reduction in reviews which may in turn impact our finances. Work will be done to mitigate this impact.								
			The primary impact is on service users and partners, such as the NHS.								
		Equalities Implications	These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор	CH21	<u>Service</u>	Direct Provision Employees								
		Description	Staff Savings - 11 FTE to be deleted	1,706	0	274	0	0	L	н	SS2
			Less activities available both at day centres and in the community. Clients would spend more time in larger congregated settings with less choice of activities. These savings would be made across the three LD and PD day centres.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy								
			Our business plan talks about working with people to promote independence. This model would reduce the ability to deliver that enhanced service. We will try to mitigate this by working closely with the voluntary sector and with volunteers.								
		Impact on other departments	The primary impact is on service users.								
		Equalities Implications	These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
НС&ОР	CH22	Service	Commissioning Employees								
		Description	Staff Savings - 4 FTE to be deleted	996	0	156	0	0	L	н	SS2
		Service Implication	Reduced capacity to monitor quality within provider services, reduced capacity to monitor performance within services and a reduced capacity to proactively work to sustain and develop a local provider market.		•				_		552
		Staffing Implications	Redundancies - Some staff would be subject to redundancy								
		implications	Would impact on our statutory duties under the Care Act - we would attempt to mitigate this by investigating alternative models of quality and performance monitoring.								
		Impact on other departments	None - main impact is on service users, carers and providers								
			As staff would be at risk there is an equalities implication. A								
			detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР	CH23	<u>Service</u>	Directorate								
		Description	Staff Savings - 0.46 FTE to be deleted	657	0	21	0	0	L	L	SS2 / SNS1
		Service Implication	None, post now funded by Public Health								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		-	None								
нс&ор	CH24	<u>Service</u>	Learning Disabilities - High Cost Packages								
		Service Implication	Review of High Cost Packages using the progression model This would be a holistic review of 17 identified high cost placements (those receiving packages of care of over £1,500 per week and not health funded). We will use the progression model as the basis of these reviews. We are designing these figures based on a 6% reduction in support for the identified	1,618	0	100	0	0	н	н	SNS2
		Staffing Implications	client group. Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
			All reviews will be based around promoting independence using the progression model which is in line with the business plan.								
		departments Equalities Implications	None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

			TI AND HOUSING SAVINGS - BUDGET FRO	Baseline						Risk Analysis	Type of
Panel	Ref		Description of Saving	Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Reputational Impact	Saving (see key)
НС&ОР	CH25	<u>Service</u>	Learning Disabilities - Medium Cost Packages								
		Description	Review of Medium Cost Support Packages (£400 - £1,500 per	7,019	0	400	_	0	н	н	SNS2
			week) using the progression model	7,013	"	400					01102
		Service Implication	This would be a holistic review of identified medium cost								
			placements (those receiving packages of care of between £400 -								
			£1,500 per week and not health funded). We will use the								
			progression model as the basis of these reviews. We are								
			designing these figures based on a 10% reduction in support for								
			the relevant clients within the identified client group.								
		Staffing Implications	Staff would need to conduct these reviews; which are likely to								
		otaning implications	be more intensive than the standard review. Staff will also need								
			additional training, to ensure these reviews are done in a new								
			way.								
		Business Plan	All reviews will be based around promoting independence using								
		implications	the progression model which is in line with the business plan.								
		Impact on other	None								
		departments									
		Equalities	There is an equalities implication in terms of service users. An								
		Implications	EA would be undertaken and where appropriate work will be								
			done to mitigate the impact.								
НС&ОР	CH26	<u>Service</u>	Learning Disabilities - Direct Payments								
		Description	Review of all Direct Payments in Learning Disabilities using the	704	0	£50	£0	£0	н	н	SNS2
			progression model.	704	"	230	20	2.0	"		31132
		Service Implication	We will review the Direct payments received by clients to								
			assess whether it is still set at the appropriate level for their								
			needs and whether the full payment is being utilised. We will								
			use the progression model as the basis of these reviews. We								
			anticipate this being a reduction of 7% for individual support								
			packages within this client group. There are currently 98								
		04-46	packages in this group.								
		Staffing Implications	Staff would need to conduct these reviews; which are likely to								
			be more intensive than the standard review. Staff will also need								
			additional training, to ensure these reviews are done in a new								
		Business Plan	way. All reviews will be based around promoting independence using								
		implications	the progression model which is in line with the business plan.								
		mphoanons	and progression model which is in line with the business plan.								
		Impact on other	None								
		departments									
		Equalities	There is an equalities implication in terms of service users. An								
		Implications	EA would be undertaken and where appropriate work will be								
			done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational	Type of Saving (see key)
				£000						Impact	<i>,</i>
нс&ор	CH27	Service Description	Mental Health - Care Packages Review of support packages within all areas of Mental Health services.	1,554	0	76	0	0	н	н	SNS2
		Service Implication	We anticipate this being a reduction of 5% across all support packages and will include a review of Direct Payments within this area. Options include less use of residential placements and quicker reviews as part of a recovery model.								
		Staffing Implications	Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
		Business Plan implications	All reviews will be based around promoting independence using the recovery model which is in line with the business plan.								
		Impact on other departments	None; the impact will primarily be on service users.								
		Equalities	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
НС&ОР	CH28	Service Description	Older People - Home Care Review of Home Care within support packages	4,455	0	387	0	0	н	Н	SNS2
		Service Implication	There are currently 596 Older People within Merton receiving home care within their support packages. This represents an average reduction of 9% in home care support packages.	4,455		367		U	"	"	3N32
			Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
		Business Plan implications	All reviews will be based around promoting independence using the enablement model which is in line with the business plan.								
		departments	None								
		Equalities Implications	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Donal	Ref		Description of Saving	Baseline Budget	2015/16	2016/17	2017/18	2018/19	Risk Analysis	Risk Analysis Reputational	Type of Saving (see
Panel	Rei		Description of Saving	2015/16 £000	£000	£000	£000	£000	Deliverability	Impact	key)
НС&ОР	CH29	Service Description	Older People - Managing Crisis Managing crisis (including hospital discharge) admissions to residential care.	5,267	0	125	0	0	н	н	SNS2
		Service Implication	This would include a number of activities designed to reduce admissions to residential care placements. We would be looking to families to continue to support people at home for longer. This would fit in with our overall approach to enable independence.								
		Staffing Implications	This would require more intensive work from staff.								
		Business Plan implications	Any new processes would be based around promoting independence using the enablement model which is in line with the business plan.								
		Impact on other departments	None; the impact will primarily be on service users								
		Equalities Implications	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
нс&ор	CH30	·	Older People - Direct Payments Review of Direct Payments support packages Review of all Direct Payments in Older People using the enablement model. We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the enablement model as the basis of these reviews. We anticipate this being an average reduction of 15% for individual support packages within this client group. There are currently 225 packages	2,338	0	345	0	0	н	н	SNS2
			Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
		Business Plan implications	All reviews will be based around promoting independence using the enablement model which is in line with the business plan.								
		departments Equalities	None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational	Type of Saving (see key)
				£000		2000	2000	2000		Impact	Key)
НС&ОР	CH31	<u>Service</u>	Physical Disabilities - Direct Payments								
		Description	Review of all Direct Payments for clients with physical	1,414	0	134	0	0	н	н	SNS2
			disabilities using the progression model.	.,							
		Service Implication	We will review the Direct Payments received by clients to								
			assess whether it is still set at the appropriate level for their								
			needs and whether the full payment is being utilised. We will use the progression model as the basis of these reviews. We								
			anticipate this being a reduction of 10% for individual support								
			packages within this client group. There are currently 150								
			packages of this type.								
			Staff would need to conduct these reviews; which are likely to								
		Starring implications	be more intensive than the standard review. Staff will also need								
			additional training, to ensure these reviews are done in a new								
			way.								
		Business Plan	All reviews will be based around promoting independence using								
		implications	the enablement model which is in line with the business plan.								
			·								
		Impact on other	None								
		departments									
		Equalities	There is an equalities implication in terms of service users. An								
		Implications	EA would be undertaken and where appropriate work will be								
			done to mitigate the impact.								
НС&ОР	CH32	Service	Physical Disabilities - Home Care		_						
		Description	Review of Home Care within support packages	595	0	48	0	0	н	н	SNS2
		Service Implication	The saving would be delivered through a review of home care								
			provision within support packages. There are currently 89								
			Physical Disabilities clients within Merton receiving home care within their support packages. The proposed savings represents								
			an average reduction of 8% in home care for this group.								
			an average reduction of 6% in nome care for this group.								
		Staffing Implications	Staff would need to conduct these reviews; which are likely to								
			be more intensive than the standard review. Staff will also need								
			additional training, to ensure these reviews are done in a new								
			way.								
		Business Plan	All reviews will be based around promoting independence using								
		implications	the enablement model which is in line with the business plan.								
		Impact on other	None								
		departments									
		Equalities	There is an equalities implication in terms of service users. An								
		Implications	EA would be undertaken and where appropriate work will be								
			done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР	СНЗЗ	Service Implication Staffing Implications	Physical Disabilities - High Cost Packages Review of PD Residential and 1-1 packages This saving would be delivered through a targeted review of a small number of PD customers in residential care. These reviews would look at renegotiating unit costs, transferring users to other types of accommodation in the community and reducing or removing 1-1 costs Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new	856	0	£60	0	0	н	н	SNS2
		Business Plan implications Impact on other departments Equalities Implications	way. All reviews will be based around promoting independence using the enablement model which is in line with the business plan. None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
HC&OP		Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Substance Misuse Placements Actively manage throughput in residential rehab placements A reduction in the placements available for Substance misuse clients This would require more intensive work from staff. This would have an impact on the services provided for this client group None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.	128	0	6	0	0	н	н	SNS2

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities	Less resources to be called off by those services which support vulnerable young people. There is a potential impact on the CSF department. There is an equalities implication in terms of service users. An	162	0	0	100	0	Н	Н	SP2
		Implications	EA would be undertaken and where appropriate work will be done to mitigate the impact.								
нс&ор			Single homeless contracts (YMCA, Spear, Grenfell) Reduce funding for contracts within the Supporting People area which support single homeless people Reduced support available for single homeless people - both in terms of the numbers we could support and the range of support we could provide. In turn this would reduce their housing options None	734	0	03	£56	£200	Н	н	SP2
		Business Plan implications Impact on other departments Equalities Implications	The risk is that this could increase pressure on the Housing Needs budget. There is a potential internal pressure within the department on the HNES There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

			11 AND HOUSING SAVINGS - BUDGET PRO	Baseline							Type of
			Description of Occion	Budget	2015/16	2016/17	2017/18	2018/19	Risk Analysis	Risk Analysis	Saving (see
Panel	Ref		Description of Saving	2015/16	£000	£000	£000	£000	Deliverability	Reputational	key)
				£000						Impact	
НС&ОР	CH37	<u>Service</u>	Direct Provision	1,266	0	0	£200		M	н	SS2
		Description	Residential and supported living management - staff reductions								
		Service Implication	We would expect to keep front line support staff but reduce								
			management. This would mean less resource to provide								
			outreach and the emphasis would be primarily on providing core services.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy.								
			Fewer posts and potentially more responsibility for remaining staff.								
		Business Plan	Emphasis is on providing core services as outlined in the								
		implications	business plan								
		Impact on other	None								
		departments									
		Equalities	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be								
		Implications	done to mitigate the impact.								
		<u>Service</u>	Assessment and Commissioning								
НС&ОР	CH38	Description	Placements budget reductions - An overall reduction in the								
			placements budget of about 2% (NB: other savings from specific elements of the placements budget are listed above)	34,392	0	£17	£720	£0	н	н	SNS2
			specific elements of the placements budget are listed above)								
		Service Implication	We anticipate this being a further reduction of 2% across all								
			support packages although this will be targeted. The exact								
			areas of reduction would be based on the previous work looking								
			at specific areas to be delivered in advance of 2016/17.								
		Staffing Implications	Staff would need to conduct these reviews; which are likely to								
			be more intensive than the standard review. Staff will also need								
			additional training, to ensure these reviews are done in a new								
			way.								
		Business Plan	We would continue to follow the appropriate model of promoting								
		implications	independence for the client group. None								
		Impact on other departments	IAOHG								
		Equalities	There is an equalities implication in terms of service users. An								
			EA would be undertaken and where appropriate work will be								
			done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		<u>Service</u>	Extra Care Sheltered Housing								
нс&ор		Description Service Implication	A review of, and reduction in, the extra care sheltered housing provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in	753	0	£0	£0	£450	н	н	SP2 / SS2
			house service. There would be potential redundancies within the in-house provision								
		Business Plan implications	This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria.								
		Impact on other departments	None								
		Equalities Implications	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
Total A	dult Soc	cial Care Savings			220	2,710	1,576	1,133			
		<u>Service</u>	Housing Strategy								
нс&ор	CH40	Description	Housing Strategy officer - deletion of 1 FTE	94	o	43	0	0	L	М	SS2
		•	Delays in completing key research that provide essential Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014								
		Business Plan implications	Delayed production of statutory strategies								
		Impact on other departments	Reduced joint working on future cross departmental strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.								
		Equalities Implications	Reduced monitoring of Equalities data in relation to the housing needs service and strategy service								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		<u>Service</u>	Environmental Health Housing								
НС&ОР	CH41	Service Implication	Environmental health Technical officer deletion of 1 FTE Reduction in response times to service requests from private sector tenants. Less field work carried out and reduced detection and reduction of category one health and safety hazards. Reduction in response times to Disabled Facilities Grant applications.	218	0	33	0	0	L	н	SS2
		Staffing Implications	Increase in case loads for EHH officers and redundancy costs.								
	Business Plan implications Reduction in response times. DFG applications at risk. Number of statutory notices served at risk. Poorer standards in private sector housing may have health and social care implications, as well as increased risk of episodes of homelessness due to more health and safety hazards making properties unreasonable to occupy. Other E&R departments										
		·									

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор	CH42	Service Implication Staffing Implications Business Plan implications Impact on other	Housing Options Housing Options Housing options adviser deletion of 1.5 FTE The loss of front line operational staff may affect the Council's ability to respond to housing need particularly in its ability to respond in a timely manner to prevent homelessness. The likely outcome will be a reduction in homelessness preventions and an increased use of temporary accommodation with a corresponding increase in non-controllable general fund expenditure. This will lead to redundancy costs for the Council and possible increases in caseloads for remaining staff. Homelessness Preventions: Currently 550 households prevented from becoming homelessness each year, the reduction of 1.5 officers would see a decrease in the number of homeless preventions being achieved. Increased homelessness has impacts in both CSF and adult social care. Increased rough sleeping will impact on crime and	543	0	53	0	0	M	Н	SS2
		Equalities Implications	· · · · · · · · · · · · · · · · · · ·								

<u> </u>	VI V I IVII	LITT. OOMMON	IT AND HOUSING SAVINGS - BUDGET PRO		10, 10						
Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР	CH43	Service	Housing Needs and Enablement Service and	1,102	0	0	100	62	н	н	SS2
			Environmental Health Housing	1,102			.00	02	•••		552
		Description	Further Staff reductions. This will represent a reduction in staff								
			from any areas of the HNES & EHH.								
		Service Implication	The loss of front line operational staff will affect the Council's								
			ability to respond to housing need, particularly in its ability to respond in a timely manner to prevent homelessness and								
			sustain tenancies in the private rented sector.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy.								
			This would also lead to an increased workload for the remaining								
			staff.								
		Business Plan	This would impact services across the division - impacting our								
		implications	ability to prevent homelessness, maintain standards in private								
		•	sector accommodation and maintain our statutory housing								
			strategies.								
		Impact on other	Increased homelessness has impacts in both children and adult								
		departments	social care. Increased rough sleeping will impact on crime and								
			disorder.								
		Equalities	There is an equalities implication in terms of service users. An								
		Implications	EA would be undertaken and where appropriate work will be								
			done to mitigate the impact. There would also be an equalities								
			implication in terms of the staff who would be impacted by any redundancies.								
Total H	ousina	L General Fund Savings				129	100	62			
Total II		Service Service	Library & Heritage Service			120	100	02			
нс&ор			Deletion of all administrative support	59	0	26	0	0	М	M	SS2
		Service Implication	All admin functions will be undertaken by managers and staff.								
		•	General library enquiries will be funnelled through to libraries								
			instead of being managed centrally. All hall bookings will be								
			managed through a new online booking system. Bookstart and								
			other functions will be facilitated by a library.								
		Staffing Implications	Deletion of 1yFTF								
			BOOKION OF TALL TE								
		Business Plan	None identified provided that new online hall booking system is								
		implications	installed correctly and does not impact on current income								
			levels.								
		Impact on other	Single point of contact for Bookstart enquiries will be dispersed								
		departments	to a library team with a lead contact.								
		Equalities	Support will be provided in libraries and by telephone for								
		Implications	customers who cannot make online bookings.]			

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор		Service Implication Staffing Implications Business Plan implications Impact on other	Library & Heritage Service Reduction in activities programme Reduced budget available for activities means that they will need to be delivered more efficiently. More cost effective solutions will be pursued for certain schemes. None identified. None identified. All schemes will continue but delivered in more cost effective ways. None identified.	2	0	2	0	0	L	М	SNS1
		departments Equalities Implications Service	ents s None identified.								
нс&ор	CH46	Description	Withdrawal from annual CIPFA public library user survey	3	0	3	0	0	L	М	SNS1
		Service Implication	(PLUS) The PLUS survey used to provide informed benchmarking information. However, only a third of London boroughs now participate in the annual survey and benchmarking information can better be obtained through the Annual Residents Survey. The service will continue to undertake user surveys but in a more cost efficient manner. None identified.								
		implications	cations satisfaction but nothing specific.								
		departments Equalities	ments ties Reduced information on customer satisfaction although some								

			Paradiation of October	Baseline Budget	2015/16	2016/17	2017/18	2018/19	Risk Analysis	Risk Analysis	Type of Saving (see
Panel	Ref		Description of Saving	2015/16 £000	£000	£000	£000	£000	Deliverability	Reputational Impact	key)
		<u>Service</u>	Library & Heritage Service	2000							
нс&ор	CH47	Description	Reduction in volunteering contract	38	0	20	0	0	M	М	SNS1
		Service Implication	A reduction in the contract to the voluntary sector to provide this								
			service. The proposal will have no effect on the Home Visits								
			Library Service but will mean that the recruitment of volunteers								
			will be fully managed by the library service. The proposal should								
			streamline the volunteer recruitment process but will increase								
			capacity constraints.								
		Staffing Implications	Some impact on staff meaning that they will have to undertake								
			more administrative processes in the volunteer recruitment process.								
		Business Plan	Volunteering recruitment and retention are key service								
		implications	priorities. It is felt that the changes being proposed would lead								
		•	to improved recruitment time for volunteers but will increase								
			capacity challenges.								
		Impact on other	None identified.								
		departments									
		Equalities	None identified.								
		Implications									
нс&ор	CH48	Service Description	Library & Heritage Service Reduction in media fund	000	١ .	45		١ .			SNS1
пског	СП46	Description		239	0	45	"	0	M	М	5N51
		Service Implication	The reduction will lead to less stock being procured. Some of this will be managed through improved procurement systems,								
			availability of stock through the wider London network of								
			libraries and the likely transfer of more customers to using e-								
			book services.								
		Staffing Implications									
		Business Plan	Stock borrowing and active usage are key service objectives.								
		implications	These reductions will likely lead to less choice and could lead to								
		•	a reduction in usage and customer satisfaction.								
		Impact on other	ct on other None identified.								
		departments									
		Equalities	Reduced customer choice will be mitigated somewhat by								
		Implications	improving procurement methods.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		<u>Service</u>	Library & Heritage Service								
НС&ОР	CH49	Description	Additional staff savings	1,070	0	0	38	0	M	М	SS2
		Service Implication	Savings to be delivered through process re-engineering and								
		04-66	redistributing responsibilities across service structure.								
		Staffing Implications	Deletion of 1.5XFTE								
		Business Plan	No specific implications but could have an effect on usage,								
		implications	customer satisfaction and income.								
		Impact on other	None identified.								
		departments									
		Equalities	More customer support will be provided online and via self-								
		Implications	service. Recruitment of additional volunteers will attempt to								
			mitigate any service reductions.								
HCC OD	01150	<u>Service</u>	Library & Heritage Service		_	_		_			
НС&ОР		Description	Deletion of Projects & Procurement Manager post	184	0	0	22	0	М	М	SS2
		Service Implication	The Projects & Procurement Manager post is a fixed term post in place to ensure the smooth rollout of new self-service								
			technology and to progress library redevelopments along with								
			managing efficiency savings already agreed. The contract ends								
			in March 2017 and the post has been put forward for savings								
			upon its expiry.								
		Staffing Implications									
		Business Plan	The post is crucial to ensuring that efficiency savings are								
		implications	delivered but is proposed to be deleted upon completion of								
			these works.								
		Impact on other	None identified.								
		departments									
		Equalities	None identified.								
		Implications									
	otal Libraries Savings				96						
Total C	otal Community & Housing Savings			220	2,935	1,736	1,195				

SS2	Staffing: reduction in costs due to deletion/reduction in service
SNS1	Non - Staffing: reduction in costs due to efficiency
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service
SP1	Procurement / Third Party arrangements - efficiency
SP2	Procurement / Third Party arrangements - deletion/reduction in service
SG1	Grants: Existing service funded by new grant
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant
SPROP	Reduction in Property related costs
SI1	Income - increase in current level of charges
SI2	Income - increase arising from expansion of existing service/new service

Savings Type

P	็ล	n	e

C&YP Children & Young People
O&S Overview and Scrutiny
HC&OP Healthier Communities & Older People

SC Sustainable Communities

SAVINGS REJECTED BY CABINET 2013/14

SUMMARY

	2013/14	2014/15	2015/16	2016/17	TOTAL
	£000	£000	£000	£000	£000
Service Area					
Corporate Services	0	0	0	0	0
Children, Schools and Families	0	25	0	0	25
Environment and Regeneration	0	122	120	80	322
Community and Housing	0	0	0	0	0
Rejected by Cabinet	0	147	120	80	
Cumulative	0	147	267	347	

DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref		Description of Saving	Baseline Budget 12/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverab ility		Type of Saving (see key)
C&YP	CSF06	<u>Service</u>	CSF Children Social Care & Youth Inclusion								
		Description	Duke of Edinburgh reprovide via schools funding	53		25			L	L	SI2
		Service Implication	Seek new partnership with schools to fund DofE work with pupils.								
		Staffing	None if income target met.								
		Business Plan implications	Expansion of sixth forms and RPA could mean more potential GOLD groups and more income required from schools.								
		Impact on other departments	None								
		Equalities Implications	None								
Sub-total:	Children	, Schools and Far	nilies Rejected Savings 2013/14		0	25	0	0			

DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref		Description of Saving	Baseline Budget 12/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverab ility	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
SC	EN38	Service/Section Description	Leisure & Culture Development Team Reduction of Core Arts Grants to Attic Theatre - Proposal to further reduce Attic by £1k per annum in each of 2015/16 & 2016/17 financial years	120			1	1	Low	Medium	SNS2
		Service Implication	There are already reductions year on year on this grant and this would continue the reductions for two further years requiring the organisations to generate this shorfall through alternative funding sources and income generation								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other	None								
		departments Equalities Implications	None								
SC	EN44	Service/Section	Parks, Greenspaces & Cemetries								
		Description Service Implication	Undertake Public Value Review to drive out savings in parks and green spaces. Potentially a significant reduction of core in-house service establishment. Greater community and voluntary sector inputs to front line service delivery. Has potential to result in reduction of direct local authority control of policy, strategy and quality	1,565		78	119	79	Low	High	SS2
		Staffing Implications	standards within affected sites however. Depending on the outcome of the PVR, staff losses of 10-12FTE could be anticipated.								
		Business Plan implications	Yes. Integral to current service plan projects								
		Impact on other departments	No significant impact								
<u>. </u>		Equalities Implications	Yes								

DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref		Description of Saving	Baseline Budget 12/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverab ility	Risk Analysis Reputatio nal Impact	
SC	EN46	Service/Section	Parks, Greenspaces & Cemetries							-	
		Introduction of parking fees in 5 key parks (Charges would be in region of £1.00 per hour in line with current car parking fees levied across the borough's other public car parks). (Sites under consideration: Wimbledon Park, Sir Joseph Hood MPF, Abbey RG, Haydons Road RG and Joseph Hood RG) Increased revenue from parking fees. Could however lead to a reduction in park usage and non parking income. No Implications Business Plan implications Impact on other departments Equalities Implications Introduction of parking fees in 5 key parks (Charges would be in region of £1.00 per hour in line with current car parking fees levied across the borough's other public car parks). (Sites under consideration: Wimbledon Park, Sir Joseph Hood MPF, Abbey RG, Haydons Road RG and Joseph Hood RG) Increased revenue from parking fees. Could however lead to a reduction in park usage and non parking income. Yes. Integral to current service plan projects Yes, especially Parking Services Yes Implications		1,565		44			Medium	Medium	SI2
Sub-total	ub-total: Environment and Regeneration Rejected Savings 2013/14			O	122	120	80				
	Total				0		120	80			
	Total - Cumulative				0		267		-		

SAVINGS REJECTED BY CABINET 17 February 2014

SUMMARY

	2015-16	2016-17	2017-18	Total
Service Area	£000	£000	£000	£000
Corporate Services	0	5	0	5
Children, Schools and Families	0	0	239	239
Environment and Regeneration	400	100	0	500
Community and Housing	0	0	0	0
Rejected by Cabinet	400	105	239	744
Cumulative	400	505	744	

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

P a n e I	Ref		Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S		Infrastructure &Tra Description	Cease Councillors courier service and send items electronically or via the standard postal system.			5		Low	Low	SNS2
		Service Implication Staffing Implications Business Plan	None None None							
		implications Impact on other departments Equalities Implications	None None							
Total C	Corporate	Services Savings	•		0	5	0			!

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - BUDGET PROCESS 2014/18

Panel	Ref		Description of Saving	Baseline Budget 13/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP		Service .	All Divisions								
		Description	Further reductions in staffing across CSF.	22,661				239	High	High	SS2
		Service Implication	Detailed proposals will need to be determined nearer the time in the context of statutory requirements and regulatory arrangements, demographic changes in overall numbers and the profile of the population. Will involve reduced thresholds and management of increased risks in relation to safeguarding. May require us to challenge regulatory staffing ratios.								
		Staffing Implications	Approximately 8 staff FTE redundant.								
		Business Plan implications	Reduced service offering. Significantly increased risk.								
		Impact on other departments	npact on other Unlikely to be significant but will need to be assessed								
		Equalities Implications	Will lead to a reduction in service to disadvantaged groups within the community.								
Total C	hildren, Scl	hools and Families Sa	avings		0	0	0	239			

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2014-18

Panel	Ref		Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV03	Service/Section Description Service Implication Staffing Implications Business Plan implications	Building & Development Control Deletion of two enforcement officer posts Although a non-statutory service, this will lead to a sharp decrease in the sections ability to respond to enforcement complaints. Loss of 2 FTE's. Significantly reduced ability to respond to enforcement complaints and resulting inability to support built environment objectives. Complaints will not cease so significant impact on DC sections ability to operate and generate income.	184	80			Low	High	SS2
		Impact on other departments Equalities Implications	Ability to progress joint actions to improve areas will be reduced. None							
sc	EV04	Service/Section Description Service Implication	Outsourcing of certain administrative functions It is not entirely proven that outsourcing (scanning) will be more efficient as the team works very well. Other authorities have had issues with loss of control. Further analysis will be needed		30			Medium	Medium	SS2
		Business Plan implications Impact on other departments Equalities Implications	1FTE although depends on which functions are outsourced and the cost of those services Loss of control of functions could lead to a slow down in business processes. None envisaged if successful None							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2014-18

Panel	Ref		Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	EV05	Service/Section	Building & Development Control							
		Description	Development of shared service for Planning and Building Control admin	204	30			Medium	Medium	SS1
		Service Implication	The admin service has already been reduced to a point where it is not possible to progress work on time resulting in reduced service performance. Conjoining the admin teams may provide resilience but efficiencies are unlikely							
		Staffing Implications	Loss of one FTE							
		Business Plan implications	Reduced ability to progress cases to professional officers on time resulting in further reduced performance, more complaints and downward spiral in service provision							
		Impact on other	Reduced performance will slow respond times for other council projects							
		departments Equalities	i.e. Schools None							
		Implications	Notic							
sc	EV06	Service/Section	Building & Development Control							
			Deletion of two planning officer posts	217	80			Low	High	SS2
		Service Implication	This will lead to a sharp decrease in the sections ability to respond to and provide an acceptable level of service.							
		Staffing Implications	Loss of 2 professionally qualified planners							
		Business Plan implications	Significantly reduced ability to determine planning applications on time, with resulting complaints and restriction on economic development in the borough. Potential service performance failure with resulting Government intervention. HPDG (The Housing & Planning Delivery Grant)has historically funded 2 posts. This grant aid will expire in June 2014 in any event. This will significantly exacerbate the impact of these savings proposals.							
		Impact on other departments	Reduced ability to progress councils own developments on time e.g. Schools expansion programme ,Future Merton regeneration initiatives.							
		Equalities Implications	None							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2014-18

Panel	Ref		Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV07	Service/Section	Building & Development Control							
		Description	Deletion of one planning area team leader post	126	50			Low	High	SS2
		Service Implication	This will lead to a sharp decrease in the sections ability to respond to and							
		Ctaffin n Immliantiana	provide an acceptable level of service.							
		Starring implications	Loss of one professionally qualified team leader.							
		Business Plan	Significantly reduced ability to progress planning applications on time,							
		implications	with resulting complaints and restriction on economic development in the							
			borough. Potential service performance failure with resulting Gov't							
			intervention							
		•	Reduced ability to progress councils own developments on time e.g.							
		departments	Schools expansion programme ,Future Merton regeneration initiatives.							
		Equalities	None							
		Implications								
	EV10	Service/Section	Greenspaces							
		Description	To be determined through TOM, which will generate a series of business	2,763	130	100		Medium	High	SP1
			cases for volunteering channel shift and commercialisation of service.	·						
		Comice Insulication	To be determined through TOM; working with volunteering channel shift							
		Service Implication	to mitigate impact and maintain current level of service delivery; increase							
			income through further commercialisation to offset budget reduction.							
			moone though taking commercial and the choose stages reasoned.							
		Staffing Implications	To be determined through TOM							
		Business Plan	To be determined through TOM							
		implications	Ç							
		Impact on other	To be determined through TOM							
		departments								
	Equalities To be determined through TOM									
		Implications								
otal En	vironme	nt and Regeneration Sa	vings: REJECTED/DEFERRED SAVINGS		400	100	0		-	•

Council Tax Base 2015/16

1. INTRODUCTION

- 1.1 The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2015/16.The Council is required to determine its Council Tax Base by 31 January 2015.
- 1.2 In 2013/14 the Council Tax Base calculation was affected by the introduction of the new local council tax support scheme and technical reforms to council tax. On 30 November 2012, new regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) came into force. These regulations ensured that new local council tax support schemes, implemented under the Local Government Finance Act 2012, were fully reflected in the council tax base for all authorities.
- 1.3 At its meeting on 10 November 2014, Cabinet considered two reports which have implications for the Council Tax being, being Council Tax Empty Homes Premium, and the Council Tax Support Scheme 2015/16. At the meeting it was resolved that:-
 - That Cabinet agrees that the Council will implement the council tax empty home premium of an additional charge of 50% on the council tax for long term empty properties (over two years empty) from 1st April 2015.
 - That Cabinet agree to the uprating changes for the 2015/16 council tax support scheme, detailed in the report, in order to maintain low council tax charges for those on lower incomes and other vulnerable residents.
- 1.4 The calculation of the Council Tax Base reflects the changes agreed by Cabinet.

2. CALCULATING THE COUNCIL TAX BASE FOR 2015/16

- 2.1 Under the regulations, the council tax base is the aggregate of the relevant amounts calculated for each valuation band multiplied by the authority's estimated collection rate for the year.
- 2.2 The relevant amounts are calculated as
 - number of chargeable dwellings in each band shown on the valuation list on a specified day of the previous year,
 - adjusted for the number of exemptions, discounts, reductions for disability, and premiums that apply to those dwellings.

- 2.3 All authorities notify the DCLG of their unadjusted Council Tax Base using a CTB Form and the deadline for return was 17 October 2014 and Merton met this deadline.
- 2.4 The CTB form for 2015/16 includes the latest details about the Council Tax Support Scheme and the technical reforms which impacted on discounts and exemptions.
- 2.5 There is a separate council tax base for those properties within the area covered by Wimbledon and Putney Commons Conservators. The Conservators use this, together with the Council Tax bases from RB Kingston, and Wandsworth to calculate the levy which is charged each year. There is currently a review of the WPCC boundaries which may have an impact on the final calculation of the WPCC Council Tax Base.

2.6 Assumptions in the MTFS

- 2.6.1 Other than changes in the actual council tax rates levied, in producing a forecast of council tax yield in future years, there are two key variables to be considered:-
 - the year on year change in Council Tax Base
 - the council tax collection rate
- 2.6.2 The draft MTFS reported to Cabinet on 20 October assumed that the Council Tax Base increases 0.5% per year and that the collection rate is 97.25% in each of the years.
- 2.6.3 The assumptions used in paragraph 2.6.2 will be applied to the latest Council Tax Base information included on the CTB return completed on 17 October 2014.
- 2.7 Information from the October 2013 Council Tax Base Return
- 2.7.1 The Council makes two CTB returns, one for the whole area of the borough and the other for the area covered by the Wimbledon and Putney Common Conservators for which an additional levy is applied.
- 2.7.2 The information in the CTB returns has been used to calculate the council tax bases and these are summarised in the following table compared to 2013/14:-

Council Tax Base	2014/15	2015/16	Change
			%
Whole Area	68,087.4	69,638.0	2.3%
Wimbledon & Putney Common	10,708.8	10,880.0	1.6%
Conservators			

3. IMPLICATIONS FOR COUNCIL TAX YIELD 2014/15

3.1 Assuming that council tax charges remain as for 2014/15 the estimated income compared to 2014/15 and the current assumption in the MTFS are summarised in the following table:-

	2014/15	2015/16	2015/16	2015/16
Council Tax:		MTFS	MTFS	Based
Whole area		Council	Cabinet	on CTB
		5/3/14	20/10/14	Return
Tax Base	68,087.4	68,427.8	68,604.2	69,638.0
Band D Council Tax	£1,102.25	£1,102.25	£1,102.25	£1,102.25
Estimated Yield	£75.05m	£75.43m	£75.62m	£76.76m
Change: 14/15 – latest 15/16				+ £1.71m
Change: Council-latest 15/16				+ £1.33m
Change: Cabinet-latest 15/16				+ £1.14m

- 3.2 Analysis of changes in yield 2014/15 to latest 2015/16
- 3.2.1 There are a number of reasons for the change in estimated yield between 2014/15 and the latest estimate based on the CTB data.
- 3.2.2 Over this period the Council Tax Base increased by 1,550.6 from 68,087.4 to 69,638 which multiplied by the Band D Council Tax of £1,102.55 results in additional yield of £1.709m.
- 3.2.3 An exact reconciliation for the change between years is not possible because of changes in distribution of Council Tax Support and discounts and benefits between years varies and the methodology used in each year is different. However, broadly the changes can be analysed as follows:
 - a) Change in collection rate from 97% to 97.25%
 This increases the Council Tax Base by about 170 per year and equates to additional yield of approximately £0.187m.
 - b) Number of Chargeable Dwellings and Exempt Dwellings
 Between years the number of properties increased by 348 from 82,241 to
 82,589 and the number of exempt dwellings reduced by 89 from 949 to
 860. This means that the number of chargeable dwellings increased by 437
 between years. Based on a full charge, this equates to additional council
 tax of £0.482m.
 - c) Amount of Council Tax Support Reduction
 In 2014/15 there was a reduction of 10,309.31 to the Council Tax Base for the council tax support reduction. This has reduced to 9,686.64 in 2015/16 which is a change of 622.67 and equates additional council tax of about £0.686m.

d) Changes in Discounts and Exemptions

Overall, the level of discounts and exemptions in the 2015/16 calculation is less than that included in 2014/15 resulting in an increase of about 353 in the council tax base which increases yield by around £0.389m

e) <u>Summary</u>

The following puts the individual elements together to show how the potential council tax yield changes between 2014/15 and 2015/16:-

	Approx.	Approx.
	Change in	Change
	Council	in Council
	Tax Base	Tax yield
		£m
Increase Collection Rate: 97% to 97.25%	170	0.187
Increase in number of chargeable dwellings	437	0.482
Change in Council Tax Support Reductions	623	0.686
Change in discounts and exemptions	353	0.389
Balance due to changes in distribution etc.	(32)	(0.035)
Total	1,551	1.709

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	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated
Merton	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
Total Corporate Services	5,935,910		3,862,000	2,881,000		1,500,000	1,760,000	1,645,000	1,435,000	
Total Community and Housing	3,019,110	1,806,890	1,334,000	340,000	•	340,000	340,000	•		340,000
Total Children, Schools and Families	25,265,200				20,103,800	3,265,600	7,246,800			658,800
Total Environment and Regeneration		17,470,560		5,500,500			4,654,000		4,654,000	
	47,317,970	44,041,560	46,259,640	29,595,860	29,579,300	9,978,600	14,000,800	11,698,580	7,087,800	7,102,800
	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated
Merton	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
inciton.	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Tatal Company Dudanta	4 702 500	2 007 000	1 000 000	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
Total Buisness Improvement	1,293,840	1,496,000	0	0	ŭ	0	0	ŭ	ŭ	0
Total Corporate Governance	9,920	0	0	0	0	0	0	0	0	0
Total Resources	333,450	228,250	0	0	0	0	0	0	0	0
Total Information Technology	1,105,280	584,000	1,862,000	1,881,000	1,007,000	575,000	860,000	770,000	560,000	575,000
Total Facilities Management	1,410,920	2,185,300	1,000,000	1,000,000	1,750,000	925,000	900,000	875,000	875,000	875,000
Total Corporate Services	5,935,910	6,500,550	3,862,000	2,881,000	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	340,980	0	0	0	0	0	0	0	0	0
Total Merton Adult Education	1,980	0	0	0	0	0	0	0	0	0
Housing										
The Gables Mitcham	577,300	0	0	0	0	0	0	0	0	0
8 Wilton Road	489,240	0	0	0	0	0	0	0	0	0
Western Road	760,000	115,000	0	0	0	0	0	0	0	0
Disabled Facilities	839,610	1,341,890	784,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Other Housing	10,000	0	0	0	0	0	0	0	0	0
Total Libraries	0	350,000	550,000	0	0	0	0	0	0	0
Total Community and Housing	3,019,110	1,806,890	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Children, Schools and Families										
Total Primary School Expansions		12,414,490	3,792,000	3,848,780			0	0	0	0
Total Secondary School Expansions	100,000		1		13,954,270		6,000,000	4,008,000	0	0
Total SEN	574,780	3,376,610	3,000,000	3,000,000	850,000	850,000	0	0	0	0
Total Other	2,028,470	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	25,265,200	18,263,560	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										
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	998,350	, ,	, ,			, ,	, ,	, ,	350,000	350,000
Total Highways General Planned Works	714,630	· ·		·		-	•	·	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	734,290	1,200,000	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000
Total Other E&R	234,340	300,000	0	0	0	0	0	0	0	0
Total On and Off Street Parking	1,342,910	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	2,382,950	4,658,460	1,922,000	0	0	0	0	0	0	0
Total Plans and Projects	70,000	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	80,000	375,190	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Transport for London	2,295,050	1,310,000	1,271,000	0	0	0	0	0	0	0
Total Traffic and Parking Management	216,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Total Transport and Plant	620,000	5,546,890	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total Safer Merton - CCTV & ASB	0	300,000	300,000	0	0	0	0	0	0	0
Total 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	13,097,750	17,470,560	17,274,500	5,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000

Corporate Services	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Corporate Budgets												
Acquisitions Budget	CA003MA	OSC	1,042,340	500,000	500,000	0	0	0	0	0	0	0
Transformation Budgets	CT012EAZ	OSC	240,160	507,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	CA004MA	OSC	500,000	1,000,000	500,000	0	0	0	0	0	0	0
Total Corporate Budgets			1,782,500		1,000,000	0	0	0	0	0	0	0
Business Improvements												
Replace doc management system	CT012EM	OSC	300,000	440,000	0	0	0	0	0	0	0	0
Customer Contact Programme	CT021EA	OSC	300,000	485,000	0	0	0	0	0	0	0	0
Data Labling	CT023NA	OSC	293,840	0	0	0	0	0	0	0	0	0
Replacement SC System	CT007EA	OSC	400,000	571,000	0	0	0	0	0	0	0	0
Total Buisness Improvement			1,293,840	1,496,000	0	0	0	0	0	0	0	0
Corporate Governance												
IER Capital Hardware	CT019NC	OSC	9,920	0	0	0	0	0	0	0	0	0
Total Corporate Governance			9,920	0	0	0	0	0	0	0	0	0
Resources												
Improving Information Systems	CT020NB	OSC	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	CT003EA	osc	1,710	0	0	0	0	0	0	0	0	0
Planned Replacement Programme	CT006EA	OSC	877,070	299,000	1,412,000	1,686,000	957,000	575,000	860,000	770,000	560,000	575,000
ITSD Enhancements	CT012ED	OSC	35,000	85,000	250,000	120,000	50,000	0	0	0	0	0
Multi-Functioning Device (MFD)	CT022EA	OSC	125,000	200,000	200,000	75,000	0	0	0	0	0	0
Room and Space Management	CT007EX	osc	66,500	0	0	0	0	0	0	0	0	0
Total Information Technology			1,105,280	584,000	1,862,000	1,881,000	1,007,000	575,000	860,000	770,000	560,000	575,000
Facilities Management												
Civic Centre refurbishment	CF001AB	OSC	100,000	0	0	0	0	0	0	0	0	0
Invest to Save Schemes	CF002SA	OSC	500,000	1,800,300	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Water Safety Works	CF011FA	OSC	0	0	150,000	150,000	100,000	75,000	50,000	25,000	25,000	25,000
Asbestos Safety Works	CF011FB	OSC	0	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Capital Works - Facilities	CF004SA	osc	200,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Civic Centre Passenger Lifts	CF001AL	osc	465,000	185,000	0	0	0	0	0	0	0	0
Civic Centre Boilers		OSC	0	0	0	0	300,000	0	0	0	0	0
Data Centre Support Equipment		OSC	0	0	0	0	300,000	0	0	0	0	0
Civic Centre Staff Entrance Improvement	3	OSC	0	0	0	0	200,000	0	0	0	0	0
Civic Centre Windows	CF001AK	OSC	145,920	0	0	0	0	0	0	0	0	0
Total Facilities Management			1,410,920		1,000,000				-		875,000	875,000
TOTAL			5,935,910	6,500,550	3,862,000	2,881,000	2,757,000	1,500,000	1,760,000	1,645,000	1,435,000	1,450,000

Community and Housing	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
A ded Octob												
Adult Social Care	0004055	LICOR	04.000									
Laptops for Other Staff	CC018EB	HCOP	61,880	0	0	0	0	0	0	0	0	0
CareFirst report Development	CC018FA	HCOP	14,000	0	0	0	0	0	0	0	0	0
Excel Add-Ins	CC018FB	HCOP	3,000	0	0	0	0	0	0	0	0	0
Captive E-Learning CareFirst	CC018FC	HCOP	8,350	0	0	0	0	0	0	0	0	0
Adult Social care Collections	CC018MA	HCOP	10,000	0	0	0	0	0	0	0	0	0
Telehealth	CC018MB	HCOP	43,750	0	0	0	0	0	0	0	0	0
JMC Extension	CC018MD	HCOP	200,000	0	0	0	0	0	0	0	0	0
Total Adult Social Care			340,980	0	0	0	0	0	0	0	0	0
Merton Adult Education												
MAE Finance Lease		SC	1,980	0	0	0	0	0	0	0	0	0
Total Merton Adult Education			1,980	0	0	0	0	0	0	0	0	0
Housing												
Birches Close	CC014RA	SC	10,000	0	0	0	0	0	0	0	0	0
The Gables Mitcham		SC	577,300	0	0	0	0	0	0	0	0	0
8 Wilton Road	CC017AA	SC	489,240	0	0	0	0	0	0	0	0	0
191-193 Western Road		SC	0	115,000	0	0	0	0	0	0	0	0
Western Road *	CC020RA	SC	760,000	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	CC022RA	SC	800,000	1,269,470	724,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Universal Coldbusters		SC	19,610	0	0	0	0	0	0	0	0	
Small Repairs Grant	CC023RA	SC	20,000	72,420	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Total Housing			2,676,150	1,456,890	784,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Libraries												
Relocation of Colliers Wood Library	CC011AA	SC	0	0	550,000	0	0	0	0	0	0	0
Library Self Service	CC011AB	SC	0	350,000	0	0	0	0	0	0	0	0
Total Libraries			0	350,000	550,000	0	0	0	0	0	0	0
TOTAL			3,019,110	1,806,890	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000

Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Primary School Expansions										
All Saints/ South Wim YCC exp	14,250	0	0	0	0	0	0	0	0	0
Cranmer expansion	2,051,770	0	0	0	0		0		0	0
Dundonald expansion	788,000	4,218,860	1,117,000	0	0	ŭ	0		0	0
Gorringe Park expansion	9,620	0	0	0	0		0		0	0
Hillcross School Expansion	3,216,520	1,623,830	0	0	0	_	0	_	0	0
Holy Trinity Expansion	61,000	0	0	0	0		0		0	0
Joseph Hood Permanent Expansn	83,350	0	0	0	0		0		0	0
Liberty expansion	2,620	0	0	0	0		0		0	0
Merton Abbey	3,621,050	889,710	0	0	0		0		0	0
Pelham School Expansion	2,992,220	2,523,340	0	0	0	0	0	0	0	0
Poplar Permanent Expansion	3,586,740	410,730	0	0	0	0	0	0	0	0
St Mary's expansion	2,786,850	159,190	0	0	0	0	0	0	0	0
Singlegate expansion	2,915,000	2,493,830	0	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	3,580	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
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
Total Primary School Expansions	22,561,950	12,414,490	3,792,000	3,848,780	2,575,000	1,600,000	0	0	0	0
Scheme 1 Phased Extra 4fe	20,000	180,000	2,800,000	0	3,677,560	0	0	0	0	0
Scheme 2 Phased Extra 4fe	20,000	180,000	2,800,000	0	2,270,120	0	0	0	0	0
Scheme 3 Phased Extra 4fe reduced to 2fe	20,000	180,000	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	20,000	30,000	1,900,000	3,000,000	2,000,000	0	0	0	0	0
Scheme 4 New School Extra 6fe	20,000	1,080,000	4,000,000	7,000,000	4,478,950	0	6,000,000	4,008,000	0	0
Secondary School Expansions	100,000	1,650,000	14,395,000	11,500,000	13,954,270	0	6,000,000	4,008,000	0	0

Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Cricket Green	20,000	130,050	1,500,000	1,500,000	0	0	0	0	0	0
Primary school autism unit	179,110	836,290	0	0	0	0	0	0	0	0
Perseid	335,670	1,150,270	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	574,780	3,376,610	3,000,000	3,000,000	850,000	850,000	0	0	0	0
Other										
Feasibility										
Inflation Contingency	0	172,460	1,952,140	1,875,580	2,074,530	165,600	596,800	401,580	8,800	8,800
Devolved Formula Capital	408,830	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	666,170	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
Raynes Park Sports Pavilion	4,770	0	0	0	0	0	0	0	0	0
Free School Meals	575,270	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	2,028,470	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,800
TOTAL	25,265,200	18,263,560	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	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Footways Planned Works												
Repairs to Footways	CE029FA	SC	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 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												
Play Space Pollards Hill - S106	CE013EB	SC	5,000	0	0	0	0	0	0	0	0	0
Parks Investment	CE013SA	SC	216,000	216,000	331,000	216,000	322,500	350,000	350,000	350,000	350,000	350,000
Pay and Display Machines			0	60,000	0	0	0	0	0	0	0	0
Parks Bins - Finance Lease	CE003EA	SC	34,000	34,000	34,000	34,000	27,500	0	0	0	0	0
King George Rec Play Area	CE110CB	SC	9,990	0	0	0	0	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	CE110CE	SC	4,420	0	0	0	0	0	0	0	0	0
Sir Joseph Hood Crazy Golf	CE110CF	SC	4,670	0	0	0	0	0	0	0	0	0
Wimbledon Park Crazy Golf	CE110CG	SC	30,000	0	0	0	0	0	0	0	0	0
All Saints Play Area	CE110CH	SC	2,970	0	0	0	0	0	0	0	0	0
Nelson Gardens Community Space	CE110CJ	SC	14,700	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	CE110CK	SC	9,570	0	0	0	0	0	0	0	0	0
B487 Landscape Ravensbury Park	CE009CA	SC	870	0	0	0	0	0	0	0	0	0
B619 Ravensbury Park entrance	CE009CC	SC	5,000	0	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	CE015CB	SC	15,170	0	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	CE015CB	SC	3,500	2,440	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	CE015CB	SC	25,000	0	0	0	0	0	0	0	0	0
B488 Landscape Dundonald Rec G	CE016CA	SC	12,000	0	0	0	0	0	0	0	0	0
B617a-c Wimbledon Park upgrade	CE017CD	SC	9,430	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	CE022AA	SC	2,490	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	CE022AA	SC	11,230	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	CE022AA	SC	5,000	0	0	0	0	0	0	0	0	0
B595 Colliers Wd Rec-play area	CE022CC	SC	6,470	0	0	0	0	0	0	0	0	0
B627a&b Cottnhm Prk-play area	CE026CA	SC	2,960	0	0	0	0	0	0	0	0	0
B683 Cannizaro Park			9,850	0	0	0	0	0	0	0	0	
B521 - Morden Park	CE027CA	SC	0	29,780	0	0	0	0	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	CE110SE	SC	21,000	0	0	0	0	0	0	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	CE110SG	SC	0	28,000	0	0	0	0	0	0	0	0

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
B651 South Park Gardens Pavil	CE015CD	SC	17,000	0	0	0	0	0	0	0	0	0
B647 John Innes Park Improvmnt	CE019CA	SC	2,000	0	0	0	0	0	0	0	0	0
B650 Rowan Road Park Improvmnt	CE023CB	SC	3,060	0	0	0	0	0	0	0	0	0
New Scheme- Figges Marsh Changing Room	CE022AB	SC	150,000	0	0	0	0	0	0	0	0	0
Tamworth Paddling Pool	CE110CL	SC	160,000	0	0	0	0	0	0	0	0	0
Mitcham Common Conservators	CE011CA	SC	100,000	0	0	0	0	0	0	0	0	0
Living Wandle Ravensbury Park	CE009CF	SC	0	76,200								
Pollution	CE052MA	SC	45,000	15,000	0	0	0	0	0	0	0	0
Outdoor Gyms		SC	60,000									
Total Greenspaces			998,350	461,420	365,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
Highways General Planned Works												
Surface Water Drainage	CE024FA	SC	62,070	62,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000
Highways bridges & structures	CE025FA	SC	370,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	CE027FA	SC	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
River Wandle Footbridge	CE036FA	SC	43,320	0	0	0	0	0	0	0	0	0
B646a Lombard Industrial Estat	CE137FB	SC	23,970	0	0	0	0	0	0	0	0	0
B639a Fair Green	CE137FD	SC	20,000	22,600	0	0	0	0	0	0	0	0
B642 Streatham Rd	CE144FA	SC	4,140	0	0	0	0	0	0	0	0	0
B671 Victoria Road	CE137FE	SC	30,280	0	0	0	0	0	0	0	0	0
B662 Brenley Close			13,940	0	0	0	0	0	0	0	0	0
B674a-d Phase 1 Lambton Rd	CE007CC	SC	31,910	0	0	0	0	0	0	0	0	0
B673a-c Phase 2 Lambton Rd	CE007CD	SC	25,000	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works			714,630	434,600	419,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000
Highways Planned Road Works												
Borough Roads Maintenance	CE026FA	SC	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
Severe Weather Maintenance		SC	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	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Leisure Centres												
Leisure Centre Plant & Machine	CE038MA	SC	280,960	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Morden Leisure Centre	CE045AA	SC	100,000	900,000	9,000,000	1,000,000	0	0	0	0	0	0
Multi use Games Area at Canons	CE055CA	SC	215,000	0	0	0	0	0	0	0	0	0
St Marks Academy Flood Lights	CE056CA	SC	93,330	0	0	0	0	0	0	0	0	0
Public Halls	CE149AA	SC	20,000	0	0	0	0	0	0	0	0	0
GLL Football		SC	25,000									
Wimbledon Park Lake De-Silting			0	0	0	0	1,500,000	0	0	0	0	0
Total Leisure Centres			734,290	1,200,000	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000
Other E&R												
Big Lottery Play Areas	CE044MA	SC	27,160	0	0	0	0	0	0	0	0	0
Priests House			0	300,000	0	0	0	0	0	0	0	0
Mobile Working Initiative	CE095EA	SC	65,500	0	0	0	0	0	0	0	0	0
WH Smith Dilapidations	CE129SA	SC	86,680	0	0	0	0	0	0	0	0	0
Rebuild Wall	CE129SA	SC	55,000	0	0	0	0	0	0	0	0	0
Total Other E&R			234,340	300,000	0	0	0	0	0	0	0	0
On and Off Street Parking												
Tackling Traffic Congestion			1,300,000	0	0	0	0	0	0	0	0	0
Improved parking- shop parades	CE132FA	SC	42,910	0	0	0	0	0	0	0	0	0
Total On and Off Street Parking			1,342,910	0	0	0	0	0	0	0	0	0
Regeneration Partnerships												
Industrial Estate Investment	CE059FA	SC	0	750,000	0	0	0	0	0	0	0	0
Colliers Wd- Regeneration Fund	CE006FB	SC	1,336,420	0	0	0	0	0	0	0	0	0
Mitcham - Outer London Fund	CE006FC	SC	78,660	0	0	0	0	0	0	0	0	0
Mitcham Major schemes	CE006FD	SC	200,000	1,800,000	885,000	0	0	0	0	0	0	0
Restoration of South Park Gdns	CE015CA	SC	169,890	0	0	0	0	0	0	0	0	0
Sect106 Bottleneck Skills Grnt	CE060RA	SC	14,070	0	0	0	0	0	0	0	0	0
B678 Commonside East	CE001FA	SC	55,010	0	0	0	0	0	0	0	0	0
S106 Wim broadwy CA	CE061FA	SC	0	46,480	0	0	0	0	0	0	0	0
Town Centre Investment	CE061FB	SC	0	1,688,000	1,037,000	0	0	0	0	0	0	0
Mitcham Town Centre Improvements	CE061FE	SC	400,000	301,630	0	0	0	0	0	0	0	0
Colliers Wood Town Centre Improvements	CE061FF	SC	90,000	0	0	0	0	0	0	0	0	0

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
B550 Mitcham means Business	CE064FA	SC	38,900	0	0	0	0	0	0	0	0	0
B672a-f Connecting Colliers Wood	CE049CA	SC	0	72,350	0	0	0	0	0	0	0	0
Total Regeneration Partnerships			2,382,950	4,658,460	1,922,000	0	0	0	0	0	0	0
Plans and Projects												
Climate Change Initiatives	CE052MA	SC	70,000	0	0	0	0	0	0	0	0	0
Total Plans and Projects			70,000	0	0	0	0	0	0	0	0	0
Street Lighting												
Street Lighting Replacement Pr	CE068FA	SC	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												
Street scene enhancements	CE066FE	SC	15,000	250,000	0	0	0	0	0	0	0	0
B591b Shop Front Improvement	CE066FG	SC	0	42,510	0	0	0	0	0	0	0	0
B591a Street Scene Improvement	CE066FH	SC	0	17,680	0	0	0	0	0	0	0	0
Street Tree Programme	CE067FA	SC	65,000	65,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Street Scene			80,000	375,190	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Transport for London												
Accesibility Programme	CE104FD	SC	120,000	0	0	0	0	0	0	0	0	0
Cycle access/parking	CE104FG	SC	184,000	0	0	0	0	0	0	0	0	0
Victoria Rd Bus Access Impr	CE104FL	SC	18,400	0	0	0	0	0	0	0	0	0
Poulter Park (Wandle Trail)	CE104FN	SC	22,000	0	0	0	0	0	0	0	0	0
Casualty Reduction & Schools	CE104RA	SC	184,000	0	0	0	0	0	0	0	0	0
Unallocated	CE104MA	SC	0	1,310,000	1,271,000	0	0	0	0	0	0	0
TFL Projected Slippage	CE026SA	SC	319,010	0	0	0	0	0	0	0	0	0
Biking Borough Programme	CE128RA	SC	27,600	0	0	0	0	0	0	0	0	0
Cycle Improvements	CE104RM	SC	90,000	0	0	0	0	0	0	0	0	0
Central Road			342,000	0	0	0	0	0	0	0	0	0
Bewley Bridge	CE111FG	SC	25,540	0	0	0	0	0	0	0	0	0
The Broadway-Russell to Merton Rd	CE105FO	SC	109,250	0	0	0	0	0	0	0	0	0
Bus Stop Compliance	CE105FR	SC	128,800	0	0	0	0	0	0	0	0	0
Coombe Lane			85,500	0	0	0	0	0	0	0	0	0
Morden Rd Kingston Rd to High Path	CE105FQ	SC	57,950	0	0	0	0	0	0	0	0	0
Mitcham Town Centre	CE104FP	SC	290,000	0	0	0	0	0	0	0	0	0

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
A298/A238 Strategic Corridor	CE104FQ	SC	291,000	0	0	0	0	0	0	0	0	0
Total Transport for London			2,295,050	1,310,000	1,271,000	0	0	0	0	0	0	0
Traffic and Parking Management												
Traffic Schemes	CE142FA	SC	135,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Replace Parking Phone System	CE150NA	SC	37,500	0	0	0	0	0	0	0	0	0
S106 Cycle Imp Beverley Rounda		SC	43,500	0	0	0	0	0	0	0	0	0
Total Traffic and Parking Management			216,730	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	CE082EA	SC	590,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Network Rail	CE085FA	SC	0	9,400	0	0	0	0	0	0	0	0
Shared Space	CE085FF	SC	0	20,000	0	0	0	0	0	0	0	0
B609 Wim Town Centre trans imp	CE085FR	SC	0	5,000	0	0	0	0	0	0	0	0
B610 Wim Town Centre trans imp	CE085FS	SC	30,000	12,490	0	0	0	0	0	0	0	0
Transportation Enhancements	CE085FW	SC	0	5,000,000	0	0	0	0	0	0	0	0
Total Transport and Plant			620,000	5,546,890	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Safer Merton - CCTV & ASB												
CCTV (match funding)	CE002EA	SC	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
Waste Operations												
Alley Gating Scheme - Fly Tip	CE087FA	SC	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	CE090SA	SC	29,000	23,500	0	0	0	0	0	0	0	0
Waste Bins - Finance Lease	CE001EC	SC	5,500	5,500	5,500	5,500	5,500	0	0	0	0	0
Waste Phase B - Replace RCVs	CE092EA	SC	30,900	0	0	0	0	0	0	0	0	0
GPS Vehicle Tracking	CE148EA	SC	130,000	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			13,097,750	17,470,560	17,274,500	5,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref		Description of Saving	2015/16 £000	2016/17 £000	2017/18 £000
2014/17	EN14	Service/Section	Waste and Street Cleansing Operations			
		Description	Mobile technology including GPS and in cab monitors. 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.	100		
		Service Implication	None			
		Staffing Business Plan	3fte None			
		implications Impact on other departments	Call centre			
		Equalities Implications	None			
			Total Environment and Regeneration Savings	100	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
2014/17	EN14	Service/Section	Waste and Street Cleansing Operations			
		Description	Mobile technology including GPS and in cab monitors. 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.	-100	100	
		Service Implication	None			
		Staffing Implications	3fte			
		Business Plan implications	None			
		Impact on other departments	Call centre			
		Equalities	None			
			Total Environment and Regeneration Savings	-100	100	0

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

DRAFT WITTS 2013-19. RE-FRICED AND ROLLE	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Departmental Base Budget 2014/15	144,420	144,420	144,420	144,420
Inflation (Pay, Prices)	3,179	6,778	10,380	13,979
Autoenrolment/Nat. ins changes	0	1,000	2,000	2,000
FYE – Previous Years Savings	(4,252)	(9,149)	(10,576)	(10,576)
Replacement Savings	340	0	0	0
Income – Additional Fees/Charges	0	0	0	0
Growth	1,000	1,000	1,000	1,000
Revenuisation	(334)	(436)	(436)	(436)
Taxi card/Concessionary Fares	158	608	1,058	1,508
Education Services Grant	654	654	654	654
NHS t/f of Social Care Funding	(100)	(100)	(100)	(100)
Other (inc. reduced service grants)	610	986	1,056	1,129
Re-Priced Departmental Budget	145,675	145,761	149,456	153,578
Treasury/Capital financing	13,685	14,386	15,782	17,180
Pensions	4,205	4,395	4,592	4,799
Other Corporate items	(11,769)	(12,474)	(12,473)	(12,473)
Levies	637	637	637	637
Sub-total: Corporate provisions	6,758	6,944	8,538	10,143
BUDGET REQUIREMENT	152,433	152,705	157,994	163,722
BODGET REQUIREMENT	102,400	102,700	107,334	100,722
Funded by:				
Revenue Support Grant	(30,136)	(24,107)	(15,933)	(11,988)
Business Rates (inc. Section 31 grant)	(33,961)	(33,931)	(35,155)	(36,515)
C. Tax Freeze Grant 2015/16	(868)	(00,001)	(00,100)	(00,010)
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,487)	(2,000)	(2,000)	(2,000)
Council Tax inc. WPCC	(77,051)	(77,435)	(77,821)	(78,208)
Collection Fund – (Surplus)/Deficit	421	(11,100)	(11,621)	(10,200)
TOTAL FUNDING	(148,879)	(142,270)	(135,706)	(133,508)
		, , ,	, , ,	
GAP excluding Use of Reserves (Cumulative)	3,554	10,435	22,289	30,214
- Use of Reserves	(2,841)	1,003	(3,914)	0
		44.455	10.0==	
GAP including Use of Reserves (Cumulative)	713	11,438	18,375	30,214
- Savings/Income Proposals 2015/16	(713)	(11,438)	(15,443)	(16,591)
- Javings/income Froposals 2015/10	(113)	(11, 4 00)	(10, 44 0)	(10,081)
	0	0	2,932	13,623

Draft Departmental Budget Summaries 2015-16

SUMMARY - SUBJECTIVE ANALYSIS

FULL TIME EQUIVALENTS	2014/15	2015/16
Total FTE Staff	2,200.5	2,176.1

Premises 8,808 87 (367) 8,527 Transport 12,824 106 678 13,608 Supplies and Services 159,267 853 3,709 163,818 Supplies and Services 159,267 853 3,709 163,818 Supplies and Services 108,354 0 (4,419) 103,934 Support Services 30,821 0 1,489 32,316 Depreciation and Impairment Losses 15,226 0 1,280 16,506 Support Services 30,821 0 1,489 32,316 Support Services 30,821 0 1,489 32,316 Support Services 30,821 0 1,489 32,316 Support Services 30,821 0 1,280 16,506 Support Services 31,326 0 1,280 16,506 Support Services 3,3136 3,459 511,906 Support Services 3,31372 0 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,36	SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Premises 8,808 87 (367) 8,527 Transport 12,824 106 678 13,608 Supplies and Services 159,267 853 3,709 163,818 Supplies and Services 159,267 853 3,709 163,818 Supplies and Services 108,354 0 (4,419) 103,934 Support Services 30,821 0 1,489 32,316 Depreciation and Impairment Losses 15,226 0 1,280 16,506 Support Services 30,821 0 1,489 32,316 Support Services 30,821 0 1,489 32,316 Support Services 30,821 0 1,489 32,316 Support Services 30,821 0 1,280 16,506 Support Services 31,326 0 1,280 16,506 Support Services 3,3136 3,459 511,906 Support Services 3,31372 0 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,369 3,36	Expenditure				
Transport 12,824 106 678 13,608 Supplies and Services 159,257 853 3,709 163,819 Third Party Payments 79,750 1,005 481 81,2237 Transfer Payments 108,354 0 (4,419) 103,934 Support Services 30,821 0 1,489 32,310 Depreciation and Impairment Losses 15,226 0 1,280 16,506 GROSS EXPENDITURE 505,312 3,136 3,459 511,906 Income Government Grants (250,308) 0 452 (249,856) Other Reimbursements and Contributions (22,368) 0 (1,224) (23,592) Other Reimbursements and Contributions (22,368) 0 (1,224) (23,592) Other Reimbursements and Contributions (23,368) 0 (44) 0 (3,369) (59,243) Interest (44) 0 0 (44) (33,018) Reserves (929) 0 1,203 (16,646) (33,018) Reserves (929) 0 1,203 (16,646) (33,018) Other Expenditure 144,417 3,136 (1,126) 146,427 (1,126) Income Group of the provisions 18,125 (0) (15,671) 2,452 (1,126) Income Group of the provisions (33,371) Other Group of the provisions (34,371) Other Group of the provision of the	Employees	90,272	1,085	608	91,965
Supplies and Services 159,257 853 3,709 163,819 Third Party Payments 79,750 1,005 481 81,237 Transfer Payments 108,354 0 (4,419) 103,934 Support Services 30,821 0 1,489 32,310 Depreciation and Impairment Losses 15,226 0 1,280 16,506 GROSS EXPENDITURE 505,312 3,136 3,459 511,906 Income 6 6 6 0 452 (249,856) Other Reimbursements and Contributions (22,368) 0 (1,224) (23,592) Customer and Client Receipts (55,874) 0 (3,369) (59,243) Interest (44) 0 0 (44) Recharges (31,372) 0 (1,646) (33,018) Reserves (929) 0 1,203 274 GROSS INCOME (360,894) 0 (4,585) (365,480) NET EXPENDITURE 144,417 3,136		8,808		, ,	8,527
Third Party Payments Transfer Payments 108,354 0 (4,419) 103,934 Support Services 30,821 0 1,489 32,316 Support Services 15,226 0 1,280 16,506 GROSS EXPENDITURE 505,312 3,136 3,459 511,906 Income Government Grants (22,368) 0 (1,224) 0 (3,369) (59,243) Interest (44) 0 0 (44) Recharges (31,372) 0 (1,646) (33,018) Reserves (929) 0 1,203 274 GROSS INCOME 144,417 3,136 (1,126) 146,427 NET EXPENDITURE 162,542 3,136 (16,798) 148,879 Funded by: Revenue Support Grant Susiness Rates (34,371) 0 410 (33,961) Rewendes Bonus Council Tax Council Tax Council Tax Council Tax Freeze Grant 2015/16 Council Tax Freeze Grant 2014/15 (858) 0 858 0 0 (293) Collection Fund (4,797) 0 0 (4,487)	•	· ·			13,608
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NET EXPENDITURE 162,542 3,136 (16,798) 148,879 Funded by: Revenue Support Grant (39,738) 0 9,602 (30,136) Business Rates (34,371) 0 410 (33,961) New Homes Bonus (3,199) 0 712 (2,487) Council Tax (75,049) 0 (1,709) (76,758) Council Tax Freeze Grant 2015/16 0 0 (868) (868) Council Tax Freeze Grant 2014/15 (858) 0 858 0 WPCC Levy (293) 0 0 (293) Collection Fund (4,236) 0 4,657 421 PFI Grant (4,797) 0 0 (4,797)					
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2 2 422 (2 422)		(162,542)	0	13,663	(148,879)
		0	3,136	(3,136)	0

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	104	0.0
Further provision for revenuisation/RCCO	(2,101)	0.0
Pension Fund and Auto-enrolment	(9,392)	0.0
Contingency and centrally held provisions	(98)	0.0
Change in Grants	110	0.0
Appropriation to/from Reserves	(2,841)	0.0
Depreciation and impairment	(1,279)	0.0
CHAS - dividend	(174)	0.0
Levies	0	0.0
TOTAL	(15,671)	0

SUMMARY

FULL TIME EQUIVALENTS

Total FTE Staff

2014/15 2015/16 2,200.5 2,176.1

SERVICE AREA ANALYSIS	2014/15		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Corporate Services	11,285	251	(306)	11,229
Education Services] CSI	48,040	853	(4)	48,889
Children's Services]				
Environment and Regeneration	22,853	363	(371)	22,845
Adult Social Care] Cultural Services] C&l Housing General Fund]	l 61,333	832	(445)	61,720
Public Health	0	0	0	0
Single Status	100	0	0	100
Pay Award	807	837	0	1,644
TOTAL NET SERVICE EXPENDITURE	144,417	3,136	(1,126)	146,427
Corporate Provisions/Appropriations	18,125	0	(15,671)	2,453
NET EXPENDITURE	162,542	3,136	(16,798)	148,879
Funded by:				
Revenue Support Grant	(39,738)		9,602	(30,136)
Business Rates	(34,371)	0	410	(33,961)
New Homes Bonus Council Tax	(3,199)	0	712 (1,709)	(2,487)
Council Tax Council Tax Freeze Grant 2015/16	(75,049)	0	(1,709)	(76,758) (868)
Council Tax Freeze Grant 2014/15	(858)		858	(608)
WPCC Levy	(293)	_	0	(293)
Collection Fund	(4,236)	0	4,657	`421
PFI Grant	(4,797)	0	0	(4,797)
	(162,542)	0	13,663	(148,879)
	0		(3,136)	0

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	104	0.0
Further provision for revenuisation/RCCO	(2,101)	0.0
Pension Fund and Auto-enrolment	(9,392)	0.0
Contingency and centrally held provisions	(98)	0.0
Change in Grants	110	0.0
Appropriation to/from Reserves	(2,841)	0.0
Depreciation and impairment	(1,279)	0.0
CHAS - dividend	(174)	0.0
Levies	0	0.0
	ļ.	
TOTAL	(15,671)	0

CORPORATE ITEMS ANALYSIS

	2014/15		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Cost of Borrowing including Minimum Revenue Provision	14,103	0	117	14,220
Further provision for revenuisation/RCCO	2,165	0	(2,101)	64
Pension Fund	13,134	0	(9,392)	3,742
Pensions: Auto-enrolment	300	0	0	300
Centrally held provision for Utilities inflation	300	0	(200)	100
Adjustment re Income re P3/P4	400	0	0	400
Provision for excess inflation	585	0	102	687
Bad Debt Provision	500	0	0	500
Contingency	1,500	0	0	1,500
Change in Corporate Specific and Special Grants	(47)	0	110	63
Levies:-				
Lee Valley	214		0	214
London Pensions Fund	266		0	266
Environment Agency	157		0	157
WPCC	293		0	293
GROSS EXPENDITURE	33,871	0	(11,365)	22,507
Income				
Investment Income	(522)		(13)	(535)
Depreciation & Impairment	(15,227)		(1,279)	(16,505)
	1 1			
Use of Reserves - Closing the Gap Reserve	0		(2,841)	(2,841)
CHAS Dividend	0		(174)	(174)
GROSS INCOME	(15,749)	0	(4,307)	(20,055)
NET EXPENDITURE	18,123	0	(15,671)	2,451



2015/2016 ESTIMATES

CORPORATE SERVICES DEPARTMENT

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Sutton TUPE staff
Total FTE

2014/15	2015/16
457.5	453.3
14.0	45.0
40.6	39.0
512.1	537.3

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	23,220	22	(306)	22,936
Premises	2,882	35	(130)	2,787
Transport	143	2	(5)	139
Supplies and Services	11,078	172	235	11,485
Third Party Payments	1,333	20	(10)	1,343
Transfer Payments	98,188	0	(4,478)	93,710
Support Services	9,259	0	0	9,259
Depreciation and Impairment Losses	1,919	0	125	2,045
GROSS EXPENDITURE	148,022	251	(4,569)	143,704
•				
Income	(00.000)		4 740	(0= 10=)
Government Grants	(99,909)	0	4,743	(95,165)
Other Reimbursements and Contributions	(5,393)	0	10	(5,383)
Customer and Client Receipts	(6,183)	0	(343)	(6,526)
Interest	0	0		(05.400)
Recharges	(25,253)	0	(147)	(25,400)
Reserves	0	0	0	0
GROSS INCOME	(136,738)	0	4,263	(132,475)
NET EXPENDITURE	11,285	251	(306)	11,229

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Sutton TUPE staff
Total FTE

2014/15	2015/16
457.5	453.3
14.0	45.0
40.6	39.0
512.1	537.3

	CHANGE BETWEEN YEARS			S
SERVICE AREA ANALYSIS	2014/15		Other	2015/16
	Original			
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Customer Services	2,465	30	(52)	2,443
Infrastructure & Transactions	(0)	77	(172)	0 (95) 0
Business Improvement	69	14	51	134
Corporate Governance	1,610	18	(268)	1,361 0
Resources	1,942	73	178	2,194 0
HR	4	13	(44)	(27)
Corporate Items	5,195	24	0	5,219
TOTAL EXPENDITURE	11,285	251	(306)	11,229
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
NET EXPENDITURE	11,285	251	(306)	11,229

INFRASTRUCTURE & TRANSACTIONS

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room and Transactional services. Safety services was transferred to Infrastructure and Transactions in December 2014.

FULL TIME EQUIVALENTS (FTE) Number of Permanent Staff Number of Fixed term contracts Total FTE

2014/15	2015/16
82.7	89.7
0.0	5.0
82.7	94.7

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16
	Original Estimate	Inflation	Variations	Estimate
Francis ditama	£000	£000	£000	£000
Expenditure	0.005	0	04.4	0.570
Employees	3,365	0	214	3,579
Premises	2,733	33	(121)	2,645
Transport	33	1	3	36
Supplies and Services	2,688	41	84	2,812
Third Party Payments	207	3	0	210
Transfer Payments	0	0	0	0
Support Services	875	0	101	976
Depreciation and Impairment Losses	1,916	0	128	2,045
GROSS EXPENDITURE	11,815	77	409	12,302
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(2,063)	0	(343)	(2,406)
Interest	, , ,	0	, ,	Ó
Recharges	(9,752)	0	(238)	(9,990)
_	Ô	0	, ,	Ó
Reserves	0		_	
Reserves	O			
GROSS INCOME	(11,815)	0	(581)	(12,396)

Major Items	£000	fte
Previous years savings	(462)	(3.2)
New savings	(31)	
Transfer between departments	169	9.3
Technical adjustments	24	5.9
Depreciation adjustments	128	
Overheads adjustments		
TOTAL	(172)	12.0

CUSTOMER SERVICES

The Customer Services Division consists of: Merton Link (including the Cash Office, Translation Services and Contact Centre), Support Team, Local Taxation (including Business Rates, Baliff Team and Recovery Team), Benefits Administration, Registrars, Debt Recovery, Corporate Communications, Web Team and Consultation & Community Engagement

FULL TIME EQUIVALENTS (FTE) Number of Permanent Staff Number of Fixed term contracts Total FTE

2014/15	2015/16
137.4	136.4
2.0	7.0
139.4	143.4

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Original		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	5,038	0	(90)	4,947
Premises	20	0	0	20
Transport	63	1	0	64
Supplies and Services	1,447	22	(44)	1,425
Third Party Payments	461	7	(10)	458
Transfer Payments	367	0	(367)	0
Support Services	2,465	0	0	2,465
Depreciation and Impairment Losses	3	0	(3)	0
GROSS EXPENDITURE	9,865	30	(514)	9,381
Income				
Government Grants	(1,981)	0	462	(1,519)
Other Reimbursements and Contributions	(930)	0	0	(930)
Customer and Client Receipts	(2,184)	0	0	(2,184)
Interest	(=, : 0 :)	0	0	(=, : 0 :)
Recharges	(2,305)	0	0	(2,305)
Reserves	0	0	0	0
GROSS INCOME	(7,400)	0	462	(6,938)
NET EXPENDITURE	2,465	30	(52)	2,443

Major Items	£000	fte
Previous years savings	(40)	(1.0)
New savings	(33)	
Transfer between departments		
Technical adjustments	24	5.0
Depreciation adjustments		
Overhead adjustments	(3)	
TOTAL	(52)	4.0

BUSINESS IMPROVEMENT

The Business Improvement Division consists of IT Business Systems, IT Business Process Reengineering, Business Improvement and Programme Office.

FULL TIME EQUIVALENTS
Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2014/15	2015/16
30.9	31.5
11.0	21.0
41.9	52.5

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Original		Other	2015/16
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	
Francis distance	2000	£000	£000	£000
Expenditure	4.544	0	(00)	4 404
Employees	1,541	0	(60)	1,481
Premises	0	0		0
Transport	3	0		3
Supplies and Services	928		111	1,054
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	318	0	0	318
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	2,791	14	51	2,856
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(84)	0	0	(84)
Interest	04)	0	0	(04)
Recharges	(2,638)	0	0	(2,638)
Reserves			•	1 1
Reserves	0	0	0	0
GROSS INCOME	(2,722)	0	0	(2,722)
NET EXPENDITURE	69	14	51	134

Major Items	£000	fte
Previous years savings	(81.0)	(1.0)
New savings	(10.0)	
Transfer between departments		
Technical adjustments	142.0	1.5
Depreciation adjustments		
Overheads adjustments		
TOTAL	51.0	0.5

CORPORATE GOVERNANCE

The Corporate Governance Division consists of the South London Legal Partnership, Internal Audit, Investigations, Democracy Services, Electoral Services and Information Governance. Safety Services was transferred to Infrastructure and Transactions in December 2014.

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2014/15	2015/16
134.5	123.8
0.0	7.0
134.5	130.8

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 2014/15 £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Expenditure				
Employees	6,599	0	(332)	6,267
Premises	10	0	(3)	7
Transport	35	0	(3)	32
Supplies and Services	1,654	18	(122)	1,550
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	509	0	(101)	408
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	8,807	18	(561)	8,264
			(***)	-,
Income			(55.7)	3,231
Income Government Grants	(170)	0	170	0
	` ,	0		0
Government Grants	(4,412)		170	,
Government Grants Other Reimbursements and Contributions	` ,	0	170 33	0 (4,379)
Government Grants Other Reimbursements and Contributions Customer and Client Receipts	(4,412) (530)	0 0	170 33 0	0 (4,379)
Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest	(4,412) (530) 0	0 0 0	170 33 0 0	0 (4,379) (530) 0
Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest Recharges	(4,412) (530) 0 (2,085)	0 0 0	170 33 0 0	0 (4,379) (530) 0 (1,994)

Major Items	£000	fte
	(4.50)	(4.0)
Previous years savings	(156)	(1.0)
New savings		
Transfer between departments	(181)	(5.5)
Technical adjustments	69	2.8
Depreciation adjustments		
Overhead adjustments		
TOTAL	(268)	(3.7)

RESOURCES

The Resources Division consists of Policy & Strategy, Commercial Services, Business Planning, Accountancy and Business Partners . The Pensions service is now managed by LB Wandsworth.

FULL TIME EQUIVALENTS
Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2014/15	2015/16
67.2	67.4
1.0	5.0
68.2	72.4

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16
	Original			
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	3,821	0	(19)	3,802
Premises	105	2	(6)	100
Transport	4	0		4
Supplies and Services	3,834	69	207	4,110
Third Party Payments	169	3	0	171
Transfer Payments	9	0	0	9
Support Services	718	0	0	718
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	8,660	73	182	8,915
Income		0	0	
Government Grants	0	0	0	(5.4)
Other Reimbursements and Contributions	(50)	0	(4)	(54)
Customer and Client Receipts	(753)	0	0	(753)
Interest	0	0	0	0
Recharges	(5,914)	0	0	(5,914)
Reserves	0	0	0	0
GROSS INCOME	(6,718)	0	(4)	(6,721)
NET EXPENDITURE	1,942	73	178	2,194

Major Items	£000	fte
Previous years savings	(5)	
New savings	(17)	
Transfer between departments		
Technical adjustments	200	4.2
Depreciation adjustments	0	
Overhead adjustments		
TOTAL	178	4.2

HR

The HR division consists of: Strategic HR, Business Partnerships, Corporate Learning & Development, Diversity, iTrent Client team, Recruitment & Resourcing, Central Operations Team. The function also interfaces with Staff Side. The HR service is shared with the LB of Sutton. The payroll service is shared with LB of Sutton and LB of Kingston and Richmond.

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Sutton TUPE staff
Total FTE

2014/15	2015/16
4.8	4.5
0.0	0.0
40.6	39.0
45.4	43.5

SUBJECTIVE ANALYSIS OF ESTIMATES	2013/14		Other	2015/16
	Original	Inflation	Variations	Estimate
	Estimate			
E 17	£000	£000	£000	£000
Expenditure	0.405		(40)	0.470
Employees	2,185	6	(19)	2,172
Premises	15	0		15
Transport	5	0	(5)	(0)
Supplies and Services	218	3	0	221
Third Party Payments	259	4	0	263
Transfer Payments	0	0	0	0
Support Services	451	0	0	451
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	3,132	13	(24)	3,121
Income				
	0	0	0	0
Government Grants	0	0	0	(22)
Other Reimbursements and Contributions	0	0	(20)	(20)
Customer and Client Receipts	(569)	0	0	(569)
Interest	0	0	0	0
Recharges	(2,559)	0	0	(2,559)
Reserves	0	0	0	0
GROSS INCOME	(3,128)	0	(20)	(3,148)
NET EXPENDITURE	4	13	(44)	(27)

Major Items	£000	fte
Previous years savings	(5)	
New savings	(39)	
Transfer between departments		
Technical adjustments		(1.9)
Depreciation adjustments		
Overheads adjustments		
TOTAL	(44)	(1.9)

CORPORATE ITEMS

Corporate Management is composed of Housing Benefit subsidy payments and entitlements, Agency contract, Coroners Court and Severance payments.

FULL TIME EQUIVALENTS(FTE)
Number of Permanent Staff

2014/15	2015/16	
0	0	

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16
	Original Estimate	Inflation	Variations	Estimate
	£000	£000		£000
From an elitrona	£000	£000	£000	£000
Expenditure	070	40	0	000
Employees*	672	16	0	688
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	308	5	0	313
Third Party Payments	238	4	0	242
Transfer Payments	97,812	0	(4,112)	93,700
Support Services	3,923	0	0	3,923
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	102,953	24	(4,112)	98,866
Income				
Government Grants	(97,758)		4,112	(93,647)
Other Reimbursements and Contributions	(07,700)		0	(00,017)
Customer and Client Receipts	0		0	0
Interest	0		0	0
Recharges	_		0	ŭ
Reserves	(0)			(0)
KESEIVES	0		0	0
GROSS INCOME	(97,758)	0	4,112	(93,647)
NET EXPENDITURE	5,195	24	0	5,219

Major Items	£000	fte
Technical adjustments	(80)	
Overheads adjustments	(34)	
TOTAL	(114)	0.0

^{*} The employee budgets shown here relate to employee redundancy payments. There are no FTE's in Corporate Items



2015/2016 ESTIMATES

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

This Page contains the Budget for the whole Children, Schools and Families Department including funding provided directly to Merton's Schools

FULL TIME EQUIVALENTS

Number of Permanent Staff

Number of DSG Staff

Number of Fixed term contracts

Total FTE

2014/15	2015/16
445.5	461.8
75.4	73.7
0.0	0.0
520.9	535.6

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	25,140	22	740	25,902	4,136	21,766
Premises	1,426	6	132	1,564	309	1,255
Transport	3,340	47	(6)	3,381	65	3,316
Supplies and Services	138,679	570	3,388	142,637	134,649	7,988
Third Party Payments	27,129	208	20	27,357	10,191	17,166
Transfer Payments	417	0	(57)	360	0	360
Support Services	4,570	0	0	4,570	138	4,432
Depreciation and Impairment Losses	5,235	0	2	5,237	0	5,237
GROSS EXPENDITURE	205,936	853	4,219	211,008	149,488	61,520
Income						
Government Grants	(147,012)	0	(3,708)	(150,720)	(146,253)	(4,467)
Other Reimbursements and Contributions	(6,507)	0	(752)	(7,259)	(1,015)	(6,244)
Customer and Client Receipts	(4,421)	0	51	(4,370)	(2,220)	(2,150)
Interest	(44)	0	0	(44)	0	(44)
Recharges) ó	0	0	` ó	0	Ó
Reserves	88	0	186	274	0	274
GROSS INCOME	(157,896)	0	(4,223)	(162,119)	(149,488)	(12,631)
NET EXPENDITURE	48,040	853	(4)	48,889	0	48,889

Major Items	£000	fte
Savings	(781)	-6.5
Overhead adjustments	0	
Depreciation adjustments	38	
Technical adjustments	739	
Revenuisation	0	
Transfers between departments	0	
TOTAL	(4)	(6.5)

SUMMARY: CHILDRE	N, SCHOO	OLS AND F	AMILIES [DEPARTME	NT	
SERVICE AREA ANALYSIS	2014/15 Estimate £000	Inflation £000	Other Variations	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
Senior Management	1,296	11	38	1,345	0	1,34
Childrens Social Care	13,128	33	(685)	12,476	96	12,38
Commissioning, Strategy and Performance	13,260	94	168	13,522	4,266	9,25
Education	34,728	124	96	34,948	21,833	13,11
Schools	(21,200)	0	59	(21,141)	(26,195)	5,05
Other Childrens, Schools and Families	6,828	591	320	7,739	0	7,73
TOTAL NET EXPENDITURE	48,040	853	(4)	48,889	0	48,88

Senior Management

This budget contains provision for the Senior Management of Children, Schools and Familes Department.

FULL TIME EQUIVALENTS

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2014/15	2015/16
4.0	4.0
0.0	0.0
0.0	0.0
4.0	4.0

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16	2015/16
					DSG	LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	494	0	29	523	0	523
Premises	0	0	0	0	0	0
Transport	1	0	0	1	0	1
Supplies and Services	743	11	9	763	0	763
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	58	0	0	58	0	58
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	1,296	11	38	1,345	0	1,345
Income						
Government Grants	0	0	0	0	0	ا ا
Other Reimbursements and Contributions	0	0	0	0	0	0
Customer and Client Receipts	0	0	0	0	0	
Interest	0	0	0	0	0	٥
	0	0	0	0	0	0
Recharges Reserves	0	0	0	0		١
RESERVES	0	U	0	0		
GROSS INCOME	0	0	0	0	0	0
NET EXPENDITURE	1,296	11	38	1,345	0	1,345

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	0	
Shared legal services devolved budgets	0	
Technical adjustments	38	
TOTAL	38	0.0

Children's Social Care

This budget contains the funding for central sosial work; family and adolescent servicee; Mash and child protection; permanency, placements and looked after children; as well as safeguarding, standards and training.

FULL TIME EQUIVALENTS

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2014/15	2015/16	
205.2	207.7	
2.0	2.0	
0.0	0.0	
207.2	209.7	

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Estimate £000	Inflation £000	Other Variations	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
Expenditure						
Employees	9,503	3	109	9,615	89	9,526
Premises	125	2	(33)	94	0	94
Transport	187	3	2	192	1	191
Supplies and Services	1,160	12	(73)	1,099	6	1,093
Third Party Payments	1,781	13	(552)	1,242	0	1,242
Transfer Payments	398	0	(57)	341	0	341
Support Services	1,745	0	Ó	1,745	0	1,745
Depreciation and Impairment Losses	11	0	0	11	0	11
GROSS EXPENDITURE	14,910	33	(604)	14,339	96	14,243
Income						
Government Grants	(982)	0	(296)	(1,278)	0	(1,278)
Other Reimbursements and Contributions	(609)	0	24	(585)	0	(585)
Customer and Client Receipts	(5)	0	5	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	(186)	0	186	0	0	0
GROSS INCOME	(1,782)	0	(81)	(1,863)	0	(1,863)
NET EXPENDITURE	13,128	33	(685)	12,476		12,380

Major Items	£000	fte
Savings	(220)	(4.5)
Overhead adjustments	0	
Depreciation adjustments	0	
Transfer between departments	0	
Technical adjustments	(465)	
TOTAL	(685)	(4.5)

Commissioning, Strategy and Performance

This page contains the budgets for access to resources service; policy, planning and performance; joint commissioning and partnerships; as well as contract procurement and school organisation.

FULL TIME EQUIVALENTS

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts

Total FTE

2014/15	2015/16	
50.4	46.2	
5.9	5.9	
0.0	0.0	
56.3	52.0	

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure	
Employees	
Premises	
Transport	
Supplies and Services	
Third Party Payments	
Transfer Payments	
Support Services	
Depreciation and Impairme	nt Losses
GROSS EXPENDITURE	
Income	
Government Grants	
Other Reimbursements and	d Contributions
Customer and Client Recei	pts
Interest	
Recharges	
Reserves	
GROSS INCOME	
NET EXPENDITURE	

2014/15		Other	2015/16	2015/16	2015/16
				DSG	LA
Estimate	Inflation	Variations	Estimate	Estimate	Estimate
£000	£000	£000	£000	£000	£000
2,258	0	14	2,272	203	2,069
532	2	(11)	523	125	398
40	0	(3)	37	5	32
6,349	64	(145)	6,268	2,030	4,238
5,862	28	372	6,262	3,752	2,510
0	0	0	0	0	0
595	0	0	595	32	563
0	0	0	0	0	0
15,636	94	227	15,957	6,147	9,810
(106)	0	32	(74)	0	(74)
(310)	0	27	(283)	(28)	(255)
(1,960)	0	(118)	(2,078)	(1,853)	(225)
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
(2,376)	0	(59)	(2,435)	(1,881)	(554)
13,260	94	168	13,522	4,266	9,256

Major Items	£000	fte
Savings	(321)	0.0
Overhead adjustments	0	
Transfer between departments	0	
Revenuisation	0	
Technical adjustments	489	
TOTAL	168	0.0

Education

To page contains the budgets for school improvement; early years and children's centres; education inclusion; as well as special educational needs and disability integrated service.

FULL TIME EQUIVALENTS

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2014/15	2015/16
183.7	201.8
67.5	65.9
0.0	0.0
251.2	267.6

SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure
Employees
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Support Services
Depreciation and Impairment Losses
GROSS EXPENDITURE
Income
Government Grants
Other Reimbursements and Contributions
Customer and Client Receipts
Interest
Interest Recharges
microsi

2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
Estimate	Inflation	Variations	Estimate	Estimate	Estimate
£000	£000	£000	£000	£000	£000
10,106	0	598	10,704	3,206	7,498
734	3	176	913	150	763
3,112	44	(5)	3,151	58	3,093
13,956	58	162	14,176	12,465	1,711
9,435	19	97	9,551	6,440	3,111
19	0	0	19	0	19
2,156	0	0	2,156	106	2,050
191	0	(19)	172	0	172
39,709	124	1,009	40,842	22,425	18,417
(250)	0	(66)	(316)	(146)	(170)
(2,337)	0	(949)	(3,286)	(79)	(3,207)
(2,394)	0	102	(2,292)	(367)	(1,925)
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
(4,981)	0	(913)	(5,894)	(592)	(5,302)
34,728	124	96	34,948	21,833	13,115

Major Items	£000	fte
Savings	(240)	(2.0)
Overhead adjustments	0	
Transfer between departments	0	
Depreciation adjustments	17	
Technical adjustments	319	
TOTAL	96	(2.0)

Schools

This budget covers schools funding as well as some centrally retained DSG money to support the schools function.

FULL TIME EQUIVALENTS

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2014/15	2015/16
0.0	0.0
0.0	0.0
0.0	0.0
0.0	0.0

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	639	0	(1)	638	638	0
Premises	34	0	0	34	34	0
Transport	0	0	0	0	0	0
Supplies and Services	116,251	0	3,897	120,148	120,148	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Depreciation and Impairment Losses	5,033	0	21	5,054	0	5,054
GROSS EXPENDITURE	121,957	0	3,917	125,874	120,820	5,054
Income						
Government Grants	(142,104)	0	(4,003)	(146,107)	(146,107)	0
Other Reimbursements and Contributions	(1,053)	0	145	(908)	(908)	0
Customer and Client Receipts	(1,000)	0	143	(500)	(000)	ő
Interest		0	0	0	0	ő
Recharges		0	o o	0	0	0
Reserves		0	0	0	0	0
10301703		O	J	O	Ü	
GROSS INCOME	(143,157)	0	(3,858)	(147,015)	(147,015)	0
NET EXPENDITURE	(21,200)	0	59	(21,141)	(26,195)	5,054

Major Items	£000	fte
Depreciation adjustments	21	
Technical adjustments	38	
TOTAL	59	0.0

Other Children Schools and Families Budgets

This budget covers asylum seeker costs, past and present pension and redundancy costs, ESG income and PFI unitary charges.

FULL TIME EQUIVALENTS

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2014/15	2015/16
2.2	2.2
0.0	0.0
0.0	0.0
2.2	2.2

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	2,140	18	(7)	2,151	0	2,151
Premises	0	0	0	0	0	0
Transport	0	0	0	0	0	0
Supplies and Services	221	425	(462)	184	0	184
Third Party Payments	10,050	148	103	10,301	0	10,301
Transfer Payments	0	0	0	0	0	0
Support Services	16	0	0	16	0	16
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	12,427	591	(366)	12,652	0	12,652
Income						
Government Grants	(3,570)	0	625	(2,945)	0	(2,945)
Other Reimbursements and Contributions	(2,198)	0	0	(2,198)	0	(2,198)
Customer and Client Receipts	(61)	0	61	0	0	0
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	274	0	0	274	0	274
GROSS INCOME	(5,599)	0	686	(4,913)	0	(4,913)
NET EXPENDITURE	6,828	591	320	7,739	0	7,739

Major Items	£000	fte
Savings	0	
Overhead adjustments	0	
Technical adjustments	320	
TOTAL	320	0.0



2015/2016 ESTIMATES

ENVIRONMENT AND REGENERATION DEPARTMENT

SUMMARY: ENVIRONMENT & REGENERATION

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
TUPE Staff
Total FTE

2014/15	2015/16
636	637

SERVICE AREA ANALYSIS
Street Scene and Waste
Public Protection and Development
Sustainable Communities
Safer Merton
Senior Management and Support
TOTAL EXPENDITURE

CHANGE BETWEEN YEARS						
2014/2015		Other				
Original Estimate	Inflation	Variations	Estimate			
£000	£000	£000	£000			
25,561	242	(8,754)	17,049			
(5,741)	25	(2,095)	(7,811)			
1,785	93	11,703	13,581			
1,248	0	(1,248)	0			
0	3	23	26			
22,853	363	(371)	22,845			

Departmental Summary

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
TUPE Staff
Total FTE

2014/15	2015/16
636	637

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015		Other	2015/2016
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	21,896	103	694	22,693
Premises	3,406	29	(347)	3,088
Transport	8,140	39	687	8,866
Supplies and Services	4,325	46	220	4,591
Third Party Payments	9,504	146	739	10,390
Transfer Payments	16	0	(7)	9
Support Services	8,635	0	1,343	9,979
Depreciation and Impairment Losses	7,333	0	1,250	8,583
GROSS EXPENDITURE	63,255	363	4,581	68,199
Income				
Government Grants	(410)	0	(358)	(768)
Other Reimbursements and Contributions	(2,413)	0	(1,181)	(3,593)
Customer and Client Receipts	(33,618)	0	(3,021)	(36,639)
Interest	, , ,	0	Ó	, , ,
Recharges	(3,010)	0	(1,343)	(4,353)
Reserves	(950)	0	950	(0)
GROSS INCOME	(40,402)	0	(4,952)	(45,354)
NET EXPENDITURE	22,853	363	(371)	22,845

Major Items	£000	fte
Savings	(1,591)	
Depreciation adjustments	1,250	
Overheads adjustments	0	
Transfer between departments	(77)	
Technical adjustments	(146)	
Use of Reserves adjustments	193	
TOTAL	(371)	0

Street Scene and Waste: Transport Services, Waste Management and Operations.

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
TUPE Staff
Total FTE

2014/15	2015/16
351	316

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015		Other	2015/2016
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	10,868	101	(1,665)	9,304
Premises	1,437	1	(1,162)	276
Transport	7,627	30	576	8,233
Supplies and Services	1,532	12	(406)	1,138
Third Party Payments	8,270	98	(1,694)	6,674
Transfer Payments	2	0	0	2
Support Services	4,073	0	(621)	3,452
Depreciation and Impairment Losses	6,436	0	(5,243)	1,193
GROSS EXPENDITURE	40,245	242	(10,215)	30,272
Income				
Government Grants	(288)	0	11	(277)
Other Reimbursements and Contributions	(1,894)	0	878	(1,016)
Customer and Client Receipts	(12,005)	0	713	(1,010)
Recharges	(497)	0	(141)	(638)
Reserves	(497)	0	(141)	(030)
Reserves	O	U		U
GROSS INCOME	(14,684)	0	1,461	(13,223)
NET EXPENDITURE	25,561	242	(8,754)	17,049

Major Items	£000	fte
Savings Depreciation adjustments Overheads adjustments Transfer between departments Technical adjustments	(443) 141 0 (7) (8,445)	(36.6)
TOTAL	(8,754)	(36.6)

Public Protection: Regulatory Services Partnership, Parking Control.

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
TUPE Staff
Total FTE

2014/15	2015/16
136	130

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015		Other	2015/2016
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	5,226	0	(109)	5,117
Premises	691	1	(49)	643
Transport	226	3	(44)	185
Supplies and Services	670	12	95	777
Third Party Payments	326	9	337	672
Transfer Payments	2	0	(2)	(0)
Support Services	1,635	0	(201)	1,434
Depreciation and Impairment Losses	76	0	136	212
GROSS EXPENDITURE	8,852	25	163	9,040
Income				
Government Grants	(0)	0	(108)	(108)
Other Reimbursements and Contributions	(99)	0	(1,116)	
Customer and Client Receipts	(14,387)	0	(1,110)	
Recharges	(14,307)	0	(1,140)	(13,321)
Reserves	(106)	0	106	(0)
Nescives	(100)	O	100	(0)
GROSS INCOME	(14,592)	0	(2,258)	(16,850)
NET EXPENDITURE	(5,741)	25	(2,095)	(7,811)

Major Items	£000	fte
Savings	(611)	(7.3)
Depreciation adjustments	(3)	
Overheads adjustments	0	
Transfer between departments	(45)	(1.0)
Technical adjustments	(1,461)	(37.1)
Use of Reserves adjustments	25	
TOTAL	(2,095)	(45.4)

Sustainable Communities: Traffic and Highway Services, Development Control, Building Control, Physical Regeneration, Spatial Planning and Policy, Regeneration Partnerships, Property Management, Greenspaces, Leisure and Culture Development, Transport Planning & Safety Education, Business Performance.

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
TUPE Staff
Total FTE

2014/15	2015/16
117	180

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015 Original	Inflation	Other Variations	2015/2016 Estimate
	Estimate £000	£000	£000	£000
Expenditure				
Employees	4,203	2	3,283	7,488
Premises	1,276	27	866	2,169
Transport	260	6	162	428
Supplies and Services	1,745	19	713	2,477
Third Party Payments	780	39	2,225	3,044
Transfer Payments	12	0	(5)	7
Support Services	2,552	0	2,395	4,947
Depreciation and Impairment Losses	683	0	6,496	7,179
GROSS EXPENDITURE	11,511	93	16,135	27,739
Income				
Government Grants	(52)	0	(331)	(383)
Other Reimbursements and Contributions	(218)	0	(1,144)	(1,362)
Customer and Client Receipts	(7,220)	0	(2,599)	(9,819)
Recharges	(1,391)	0	(1,202)	(2,593)
Reserves	(844)	0	844	(0)
GROSS INCOME	(9,726)	0	(4,432)	(14,158)
NET EXPENDITURE	1,785	93	11,703	13,581

Major Items	£000	fte
Savings Depreciation adjustments	(534) 1,112	(5.9)
Overheads adjustments Transfer between departments	0 (25)	
Technical adjustments	10,982	73.7
Use of Reserves adjustments	168	0.4
TOTAL	11,703	68.2

Safer Merton: Management of the Community Safety Partnership and related legislation.

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
TUPE Staff
Total FTE

2014/15	2015/16
22	0

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015		Other	2015/2016
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	841	0	(841)	0
Premises	2	0	(2)	0
Transport	7	0	(7)	0
Supplies and Services	179	0	(179)	0
Third Party Payments	129	0	(129)	0
Transfer Payments	0	0	0	0
Support Services	230	0	(230)	0
Depreciation and Impairment Losses	139	0	(139)	0
GROSS EXPENDITURE	1,525	0	-1,525	0
Income				
Government Grants	(70)	0	70	0
Other Reimbursements and Contributions	(201)	0	201	0
Customer and Client Receipts	(6)	0	6	0
Recharges	0	0	0	0
Reserves	0	0	0	0
1,000,1700	· ·	o o	U	
GROSS INCOME	(277)	0	277	0
NET EXPENDITURE	1,248	0	(1,248)	0

Major Items	£000	fte
Saving	0	
Depreciation adjustments	0	
Overheads adjustments	0	
Technical adjustments	(1,248)	(22.0)
TOTAL	(1,248)	(22)

Senior Management and Support: The Department's senior management and secretarial support.

FULL TIME EQUIVALENTS (FTE)
Permanent Staff
Fixed Term Contract
TUPE Staff
Total FTE

2014/15	2015/16
	·
11	11

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015		Other	2015/2016
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	758	0	26	784
Premises	0	0	0	0
Transport	20	0	0	20
Supplies and Services	198	3	(3)	198
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	146	0	0	146
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	1,122	3	23	1,148
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,122)	0	0	(1,122)
Reserves	0	0	0	0
GROSS INCOME	(1,122)	0	0	(1,122)
NET EXPENDITURE	0	3	23	26

Major Items	£000	fte
Saving Overheads adjustments Technical adjustments	(3) 0 26	
TOTAL	23	C



2015/2016 ESTIMATES

COMMUNITY AND HOUSING DEPARTMENT

SUMMARY: COMMUNITY AND HOUSING

FULL TIME EQUIVALENTS
Number of FTE Staff
Number of FTE PCT TUPE staff

2014/15	2015/16
531.79	524.71
21.28	19.88
553.1	544.6

SERVICE AREA ANALYSIS	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Adult Social Care	55,498	780	(188)	56,090
Libraries and Heritage	3,193	16	(149)	3,060
Merton Adult Education	39	8	(29)	18
Housing General Fund	2,207	26	(79)	2,154
Senior Management	396	2	0	398
NET EXPENDITURE	61,333	832	(445)	61,720

COMMUNITY AND HOUSING DEPARTMENT Total

The department includes Adult Social Care, Housing, Libraries and Merton Adult Education.

FULL TIME EQUIVALENTS

Number of FTE Staff Number of FTE PCT TUPE staff Number of Fixed Term contract

2014/15	2015/16	
531.05	466.32	
24.24	22.74	
0.00	0.00	

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	19,110	101	(520)	18,691
Premises	1,094	17	(23)	1,088
Transport	1,202	18	2	1,222
Supplies and Services	5,175	65	(134)	5,106
Third Party Payments	41,784	631	(268)	42,147
Transfer Payments	9,732	0	123	9,855
Support Services	8,356	0	146	8,502
Depreciation and Impairment Losses	739	0	(98)	641
GROSS EXPENDITURE	87,192	832	(772)	87,252
Income				
Government Grants	(2,977)	0	(226)	(3,203)
Other Reimbursements and Contributions	(8,055)	0	`699	(7,356)
Customer and Client Receipts	(11,651)	0	(57)	(11,708)
Interest	0	0	Ò	Ó
Recharges	(3,109)	0	(156)	(3,265)
Reserves	(67)	0	67	Ó
	` '			
GROSS INCOME	(25,859)	0	327	(25,532)
NET EXPENDITURE	61,333	832	(445)	61,720

Major Items	£000	fte
Current Year savings	(2,154)	(48.14)
Previous years savings	0	0
Previous years growth	1,000	0
Overheads adjustments	0	0
Depreciation adjustments	(98)	0
Rebasing of Income	(220)	0
Technical adjustments	28	0
Transfers between departments	0	0
Grants	0	0
Other	1,006	0
TOTAL	(438)	(48.14)

COMMUNITY AND HOUSING DEPARTMENT Adult Education

Provides high quality learning and training needs of Merton communities for ages 16-65. Funded by LSC, MAE is able to support financially qualifying learners and or offer free courses. Services are provided through two main town centres Whatley Avenue, Wimbledon's Marlborough hall, and four neighbourhood centres, Cobham Court, Mictham's Canons house, Pollards Hill and Morden libraries.

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term contract

2014/15	2015/16	
29.36	27.29	
0.00	0.00	

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
			Other	
	Original	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,785	0	69	1,854
Premises	174	3	(11)	166
Transport	3	0	0	3
Supplies and Services	345	5	0	350
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	311	0	0	311
Depreciation and Impairment Losses	97	0	(5)	92
GROSS EXPENDITURE	2,715	8	53	2,776
Income				
Government Grants	(1,873)	0	(82)	(1,955)
Other Reimbursements and Contributions	0	0	Ó	0
Customer and Client Receipts	(803)	0	0	(803)
Interest	Ò	0	0	Ò
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(2,676)	0	(82)	(2,758)
NET EXPENDITURE	39	8	(29)	18

Major Items	£000	fte
Current Year savings	(14)	(0.50)
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	(5)	
Rebasing of Income	0	
Technical adjustments	(10)	
Transfers between departments	0	
Grants	0	
Other	0	
TOTAL	(29)	(0.50)

COMMUNITY AND HOUSING DEPARTMENT Library & Heritage Services

Services are provided through three main town centre libraries, Mitcham, Morden, Wimbledon and four neighbourhood libraries, Donald Hope, Pollards Hill, Raynes Park and West Barnes. Additional services available are home visits and school services. Also available is the Heritage Service located at Morden Library.

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term Contract

2014/15	2015/16		
47.00	45.71		
0.00	0.00		

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,327	0	(23)	1,304
Premises	401	6	6	413
Transport	4	0	0	4
Supplies and Services	582	9	(117)	474
Third Party Payments	65	1	(28)	38
Transfer Payments	0	0	0	0
Support Services	689	0	0	689
Depreciation and Impairment Losses	566	0	(76)	490
GROSS EXPENDITURE	3,634	16	(238)	3,412
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(114)	0	99	(15)
Customer and Client Receipts	(327)	0	(10)	(337)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(441)	0	89	(352)
GROSS INCOME	(441)	U	89	(332)
NET EXPENDITURE	3,193	16	(149)	3,060

Major Items	£000	fte
Current Year savings	(22)	
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	(76)	
Rebasing of Income	0	
Technical adjustments	(51)	
Transfers between departments	0	
Grants	0	
Other	0	
TOTAL	(149)	0.00

COMMUNITY AND HOUSING DEPARTMENT Housing General Fund

Housing Needs and Enabling Service

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term Contract

2014/15	2015/16		
32.50	30.53		
0.00	0.00		

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,310	0	(79)	1,231
Premises	38	1	(1)	38
Transport	28	1	(1)	28
Supplies and Services	200	3	(31)	172
Third Party Payments	1,154	21	221	1,396
Transfer Payments	338	0	(34)	304
Support Services	277	0	0	277
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	3,345	26	75	3,446
Income				
Government Grants	(969)	0	(171)	(1,140)
Other Reimbursements and Contributions	(5)	0	Ò	(5)
Customer and Client Receipts	(97)	0	(50)	(147)
Interest	Ô	0	0	Ô
Recharges	0	0	0	0
Reserves	(67)	0	67	0
GROSS INCOME	(1,138)	0	(154)	(1,292)
NET EXPENDITURE	2,207	26	(79)	2,154

Major Items	£000	fte
Current Year savings	(104)	(1.00)
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	19	
Transfers between departments	0	
Grants	0	
Other	6	
TOTAL	(79)	(1.00)

COMMUNITY AND HOUSING DEPARTMENT Adult Social Care

This area includes Older People, Mental Health, Learning Disability, Physical Disability and sensory Impaired clients. It also includes No Recourse to Public Fund, aids support and substance misuse clients, concessionary fares and clients receiving other services.

FULL TIME EQUIVALENTS

Number of FTE Staff Number of FTE PCT TUPE staff Number of Fixed Term Contract

2014/15	2015/16
420.19	360.79
24.24	22.74
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	14,464	101	(487)	14,078
Premises	481	7	(17)	471
Transport	1,167	17	3	1,187
Supplies and Services	3,914	46	14	3,974
Third Party Payments	40,565	609	(461)	40,713
Transfer Payments	9,394	0	157	9,551
Support Services	7,041	0	146	7,187
Depreciation and Impairment Losses	76	0	(17)	59
GROSS EXPENDITURE	77,102	780	(662)	77,220
Income	(1.5-)			(4.5.5)
Government Grants	(135)	0	27	(108)
Other Reimbursements and Contributions	(7,936)	0	600	(7,336)
Customer and Client Receipts	(10,424)	0	3	(10,421)
Interest	0	0	0	0
Recharges	(3,109)	0	(156)	(3,265)
Reserves	0	0	0	0
GROSS INCOME	(21,604)	0	474	(21,130)
NET EXPENDITURE	55,498	780	(188)	

Major Items	£000	fte
Current Year savings	(2,014)	(46.64)
Previous years savings	0	
Growth	1,000	
Overheads adjustments	0	
Depreciation adjustments	(17)	
Rebasing of Income	(220)	
Technical adjustments	70	
Transfers between departments	0	
Grants	0	
Other	1,000	
TOTAL	(181)	(46.64)

COMMUNITY AND HOUSING DEPARTMENT Senior Management

This area includes the cost of the Director and PA.

FULL TIME EQUIVALENTS

Number of FTE Staff Number of Fixed Term Contract

2014/15	2015/16	
2.00	2.00	
0.00	0.00	

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	224	0	0	224
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	134	2	0	136
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	38	0	0	38
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	396	2	0	398
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	0	0	0	0
NET EXPENDITURE	396	2	0	398

Major Items	£000	fte
Current Year savings	0	
Previous years savings	0	,
Growth	0	,
Overheads adjustments	0	,
Depreciation adjustments	0	,
Rebasing of Income	0	,
Technical adjustments	0	,
Transfers between departments	0	,
Grants	0	,
Other	0	,
		,
		,
TOTAL	0	0.00

COMMUNITY AND HOUSING DEPARTMENT Public Health

This area includes all Public Health responsibilties .

FULL TIME EQUIVALENTS

Number of FTE Staff Number of Fixed Term Contracts

2014/15	2015/16	
13.77	14.77	
0.00	0.00	

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	922	0	71	993
Premises	0	0	0	0
Transport	7	0	(5)	2
Supplies and Services	4,431	0	81	4,512
Third Party Payments	4,374	0	(131)	4,243
Transfer Payments	0	0	0	0
Support Services	110	0	0	110
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	9,844	0	16	9,860
Income				
Government Grants	(9,236)	0	0	(9,236)
Other Reimbursements and Contributions	(608)	0	(16)	(624)
Customer and Client Receipts	0	0	0	Ó
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(9,844)	0	(16)	(9,860)
NET EXPENDITURE	0	0	0	0

Major Items	£000	fte
Current Year savings	0	
Previous years savings	0	1
Growth	0	ı
Overheads adjustments	0	1
Depreciation adjustments	0	1
Rebasing of Income	0	1
Technical adjustments	0	1
Transfers between departments	0	1
Grants	0	1
Other	0	1
		1
		1
TOTAL	0	0.00

BUSINESS PLAN - GLOSSARY OF TERMS

ANNUAL MINIMUM REVENUE PROVISION

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

ASSET MANAGEMENT PLAN / REVIEW

An Asset Management Plan (AMP) is a tactical plan for managing an organisation's infrastructure and other assets to deliver an agreed standard of service. This information is reviewed annually.

BALANCES

Balances are maintained to meet expenditure pending the receipt of income and to provide a cushion against expenditure being higher or income lower than expected. Contributions to balances can be either a planned contribution from the revenue budget or a transfer of any revenue surplus at the year end. The maintenance of an appropriate level of balances is a fundamental part of prudent financial management.

BORROWING STRATEGY

A borrowing strategy set up the parameters within which money may be borrowed by the Authority. These parameters are designed to manage the risk taken by the authority within best practice.

BUDGET

Statement of the spending plans for the year.

CAPITAL EXPENDITURE

Expenditure on the acquisition of a fixed asset or expenditure, which adds to, and not merely maintains, the value of an existing fixed asset.

CAPITAL FINANCING REQUIREMENT (CFR)

Is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources i.e. a measure of the underlying borrowing need.

CAPITAL PROGRAMME

Is documentation which summarises the outcome of priority allocations contained in the capital strategy and details individual schemes for approval by Council / Cabinet.

CAPITAL PROGRAMME BOARD

The Capital Programme Board ensures:

- that the overall capital investment strategy is consistent with strategic objectives, is affordable within the revenue budget strategy, examining potential funding options.
- that bids are submitted in accordance with set framework and guidelines (including business cases, value for money and options appraisal) and prioritised in accordance of agreed criteria
- compiles and manages a multi-year capital programme for consideration by CMT and approval by Cabinet
- oversees the Council's Accommodation and disposals strategy.

CAPITAL PROJECTS / SCHEMES

Capital Projects / Schemes is the level at which Member approval is obtained.

CAPITAL RECEIPTS

Proceeds from the sale of fixed assets and repayments of capital grants and loans. These are divided into reserved and usable parts.

CAPITAL MONITORING

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

CAPITAL STRATEGY

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

CASH FLOW MANAGEMENT

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

CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA)

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

CODE OF PRACTICE LOCAL AUTHORITY ACCOUNTING

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

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

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

COLLECTION FUND

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

COMMUNITY ORGANISATION

An organisation with benevolent or philanthropic purposes.

COMPACT

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

COMPREHENSIVE SPENDING REVIEW (CSR)

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

CONTINGENCY

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

CORPORATE AND DEMOCRATIC CORE

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

CORPORATE GOVERNANCE

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

COUNCIL TAX

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

COUNTRY LIMITS

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

CREDIT APPROVAL

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

CREDITORS

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

COUNCIL'S BORROWING REQUIREMENT

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

COUNTERPARTIES

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

COUNTERPARTIES DOWNGRADES

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

CORPORATE BONDS

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

COUPON

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

CREDITWORTHINESS

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

DEBTORS

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

DEBT RESCHEDULING

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

DEPRECIATION

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

COUNTERPARTY DOWNGRADES

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

EARMARKED CAPITAL REOURCES / GRANTS

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

FINANCIAL INSTRUMENT

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

FINANCIAL YEAR

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

FIXED ASSETS

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

FTSE 100

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

GENERAL FUND

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

GOVERNMENT GRANTS

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

GROSS EXPENDITURE

The total expenditure of a fund or account.

GROUP LIMITS

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

HOUSING REVENUE ACCOUNT (HRA)

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

INTERNATIONAL FINANCIAL REPORTING STANDARD (IFRS)

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

INVESTMENT POLICY

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

INVESTMENT STRATEGY

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

INVESTMENT TREASURY INDICATOR AND LIMIT

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

LENDERS OPTION BORROWERS OPTION (LOBO)

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

LEVY

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

LIABILITIES

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

LOCALISM ACT 2011

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

MERTON 2015 BOARD

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

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

MINIMUM REVENUE PROVISION

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

NON-DOMESTIC RATE (NDR)

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

NON-SPECIFIED INVESTMENTS

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

OPERATIONAL BOUNDARY

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

PENSION FUND

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

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

PERFORMANCE MANAGEMENT FRAMEWORK

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

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

PRECEPTS

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

PRIVATE FINANCE INITIATIVE (PFI)

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

PROCUREMENT BOARD

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

PROFILE

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

PROVISIONS

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

PRUDENTIAL CODE OF BORROWING

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

RESCHEDULING OF DEBT

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

RESERVES

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

REVENUE EXPENDITURE

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

REVENUE MONITORING

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

RISK MANAGEMENT

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

SECTION 151 OFFICER

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

SECURITISATION

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

SPECIFIED INVESTMENTS

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

SUPER OUTPUT AREA

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

SUPPORT SERVICES

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

SUPPORTED CAPITAL EXPENDITURE

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

TAX INCREMENTAL FINANCING

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

TREASURY MANAGEMENT

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

TREASURY MANAGEMENT PRACTICES / TREASURY MANAGEMENT CODE OF PRACTICE

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

USEFUL LIFE

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

Aggregate start-up funding assessment

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

Baseline funding level

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

Billing authority

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

Billing authority business rates baseline

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

Central share

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

Efficiency Support Grant

A grant awarded to local authorities who would otherwise see a reduction of more than 8.8 per cent of their revenue spending power.

Estimated Business Rates Aggregate

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

Floor damping

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

Formula funding

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

Individual authority business rates baseline

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

Individual authority start-up funding assessment

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

Levy

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

Local government spending control total

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

Local share

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

Major precepting authority

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

Major precepting authority shares

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

Multiplier

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

New Burdens

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

National Non-Domestic Rates 1 Form (NNDR1)

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

Proportionate Share

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

Rate reliefs

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

Relative Needs Formulae

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

Reset

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

Reset period

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

Revenue Support Grant

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

Ring-fenced grant

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

Safety net

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

Safety net payment

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

Safety net payment on account

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

Safety net threshold

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

Service tiers

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

Spending Power

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

Tariffs and top-ups

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

Tariff authority

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

Tariff payment

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

Top-up authority

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

Top-up payment

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

Transitional protection payment

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

BUSINESS PLAN – LIST OF ACRONYMS

<u>Acronym</u> <u>Definition</u>

AD Assistant Director

ADASS Association of Directors of Adult Social Services

Apps Applications

ASB Anti Social Behaviour ASC Adult Social Care

ASH Our miscellaneous income, invoicing and recovery system

BC Building Control

BESD Behavioural Emotional and Social Difficulties

BME Black Minority Ethnic

C & YP Children and Young People
CAF Common Assessment framework

CAMHS Child and Adolescent Mental Health Services

CC Children's Centre
CC Children's Centre
CCTV Close Circuit Television

CEN Creative Environmental Networks

CEO Civil Enforcement Officer

CFR Capital Financing Requirement

CIPFA Chartered Institute Public Finance and Accountancy

CMT Corporate Management Team

CNEA Clean Neighbourhood and Environment Act

COM Current Operating Model

CPD Centre for Professional Development
CPD Continuing Professional Development

CPZ Controlled Parking Zone
CRB Criminal Records Bureau

CRM Customer Relationship Management

CSC Children's Social Care
CSF Children Schools & Families
CYP Children and Young People

CYPP Children and Young peoples Plan

DC Development Control

DEFRA Department for Environment Food and Rural Affairs

DFG Disabled Facilities grant

<u>Acronym</u> <u>Definition</u>

DMT Departmental Management Team

DSG Dedicated Schools Grant E&R Environment and Regeneration

EA Equality Analysis

EAL English as an Additional Language

EH Environmental Health

EIA Equalities Impact Assessment

EIG Early Intervention Grant

ERTG Enforcement Review Task Group

ESOL English for Speakers of Other Languages

EU European Union EY Early Years

FACS Fair Access to Care Services

FM Facilities Management
FOI Freedom Of Information
FPN Fixed Penalty Notice
FTE Full Time Equivalent
GLA Greater London Authority

HB Housing Benefits

HC&OP Healthier Communities and older People

HCA Homes and Community Agency

HNES Housing Needs and Enabling Services
HRRC Household Reuse and Recycling Centre
ICT Information and Communications Technology
IFRS International Financial Reporting Standard

IP Intellectual Property
IT Information Technology
iTrent Our new payroll system

JD Job Description K £ Thousand

L & D Learning and Development

LA Local Authority

LAC Looked After Children

LALO Local Authority Liaison Officer

LATS Landfill Allowances and Trading Scheme

LB London Borough

LBM London Borough of Merton
LCGS London Councils Grant Scheme
LDD Learning Development and Diversity
LGA Local Government Association

LLC Local Land Charges
LSC Learning Skills Council

LSCB Local Safeguarding Children's Board

LSP Local Strategic Partnership
LOBO Lenders Option Borrowers Option

MAE Merton Adult Education

MARAC/DV Multi Agency Risk Assessment Case Conference / Domestic Violence

<u>Acronym</u> <u>Definition</u>

MCIL Merton Centre for Independent Living MIS Management Information System

MP Member of Parliament

MRP Minimum Revenue Provision

MSLT1&2 Merton's Senior Leadership Team Levels 1 and 2

MTFS Medium Term Financial Strategy
MVSC Merton Voluntary Service Council

NEET Not in Education Employment or Training

NNDR National Non Domestic Rate

O&S Overview and Scrutiny

OJEU Official Journal of the European Union

OT Occupational Therapy

PATAS Parking And Traffic Appeals Service

PC Police Constable
PCN Penalty Charge Notice
PCT Primary Care Trust
PFI Private Finance Initiative

PM&R Pavement Maintenance and Repair PM&R Pavement Maintenance and Repair PPD Public Protection and Development PPP Policy Planning and Performance

PRS Private Rented Sector

PVI Private Voluntary and Independent

QA Quality Assurance

SC Sustainable Communities SEN Special Educational Needs

SEND Special Educational Needs and Disabilities

SFA Skills Funding Agency
SLA Service Level Agreement
SLA Service Level Agreements
SLWP South West London Partnership

SME Subject Matter Expert SMT Senior Management team

SOAs Super Output Areas

SSQ School Standards and Quality

SW South West

SWLSG South West London and St George's Mental Health NHS Trust

TBC To Be Confirmed

TEC Transport and Environment Committee

TFL Transport For London
TOM Target Operating Model

TUPE The Transfer of Undertaking (Protection of Employment) Regulations

VAT Value Added Tax

VLE Virtual Learning Environment

VS Voluntary Sector

YOT Youth Offending Team

Standard Subjective Analysis – The Key

Introduction

The subjective analysis is the analysis of income and expenditure that is applicable to all Best Value reporting requirements for all accounting periods from 1 April 2008. We use a set standard subjective analysis for a number of reasons:-

- The subjective analysis is a CIPFA recommended structure.
- It minimises the reporting requirements for Government statistical reporting.
- It provides information in a multi dimensional format for Best Value
- It improves consistency and therefore helps Authorities to make effective comparisons for Best Value and other financial requirements
- A subjective Analysis provides further information that is useful for benchmarking analysis.
- For analysing costs in reviews.

Glossary of the standard Subjective analysis

Details of Expenditure groups and what is included:

1 Employees: This group includes the costs of employee expenses, both direct and indirect to the Authority.

Direct employee expenses

- Salaries
- Employer's National Insurance contribution
- Employers retirement benefit costs
- Agency Staff
- Employee expenses

Indirect employee expenses

- Relocation
- Interview
- Training
- Advertising
- Severance payments
- Employee related schemes
- 2 Premises: This group includes expenses directly related to the running of the premises and land.
 - Energy costs
 - Rent
 - Rates
 - Water Services
 - Fixtures and Fittings
 - Apportionment of expenses of operating buildings
 - Cleaning and Domestic Supplies
 - Grounds maintenance costs
 - Premises Insurance
 - Contribution to premises related provisions.
- Transport: This group includes all costs associated with the provision, hire or use of transport, including travelling allowances and home to school transport..

 Direct Transport costs
 - Repair and maintenance, running costs and contributions to provisions in respect of vehicles.
 - Repairs and maintenance of (e.g.) roads included in this heading, but should be included in the relevant subjective headings (such as staff costs, supplies and services etc),

- This could include the write-off in the year of any assets not deemed material by the authority's capital accounting policies i.e. below de minimis thresholds set).
- Contract hire and operating leases
- Public Transport
- Staff Travelling expenses
- Car allowances
- Contribution to transport related provisions
- 4 Supplies and Services: This group includes all direct supplies and service expenditure to the authority.
 - Equipment, furniture and materials
 - Catering Services
 - Communications and computing includes expenses
 - Grants and subscriptions
 - Private Finance Initiatives and Public Private Partnership schemes.
 - Contributions to provisions
 - Miscellaneous expenses
- Third Party Payments: Independent units within the council; included services defined as category (a) to (e) in Appendix D of BVACOP
 - Joint Authorities
 - Other Local authorities
 - Health authorities
 - Government departments
 - Voluntary associations
 - Other establishments
 - Private contractors
 - Other agencies
 - Debit resulting from soft loans
- Transfer Payments: This includes the cost of payments to individuals for which no goods or services are received in return by the local authority.

Four sub-groups are suggested: However, this list is not exhaustive.

- Schoolchildren and students
- Adult Social Services clients
- Housing benefits
- Debit resulting from soft loans
- 7 Support Services: Charges for services that support the provision of services to the public.
 - Finance
 - IT

- Human Resources
- Property Management /Office Accommodation
- Legal services (not included in the definition of Corporate and democratic Core)
- Procurement Services
- Corporate Services not included in the definition of Corporate and democratic Core)
- Transport Functions
- 8 Depreciation and Impairment losses: This provides the subjective analysis that will record the revenue impact of capital items in the services revenue accounts for the authority,
- Income: This group included all income received by the services from external users or by way of charges or recharges to internal users.

Government Grants

Specific and special government grants

Other Reimbursements and contributions

- Revenue Income received to finance a function/project jointly or severally undertaken with other bodies.
- Contributions from other local authorities.
- Value of costs recharged to outside bodies including other committees.

Customer and Client Receipts

- Sales products or materials, data technology or surplus products.
- Fee and charges for services, use of facilities, admissions and lettings
- Rents, tithes, acknowledgements. way leaves and other land and propertybased charges of a non-casual user.

Interest

Recharges

Value of costs recharged to internal users

Reserves

 All credits resulting from soft loans should be included in this subjective (as a corporate entry). The Service Plans agreed by service departments during the 2015/19 Business Planning Process are set out in the following pages. During this process Service Plans were considered by Cabinet on 8 December 2014 and 16 February 2015.

Proposed Final Service Plans were considered and agreed by Council on 4 March 2015 these plans will be subject to scrutiny in April 2014 so may be subject to minor changes.

Interim Service Plans were scrutinised by the Overview and Scrutiny Commission and Panels during the January 2015 cycle of meetings and by the Overview and Scrutiny Commission on 29 January 2015.

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

At the start of the Business Planning Process managers were issued with guidance to clarify understanding and improve the quality and consistency of submissions. Each department reviewed the appropriateness of their current service plans. The tables below summarise the 28 service plans over their relevant Scrutiny Panels and departments.

Scrutiny Panels

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

<u>Departments</u> APPENDIX 10

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

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

Page 1

- i) <u>Service description</u> Managers are asked to provide a succinct description of the key activities undertaken by the service.
- ii) Anticipated demand What their key demand channels are and how best to measure them.
- iii) Anticipated non-financial resources What are the key resources used to deliver services and products, to aid completion drop down menus can be used to identify accommodation, contractors, staff, transport and voluntary services. Managers may also identify their own resources.
- iv) <u>Corporate strategies</u> From a drop down menu managers are asked to identify what key strategies they contribute to. These strategies are identified on page 6 of the Business Plan 2013-17.
- vi) <u>Performance indicators</u> Managers are asked to identify the key performance indicators for their service, they must then indicate whether they should be measured monthly, quarterly, annual or biennial. Polarity indicates whether a higher or lower score are beneficial. Finally, indicators must be allocated one of the following six classifications:
 - **Business critical** the business critical function of the service often with severe consequences if this is interrupted or not met.
 - e.g. tonnage of waste sent to landfill (a high tonnage can lead to landfill tax which has a detrimental effect to the council)
 - Outcome The success of the service in fulfilling its service description
 - e.g. the % of waste recycled
 - Output The quantity of work or services produced.
 - o e.g. the number of Housing Benefit applications processed
 - Perception resident or user satisfaction with the service or part of the service
 - e.g. resident satisfaction with street cleanliness
 - Quality the quality of the service delivery
 - o e.g. % of missed refuse collections
 - Unit cost Cost required to provide or produce a unit of a service or product
 - e.g. cost per household per refuse collection

Page 2 APPENDIX 10

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

- Major expected outcome the following eight choices are available to managers:
 - o Improved customer satisfaction
 - Improved reputation
 - Improved resident wellbeing
 - o Income generation
 - o Income loss
 - More efficient way of working
 - To meet budget savings
 - o To meet legislative requirements
- Risk managers are ask to consider the risks that could prevent them form achieving projects or work programmes within agreed timescales and budgets and to the required standard and are referred to the corporate guidance on risk management which is contained in Section C of this document

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

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Children, Schools and Families Department

	Children's S	ocial Care									Pla	nning Assum	ntions					The Corporate strategies your
Cllr Maxi Martin & Cllr Martin			dren Services & Edu	ucation		Anticipate	d demand		201	3/14	2014			5/16	2016/17	2017/18	- ARPEN	
Enter a brief descrip					Рорг	ılation growth - I	ooked after chil	illdren 15-30								Children & Young person's Plan		
Children's Social Care (CSC) deliv	livers a range of	overnment pres	scribed & legislate	ed functions		ation growth - C			1			30-	60					Anti Social Behaviour
to children at risk of harm, children	en in care, care le	avers & voung	offenders, as well	ll as wider	-	Increase in 0-	19 population		3180									Health & Wellbeing
services for families. CSC works verto those families at all levels of Me	ferton's Child & Y	oung Person (C	YP) Well-being N	Model. The		ssure on more					Redu	ed EIP activi	ty may lead to	o increased ne	eed for statutory interven	tions at a later stage.		Social Inclusion Strategy
service works with approximately in the borough across a range of or	outcomes: safet	t any one time v r, well-being, he	ino nave the grea alth, education &	life chances.		es due to EIP sa icipated non fi			2013/14 2014/15 2015/16						2016/17	2017/18	2018/19	Community Plan
Merton's CYP Well-being Model s to provide services at the time the	sets out Merton's	approach to su	pporting families	which seeks					201		2015		2013		200	200	2010/19	Corp Equality Scheme
the model. This is the most efficient					- Cian	Staff (FTE) - reflects transfer of YS to Ed. Adoption & fostering								-	in shorter time	200		Family Poverty
support activity to prevent children	en entering either	child protection	or care systems a	at every										, p				LAC Strategy
stage of childhood. This necessita which require a quality assurance	e function to ensu	re on-going suc	ccess of the mode	el.														Youth Crime
Merton has lower numbers of child	ildren subject to o	hild protection p	plans in the care s	system than					Deefees	T	- (T) 0 Di	in and Danfan	T	-4- (DT)			•	
the majority of London Boroughs, continue this approach, therefore	e ensuring that we	minimise the u	se of costly high	end	ı l	Performanc	e indicator		Periorii	iance rarger	5 (1) & FIUVE	sional Perior	erformance Targets (PT)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
interventions with our families & p									2013/14(T)		2015/16(PT)			2018/19(PT)				
children. Youth Inclusion provides a targete	ted service to sur	port vulnerable	young people & f	their parents		ssments comple			90	92	93	94	98		High	Monthly	Business critical	Safeguarding issues
to prevent offending & re-offending	ng. It also suppo	ts the transform	ing families prog	ramme,		ild protection ca			37	35	28	27	26		Low	Monthly	Quality	Safeguarding issues
helping targeted families to get ba preventing reoffending or going in	nto care. It also	mprove tne outo eads on particip	omes for their ch ation for CSF.	illaren by	Children in care	e adopted or red Ord		al Guardianship	12	13	13	13	13		High	Monthly	Outcome	Reduced customer service
,					OV CVD Ch				40	40	40	40	40		Len	Manadala	O	C-f
					/o C T P OF Chi	Id Protection Pla % NEET a		wednetit itile	10 8.3	10 6	10 5	10 4	10 3	-	Low	Monthly Monthly	Quality Outcome	Safeguarding issues Social exclusion
					 	Number YJS fir		<u> </u>	96	80	5 75	70	65		Low	Monthly	Outcome	Social exclusion
					 		onitianto		30	υU	73	10	υυ		2011	Jiluliy	Julionic	CSC/AI CAGIGGOTT
					_				1							+		
	DI	PARTMENTAL	BUDGET AND F	RESOURCES							015/16 5	onditura					2015/16 Income	•
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			2	2015/16 Exp	enunure					2013/10 INCOME	
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							■Employees				■Government grants
Expenditure	14,889	15,212	14,837	14,569	/-													■Government grants
Employees Premises	9,183 119	9,396 112	9,497 124	9,280 125	9,183									■Premises				
Transport	183	250	186															Reimbursements
Supplies & Services	1,364	1,364	1,095	1,108										■Transport				
3rd party payments Transfer payments	1,738 392	1,443 503	1,781 398	1,708 404								1.0	1					1
Support services	1,899	2,133	1,745										١.	■Supplies & Servi	ces		N I	■Customer & client receipts
Depreciation	11	11	11	11														1
Revenue £'000s	Budget 2013/14	Actual	Budget	Budget	Budget	Budget	Budget						,	■3rd party paymer	nts			,
Income	2013/14 1,425	2013/14 1.742	2014/15 1,707	2015/16 1,707	2016/17 1,707	2017/18 1.707	2018/19		1			- 1	/					■Reserves
Government grants	1,122	1,250	982	982	982	982	2						,	■Transfer paymen	nts			,
Reimbursements Customer & client receipts	408	446 156	534	534	534	534	1							■Support services	.			
Reserves	-110	-110	186	186	186	186	8							■Support services	·		■Capital Funded	
Capital Funded														■Depreciation				
Council Funded Net Budget	13,464	13,470	13,130	12,862	12,815	12,868	0				Name of Street, or other party of the Street, or other party or ot							
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget								2015/16			
-	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19								20.07.0			
Youth Centres Re-provision Childrens Disabled Breaks Grant	119,010 89,540	121,618 94,228	20,000					Staff reductio	ns in Family a	nd Adolescen	t Services stre	am: £220,00	0					
Children's Disabled Breaks Grant	89,540	94,228	\vdash		 													
					 		 											
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				1														
	208,550	215,846	20,000	0	0	(0								2016/17			
								Staff reductio	ns in Family a	nd Adolescen	t Services stre	am: £100,00	0					
16,000																		
14,000 -																		
				•	— •													
12,000 -					\													
40.000					1										2017/18			
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4,000 - 2,000 -						\												
	2014	201		2016	2017	2018												
2,000 -		201. Budget	5 2		2017 	2018	_											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Children's Socia	APPI	(IDN=	(10 -	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Pr	oject 1	Project Title:	Deliver transforming families year 2 & year 3 programme	To meet legislative requirements			
Start date	2013-14	Project Details:	Continues programme of TF programme and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future.		2	3	6
End date	2015-16	·	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:	Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects; led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim	To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes	3	3	9
End date	2015-16		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	Project 3 Project Title: Preparation for new inspection regime To meet legislative requirer		To meet legislative requirements				
Start date			To improve data quality, case records & management, filling & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management & associated quality		4	3	12
End date	2014-15		lassurance. Primarily CSC project but also involves parts or 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	1 Toject Details.	beverupment of policy framework in response to regulation. Trend analysis.				
Pr	oject 5	Project Title:	Joint work with Housing	Improved resident well being			
Start date	2014-15	Project Details:	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.		4	2	8
End date	2015-16		Relates to commissioning under CSF.				
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							
Pro	ject 10	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date							

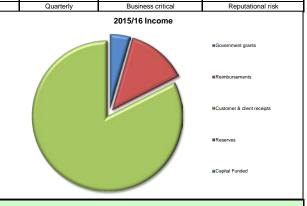
Commissioning, Strategy and Performance				Pla	nning Assu	mptions				ADDENI	ΛIΦe	Carporate strategies your	
Clirs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education	Anticipated demand	201	3/14	201	4/15	2015/16		2016/17	2017/18	/~\[20\f8/1\$_\]\L	אוע	se vice contributes to	
Enter a brief description of your main activities and objectives below	Increased demand for primary school	2	2fe		2fe		fe	2fe	0fe	0fe		Capital Programme	
The Commissioning, Strategy & Performance Division provides strategic services for	Increased demand for secondary school						1fe	4fe (cumulative)	6fe (cumulative)	15fe (cumulative)	Chi	ldren & Young person's Plan	
the Children, Schools & Families Department (CSF):	Increased demand for special school places					se Perseid L	ower to 84 pla					Community Plan	
 policy, planning & performance management; commissioning, procurement & contract management; 	Overall demographic			Impact	of birth rate -	increase of 4	40% in births b	etween 2002 & 2011	•			Core Planning Strategy	
· access to resources for looked after children/pupils with SEN;	Anticipated non financial resources	201	3/14	201	4/15	2015/16		2016/17	2017/18	2018/19		Corp Equality Scheme	
· pupil place planning;	Staff (FTE)	4	19		56		56 56		56			Corp Procurement Strategy	
· school admissions;	Contractors				Com	missioning of	f a range of se	ervices to support CSF fun	ctions		Loc	al Development Framework	
 school expansion & overall CSF capital programme management; some departmental business support. 											Perforr	nance Management Framework	
Main activities include:												Social Inclusion Strategy	
i) leading on strategic & operational planning for CSF; ii) leading on local Children's Trust & partnership development;	Performance indicator	Performance Targets (T) & Provisional I			T) & Provisional Performance Targets (PT)			Polarity	Reporting cycle	Indicator type		Main impact if indicator not met	
iii) production of management information for internal performance management &		2013/14(T)	2014/15(T)	2015/16(T)	2016/17 (PT)	2017/18(PT)	2018/19(PT)					met	
external reporting inc. statutory returns;	% reception year surplus places	2	2	4	5			Low	Annual	Business critical		parental choice	
iv) production of policy documents & procedural guidance for professional staff; v) commissioning operational services & leading on joint commissioning with partners;	% secondary school Yr7 surplus places Inc. Academies	12	8	5	5			Low	Annual	Business critical		parental choice	
vi) managing schools' Private Finance Initiative contract & other service contracts;	% major capital projects green/amber to time	90	90	90	90			High	Quarterly	Business critical		Increased costs	
vii) procuring placements for looked after children/pupils with SEN;	% spend on approved capital programme			80	80			High	Quarterly	Business critical		Increased costs	
viii) planning sufficient school places;	% fostered LAC in external agency foster care placements	38	36	35	34			High	Quarterly	Business critical		Increased costs	
ix) co-ordination of pupil admissions to Merton schools;	Numbers of in-house foster carers recruited	16	20	20	20			High	Quarterly	Quality		Increased costs	
oject managing school expansions & other capital schemes.	% completion rates for parenting programmes	75	80	80	80			High	Quarterly	Business critical		outcomes not improved	

leading on strategic & operational planning for CSF; leading on local Children's Trust & partnership development;	Performance indicator	Perform	nance Target	s (T) & Provi	isional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
production of management information for internal performance management &		2013/14(T)	2014/15(T)	2015/16(T)	2016/17 (PT)	2017/18(PT)	2018/19(PT)				met
h production of policy documents & procedural guidance for professional staff:	% reception year surplus places	2	2	4	5			Low	Annual	Business critical	parental choice
	% secondary school Yr7 surplus places Inc. Academies	12	8	5	5			Low	Annual	Business critical	parental choice
) managing schools' Private Finance Initiative contract & other service contracts;	% major capital projects green/amber to time	90	90	90	90			High	Quarterly	Business critical	Increased costs
) procuring placements for looked after children/pupils with SEN;	% spend on approved capital programme			80	80			High	Quarterly	Business critical	Increased costs
ii) planning sufficient school places;	% fostered LAC in external agency foster care placements	38	36	35	34			High	Quarterly	Business critical	Increased costs
) co-ordination of pupil admissions to Merton schools; project managing school expansions & other capital schemes.	Numbers of in-house foster carers recruited	16	20	20	20			High	Quarterly	Quality	Increased costs
	% completion rates for parenting programmes	75	80	80	80			High	Quarterly	Business critical	outcomes not improved
	% commissioned services quarterly monitoring completed	100	100	100	100			High	Quarterly	Business critical	reduced contract compliance
	% statutory returns to government on time	100	100	100	100			High	Quarterly	Business critical	Reputational risk

	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	17,078	16,183	15,636	15,620	15,661	15,751	0
Employees	2,268	2,126	2,258	2,259	2,259	2,260	
Premises	951	896	532	526	527	528	
Transport	39	58	40	40	41	41	
Supplies & Services	6,696	7,235	6,349	6,306	6,314	6,371	
3rd party payments	6,612	5,289	5,862	5,894	5,925	5,956	
Transfer payments	0	0	0	0	0	0	
Support services	512	579	595	595	595	595	
Depreciation	0	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	2,762	3,111	2,377	2,379	2,381	2,383	0
Government grants	388	332	106	106	106	106	
Reimbursements	428	474	311	311	311	311	
Customer & client receipts	1,946	2,305	1,960	1,962	1,964	1,966	
Reserves	0		0	0	0	0	
Capital Funded	0		0	0	0	0	
Council Funded Net Budget	14 316	13 072	13 259	13 241	13 280	13 368	0

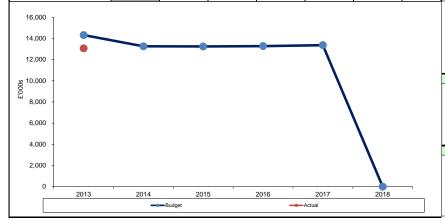
■Employees		
■Premises		
■Transport		
■Supplies & Services		
■3rd party payments		
■Transfer payments		
■Support services		
■Depreciation		
	2015/	16

2015/16 Expenditure



Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
•	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Primary Schools Expansions		10,355,680	22,561,950	12,414,490	3,792,000	3,848,780	2,575,000
Secondary School Expansions		0	100,000	1,650,000	14,395,000	11,500,000	13,954,270
SEN Expansions		295,680	574,780	3,376,610	3,000,000	3,000,000	850,000
Inflation		0	0	172,460	1,952,140	1,875,580	2,074,530
Devolved Formula Capital/FSM		390,191	984,100	0	0	0	0
Schools Capital Maintenance		388,746	666,170	650,000	650,000	650,000	650,000
Other		580,086	378,200	0	0	0	0
	0	12.010.383	25,265,200	18.263.560	23,789,140	20.874.360	20.103.800

Reduce expenditure on LAC and SEN placements: £100,000 Reduce expenditure on post 16 LAC/Care Leavers placements: £58,000 Reduce early intervention commissioning budgets: £63,000



Reduce expenditure on LAC and SEN placements: £50,000 Reduce expenditure on post 16 LAC/Care Leavers placements: £50,000 Reduce early intervention commissioning budgets: £40,000

2017/18

2016/17

2018/19

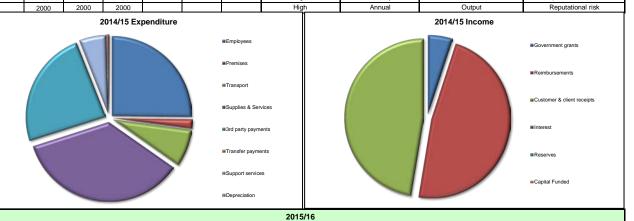
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Commissioning, Strategy a	nd Performance ADD	ENDI)	(10 -	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pro	oject 1	Project Title:	Commissioning				
Start date	2014-15	Project Details:	Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor and school nursing services for CYP & families; working with PH and CCG to explore and implement more integrated models for the future commissioning of health services for CYP & families; commissioning of post-16 AltEd & RPA places; commissioning of placements for	More efficient way of working	3	2	6
End date	2015-16		older LAC and care leavers accommodation.				
Pro	oject 2	Project Title:	Implementation of secondary & special school expansion strategy				
Start date	2014-15	Project Details:	Pupil place planning; implementation of strategy; liaison with potential Free School providers; statutory	To meet legislative requirements	4	3	12
End date	2019-20	Project Details.	processes; planning & delivery of construction contracts.				
Pro	oject 3	Project Title:	Schools' PFI				
Start date	Project Details: Complete renegotiation and implementation of new Governing Body Agreements with PFI schools. Progress savings opportunities from 2014 DfE sponsored savings review.			More efficient way of working	4	2	8
End date			Progress savings opportunities from 2014 DfE sponsored savings review.				
Pro	oject 4	Project Title:	Release of Assets				
Start date	2013-14	Project Details:	To address a range of issues related to CSF property & accomodation, including implementation of flexible working for CSP services in the Civic Centre; review of asset release possibilities inc school	More efficient way of working	3	3	9
End date	2015-16		caretakers' houses.				
Pro	oject 5	Project Title:	Increase uptake of Free School Meals				
Start date	2014-15	Project Details:	Continue project to Increase proportion of those eligible for free school meals who apply for and then take up entitlement. Work includes reviewing marketing and application procedures and targeted work	Improved resident well being	3	1	3
End date	2015-16	·	with schools with lower FSM registrations than would be expected from analysis of deprivation factors.				
Pro	oject 6	Project Title:	Framework i Implementation				
Start date	2014-15	Project Details:	Engagement with implementation project with particular focus on ensuring system reporting tools and processes are fit for purpose to enable improved internal performance management reporting and	More efficient way of working	2	2	4
End date	2015-16		external statutory returns.				
Pro	oject 7	Project Title:	Children and Young People Plan				
Start date	2015-16	Project Details:	Co-ordination of partner agencies in the review and refresh of Merton's Children and Young People	More efficient way of working	2	2	4
End date	'Plan						
Pro	oject 8	Project Title:	Personal Budgets				
Start date	2014-15	Project Details:	Phased introduction of personal budgets for families of children subject to Education, health and care plans (ex SEN Statements). Initial phase PBs for home-school transport; following phases for	To meet legislative requirements	3	2	6
End date	End date 2016-17	.,	exploration inc domiciliary care; overnight respite care				

Education			Planning Assu	ımptions			∧ DDENI	The Camporate strategies your			
Clirs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education	Anticipated demand	2013/14	2013/14 2014/15		2016/17	2017/18	/\landal_2018/19 \landal_1	Serve contributes to			
Enter a brief description of your main activities and objectives below	Forecast increase in population 5-19		2400								
Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:	Increase in compulsory education to 18							Community Plan			
 monitoring, analysing & evaluating pupil & school performance developing skills in planning, teaching, assessment, leadership & management 	Forecast increase in targeted SEND services		200 - 400								
working with schools to reduce inequality & improve achievement for vulnerable groups	Forecast increase in population 0 - 4		780								
strengthening partnership working and school to school support	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Social Inclusion Strategy			
 Special Education Needs & Disabilities Integrated Service (SENDIS) will improve outcomes for CYP with SEND by: 	Staff (FTE)	236	251	247	247	237		LAC strategy			
· building early help capacity in schools & settings, families & the community	School to school support			Facilitate and encourage so	chools to support each oth	er		Youth crime			
· focus on safeguarding, early intervention & prevention as well as direct support for families · implementing the requirements of the Children and Families Act ensuring that families are central and	Voluntary Services			Review arrangements for so	ome commissioned service	es		Family poverty			
receive a joined up service	Voluntary Services			Health & wellbeing							
Farly Years Services will improve outcomes for all children aged 0-5 by:											

	Early Years Services will improve outcomes for all children aged 0-5 by: imanaging the childcare market to ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties	Performance indicator	Perform	ance Targe	ts (T) & Provi	isional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not	
	. delivering Children's Centre services through a locality model with a focus on early help & targeted		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				met	
	services for vulnerable families using the CASA to Inform robust planning and case work for identified families working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families	% 5 GCSE A-C including English & maths	64	65	65				High	Annual	Outcome	Reputational risk	
		% outcome of Ofsted inspections good or outstanding	77	85	85				High	Monthly	Outcome	Inspection outcomes	
		% L4 English & maths as KS2	78	82	82				High	Annual	Outcome	Reputational risk	
	. developing the work force to work more holistically with vulnerable families and young children introducing a more robust performance management framework	% secondary school attendance (LA only)	new	94.5	95				High	Quarterly	Outcome	Increased costs	
	Youth Inclusion will improve outcomes for Young People by:	% primary school attendance (LA only)	new	95	96				High	Quarterly	Outcome	Breach statutory duty	
	 providing universal & targeted in house & commissioned services for YP & schools providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourage emotional & social development developing alternative education offerings to enable YP to stay in education, training & employment 	% of new EHCP requests completed within 20 weeks	new	85%	85				High	Annual	Outcome	Reputational risk	
		% EY foundation stage profile	60	65	67				High	Annual	Outcome	Increased costs	
		% Good or Outstanding children's centres per Ofsted	100	100	100				High	monthly	Outcome	Inspection outcomes	
	· leading on the council's partnership with the police & CAMHS for education	Youth service participation rate	2000	2000	2000				High	Annual	Output	Reputational risk	

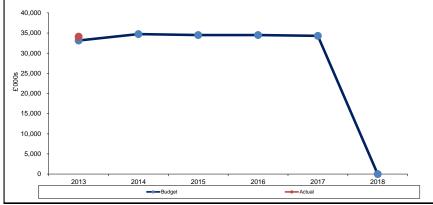
Youth service participation rate

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	38,968	39,491	39,709	39,499	39,542	39,348	0		
Employees	10,536	10,591	10,106	9,956	9,949	9,700			
Premises	824	752	734	746	759	771			
Transport	3,222	3,636	3,112	2,998	2,995	3,042			
Supplies & Services	12,951	12,710	13,956	13,984	14,012	13,995			
3rd party payments	9,021	9,224	9,435	9,449	9,461	9,474			
Transfer payments	19	17	19	19	19	19			
Support services	2,188	2,354	2,156	2,156	2,156	2,156			
Depreciation	207	207	191	191	191	191			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19		
Income	5,831	5,411	4,982	5,019	5,056	5,073	0		
Government grants	401	482	250	250	250	250			
Reimbursements	2,261	2,410	2,390	2,390	2,390	2,390			
Customer & client receipts	2,397	2,605	2,342	2,379	2,416	2,433			
Interest	0	0	0	0	0	0			
Reserves	772	-86	0	0	0	0			
Capital Funded							•		
Council Funded Net Budget	33,137	34,080	34,727	34,480	34,486	34,275	0		



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

Increased income generation and management efficiencies in School Standards and Quality service: £80,000 Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £160,000 Reduced investment in commissioned and in-house youth service: £100,000



Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £17,000

2017/18

2016/17

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £250,000 Reduced service offer from school improvement: £75,000

2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)						
Education						APPENDIX 1.0			
	PROJECT DESCRIPTION		PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score		
Pro	oject 1	Project Title: Improving pupil outcomes at KS2 & KS4							
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including use of newly designed Securing Good Schools Programme. Training and briefings on Ofsted, assessment,curriculum amd	Improved resident well being	2	3	6		
End date	2016-17		improving teaching. New outstanding teacher courses for primary and secondary teachers.						
Pro	oject 2	Project Title:	School Improvement through partnership						
Start date	2013-14	Project Details:	Ongoing support for the development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with	Improved resident well being	2	2	4		
End date	2016-17	,,	Teaching Schools						
Pro	oject 3	Project Title:	Transforming Early Years						
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared /	Improved resident well being	3	2	6		
End date	2015-16	1 Tojout Dotailo.	mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.						
Pro	Project 4 Project Title: Implementation of requirements of Children & Families Act		Implementation of requirements of Children & Families Act						
Start date	2013-14	Project Details:	Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal	To meet legislative requirements	4	3	12		
End date	2015-16	·	budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.						
Pro	oject 5	5 Project Title: Development of AltED & linked provision							
Start date	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	,,	statutory duty for age 19-25. Develop plan and manage process within available funding streams.						
Pro	Project 6 Project Title: Youth transformation phases 2 & 3		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	Tioject Details.	Consolidation of localities - Infordert and Millipleuott and Ioli out of Milloratti piOMSIOII						
Pro	Project 7 Project Title: Improve rates of Persistent Absenteeism		Improve rates of Persistent Absenteeism						
Start date	2014 -2015	Project Details:	Pilot project for one year initially to target PA in years 5,6 and 7 through targetted early intervention and	To meet legislative requirements	3	2	6		
End date	2015 -2016	i Toject Detalls.	family support in collaboration with schools and EWS						

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Community and Housing Department

	Adult So	rial Care									DI	nning Assur	nntions				4 DDE 1 1	The Corperate strategies your
Cllr Caroline Cooper-Ma			It Social Care 8	Health		Anticipated	d demand		201	13/14		4/15		15/16	2016/17	2017/18	ARREND	the Corporate strategies your service contributes to
Enter a brief descrip							quiring services			630	_	29		829	6920			Voluntary Sector Strategy
2.110. u 2.110. u 000.11	5.101. 0. your 11.	am don vinos dir	u 02,000.100 20		•	People ag				400	_	100	_	500	2500			Community Plan
Adult Social Care is a statuto	rv service unde	erninned by sev	eral pieces of I	egislation		People a				700		000		800	1900			Social Inclusion Strategy
whereby the council has a du					No		65+ with dement	ntia	1963		1957		2022		2047			Children & Young person's Plan
assessment of need for peop	le over the age	of 18. People	who are in nee	d /at risk			nancial resource		2013/14		2014/15		2015/16		2016/17	2017/18	2018/19	Corp Procurement Strategy
due to disability or illness. Or	ice a need has	been defined, t	here is a duty to	o meet it.	All	Staff (.63	444		1).19	383.53		356.07	344.07	332.07	Customer Services Strategy
There are eligibility criteria to	define need an	d to keen this i	in line with resc	ources as far		Otan (, , , , ,			420.19			0.00	300.07	044.07	552.01	Homelessness Strategy	
as possible.	define need an	id to keep tilis	iii iiiie witii rest	ources as rai														Older People's Housing
											1							Workforce Development Plan
Our approach to redesign the									Perforn	nance Target	ts (T) & Prov	sional Perfo	rmance Tar	nets (PT)				Main impact if indicator n
resources. This means maint					Performance indicator				2013/14(T)		2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
recovery in order to limit sper needed, we do this in a perso				ipport is	No of carers receiving a service				N/A	878	930	996	1075	1140	High	Monthly	Business critical	Breach statutory duty
independence, minimises pr				or	% Older people still at home following Reablement			ent	N/A	85.7	85.8	85.9	86	86.1	High	Annual	Outcome	Increased costs
taxpayers, to work in partners	ship to achieve	these goals, an	nd to enable and	d encourage			nal Therapy waiti		66	75	74	72	70	68	Low	Monthly	Quality	Increased waiting times
everyone to contribute to the	r own or others	support along	side what is fu	nded by the	% People receiving 'long term' Community Services			ŭ	N/A	70	71	72	73	74	High	Monthly	Business critical	Increased costs
taxpayer.					% People with 'long term' services receiving Self-Directed													
Looking ahead there are two	key national no	licy changes ar	nd challenges to	n	Support				N/A	95	95	95	95	95	High	Monthly	Unit cost	Government intervention
incorporate in our redesign, r					The rate of Del	ayed Transfers of	of care from hosp	pital (both	2.9	5	5	5	5	5	Low	Monthly	Business critical	Increased costs
	,	· ·			NHS and Merto	n)												
	DI	EPARTMENTAL	BUDGET AND	RESOURCES							2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget											
xpenditure	2013/14 79.605	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							■Employees				■Government grants
mployees	15,920	79,734 15,568	77,102 14,464	78,237 14,309	77,071 14,324	77,911 14,339												
remises	15,920		14,464	14,309		14,339								■Premises				■Reimbursements
ransport	1,395	1,387	1,167	1,188	1,209	1,230												Reinbursements
Supplies & Services	3,200	2,862	3,914	3,965	4,010	4,055	5							■Transport				
ard party payments	42,642	43,508	40,565	41,338	39,633	39,933												■Customer & client receipts
ransfer Payments Support services	9,157 6,674	9,073 6,915	9,394 7,041	9,831 7.041		10,732 7,041								■Supplies & Se	rvices			
Depreciation	60	6,915	7,041	7,041	7,041	7,041	' 											■Recharges
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							3rd party payr	nents			- Nechaiges
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19											
ncome	21,495	22,424	21,604	21,253		21,611								■Transfer Payr	nents			■Reserves
Government grants Reimbursements	131 5,423	132 6,499	135 7,936	109 7,611		71 8,007												
Customer & client receipts	9,980	10,165	10,424	10,424										Support service	ces			■Capital Funded
Recharges	2,824	2,778	3,109	3,109		3,109	9											
Reserves	3,137	2,850	0	0	0	0)							■Depreciation				
Capital Funded	0	0	0	0	0	0												
Council Funded Net Budget	58,110	57,310	55,498	56,984	55,658	56,300	0						Sun	nmary of m	ajor budget etc. cha	inges ~ 2015/16		
apital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget (Growth - Plac	cements -De	mographic c	changes - £1	m						
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Growth for Co	oncessionary									
T Schemes		163,164	140,980	0	0	0		Savings - £2.0		. 044.054								
Merton Dimentia Hub		497,045	0	0	0	0		BCF allocation £5.4m of the table 1				monte mane	and by the	Council				
MC Extension		0	200,000	0	0	0		(i.e £2.9m sp)			
							· '	(i.c £2.0iii op	ociia carrica	ioiwaia iioii	11 201-1, 10 ai	u LLIII pro	poscanow	investments	,			
							_								004047			
							 	0			00 1				2016/17			
	_	660,209	340,980	0	_	0		Growth for Co Savings - £2.		y rares incre	ase - £0.157	m						
	U	300,209	340,960		1 0		<u> </u>	Caringo - LZ.	.020111									
60,000																		
55,000 -					7													
50,000 -					1													
45,000 -					1										2017/18			
40,000 -					\		-								2017/18			
					\			Growth for Co		y fares incre	ase - £0.157	m						
§ 35,000 -					\		1	Savings - £0.	.322									
ني 30,000 -					\													

45,000 - 40,000 - 80 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000 - 40,000

2016

2017

----Actual

2018

2015

2013

2014 Budget

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Adult Social Care APPENDIX 10										
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME							
Dro	oject 1	Project Title:	Below inflation uplift to third party suppliers	WASON EAFECTED OUTCOME	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				
End date	2016-17		4 2010-17 Not. Off).								
Pro	oject 2	Project Title:	Brokerage efficiencies								
Start date	2015-16	- Project Details:	Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need (2015-16 to 2017-18 Ref: CH3).	To meet budget savings and service redesign requirements	4	2	8				
End date	2017-18										
Pro	oject 3	Project Title:	Procurement efficiencies								
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										
Pro	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: CH2)	To meet budget savings and service redesign requirements	3	2	6				
End date	2017-18		Statung III 2012 (2013-10 to 2017-10 tots. O12)								
Pro	oject 5	Project Title:	Supporting People								
Start date	2015-16	Project Details:	Review and restructuring of Supporting People contracts. (2015-16 Ref: CH11)	To meet budget savings and service redesign requirements	4	2	8				
End date	2015-16	r roject Betaile.									
Pro	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				
	oject 7	Project Title:	Promoting Independence								
FIC	oject i	Project ritie.	1 Tollioting 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	Project Details:	Chaffing and define within the Direct Devicing Tour (COAT 10 Def CAT)	To meet budget savings and service redesign requirements	4	2	8				
End date	2015-16		Staffing reductions within the Direct Provision Team (2015-16 Ref: CH7).								
Pro	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	i roject Details.	alternatively if these behalfs have not occurred their to reduce investment in the prevention programme through reduced grants to the voluntary sector (2016-17 Ref: CH5).								
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:CH4).		To meet budget savings and service redesign requirements	4	3	12				
End date	2016-17	.,									

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Adult Social Care APPINDIX 10										
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME							
		Duningst Titles		WAJOR EXPECTED OUTCOME	Likelihood	Impact	Score				
Start date	2016-17	Project Title: Project Details:	Additional Staff Savings - Access & Assessment	To meet budget savings and service redesign requirements	4	2	8				
End date	2016-17	1 Tojost Detailo.	Additional staff savings - 12 FTE to be deleted from Access and Assessment (2016-17 Ref: CH20).								
		Project Title:	Additional Staff Savings - Direct Provision								
Start date	2016-17	- Project Details:	Additional staff savings - 11 FTE to be deleted from Direct Provision (2016-17 Ref:CH21).	To meet budget savings and service redesign requirements	4	2	8				
End date	2010-17										
		Project Title:	Additional Staff Savings - Commissioning								
Start date	2016-17	Project Details:	Additional staff savings - 4 FTE to be deleted from Commissioning (2016-17 Ref: CH22).	To meet budget savings and service redesign requirements	4	2	8				
End date	2016-17										
		Project Title:	Directorate								
Start date	2016-17	Project Details:	Reduction in salaries costs (2016-17 Ref: CH23).	To meet budget savings and service redesign requirements	3	2	6				
End date	2016-17										
		Project Title:	Learning Disabilities - High Cost/ Medium Cost/Direct Payment Packages								
Start date	2016-17	Decided Detailed	Review of high cost (>£1.5k) and medium cost (£400 - £1.5k) packages using the progression model	To meet budget savings and service redesign requirements	4	2	8				
End date	2016-17	Project Details:	(2016-17 Ref: CH24/CH25/CH26).								
		Project Title:	Mental Health - Care Packages								
Start date	2016-17		Review of support packages within all areas of Mental Health services using the recovery model (2016-17 Ref: CH27).	To meet budget savings and service redesign requirements	5	2	10				
End date	2016-17										
		Project Title:	Older People - Home Care/Direct Payments								
Start date	2016-17	Project Details:	Review of Home Care within support packages and review of Direct Payment support packages using the enablement model (2016-17 Ref: CH28/CH30).	To meet budget savings and service redesign requirements	4	2	8				
End date	2016-17		the enablement model (2010-17 Net. Of 2010-100).								
		Project Title:	Older People - Managing Crisis								
Start date	2016-17	- Project Details:		To meet budget savings and service redesign requirements	4	2	8				
End date	2016-17	1 Toject Details.	Managing crisis (including hospital discharge) admissions to residential care (2016-17 Ref: CH29).								
		Project Title:	Physical Disabilities - Direct Payments/Home Care/High Cost Packages								
Start date	2016-17	- Project Details:	Review of all Direct Payments, home care within support packages and high cost packages using the	To meet budget savings and service redesign requirements	4	2	8				
End date	2016-17		progression model (2016-17 Ref: CH31/ CH32/ CH33).								
		Project Title:	Substance Misuse Placements								
Start date	2016-17	Project Details:	Actively manage throughput in residential rehab placements (2016-17 Ref: CH34).	To meet budget savings and service redesign requirements	3	1	3				
End date	2016-17	.,	, 3								

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Adult Social Care APPINDIX 10 Risk									
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score			
		Project Title:	Review of customer care pakages.		Likeiiiioou	Шрасс	Score			
Start date	2015-16	Project Details:	Continue to review customers and make savings.	To meet budget savings	4	3	12			
End date	2015-16									
		Project Title:	First Contact Service - Voluntary Sector							
Start date	2015-16	Project Details:	Voluntary sector interface with public as first point of contact for potential social care customers.	To meet budget savings	3	4	12			
End date	2015-16									
		Project Title:	Supporting People Contract							
Start date	2015-16	Project Details:	Reduce capacity within the supporting people contract.	To meet budget savings	3	3	9			
End date	2015-16									
		Project Title:	Day Care Services							
Start date	2015-16	Project Details:	Change the day service offer around Merton day care services.	To meet budget savings	4	3	12			
End date	2015-16									
		Project Title:								
Start date		Project Details:		Select one major outcome	0	0	0			
End date		1 Tojour Dotalio.								
		Project Title:								
Start date		Project Details:		Select one major outcome	0	0	0			
End date										
		Project Title:								
Start date		Project Details:		Select one major outcome	0	0	0			
End date										
		Project Title:								
Start date		Project Details:		Select one major outcome	0	0	0			
End date		Tioject Details.								
		Project Title:								
Start date		Project Details:		Select one major outcome	0	0	0			
End date		. Tojou Dotalis.								
		Project Title:								
Start date		Project Details:		Select one major outcome	0	0	0			
End date		. Tojost Dotalio.								

Cllr Nick Draper Cabinet Member for Community & Culture
Enter a brief description of your main activities and objectives below
To 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

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

Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19														
Housing Needs Staff (FTE)	26	6.5	20	6.5	2-	4.5	22	19	17.5														
Environmental Health (Housing)		0	7.	.03	6.	.03	5.03	5.03	5.03														
Performance indicator	Perforn		. ,	isional Perfo		, ,	Polarity	Reporting cycle	Indicator type	-	Main impact if indicator not												
r enormance malcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting Cycle	mulcator type		met												
No. of homelessness preventions	550	550	550	450	450	450	High	Monthly	Business critical		Increased costs												
No. of households in temporary accommodation	100	125	130	145	145	145	Low	Monthly	Business critical		Increased costs												
Highest no. of families in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Business critical Increas													
Highest no. of adults in B&B	7	10	10	10	10	10	Low	Monthly	Business critical		Business critical		Business critical		Business critical		Business critical		Business critical		Business critical		Increased costs
Affordable homes delivered	150	70	35	20	20	20	High	Annual	Outcome		Reputational risk												
Social housing lets	430	410	415	360	360	360	High	Quarterly	Outcome		Increased waiting times												
Rent deposit - new tenancies	90	90	90	90	90	90	High	Annual	Outcome		Increased waiting times												

55

2015/16

11000

7400

1000

350

2016/17

12000

8350

1150

360

2017/18

12000

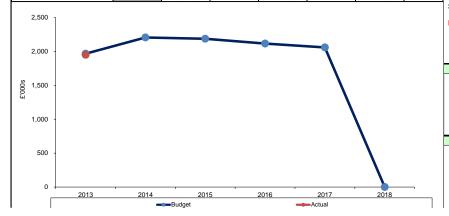
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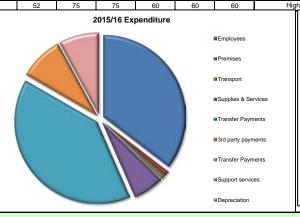
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	DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					
Expenditure	3,031	3,305	3,566	3,481	3,412	3,357	0					
Employees	972	1,001	1,310	1,233	1,233	1,197						
Premises	39	23	38	38	38	38						
Transport	18	19	28	28	28	28						
Supplies & Services	202	165	200	213	186	153						
Transfer Payments	1,140	1,409	1,375	1,389	1,403	1,417						
3rd party payments	430	443	338	303	247	247						
Transfer Payments	0	0	0	0	0	0						
Support services	230	245	277	277	277	277						
Depreciation	0	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	1,063	1,354	1,359	1,293	1,294	1,296	0					
Government grants	969	1,179	1,140	1,140	1,140	1,140						
Reimbursements	0	22	5	5	5	5						
Customer & client receipts	94	153	147	148	149	151						
Recharges	0	0	0	0	0	0						
Reserves	0	0	67	0	0	0						
Capital Funded	0	0	0	0	0	0						
Council Funded Net Budget	1,968	1,951	2,207	2,188	2,118	2,061	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
Birches Close		111,860	0	0	0	0	0
8 Wilton Road		40,758	489,240	0	0	0	0
Western Road		760,000	760,000	115,000	0	0	
Disabled Facilities Grant		1,218,567	839,610	1,341,890	784,000	340,000	340,000
Other		21,855	10,000	0	0	0	0
The Gables		0	577,300	0	0	0	0
	0	2,153,040	2,676,150	1,456,890	784,000	340,000	340,000





55

55

Planning Assumptions

2014/15

6500

1000

320

2013/14

10400

7625

1000

265

57

60

Anticipated demand

Housing advice, options, private tenants & landlords advice

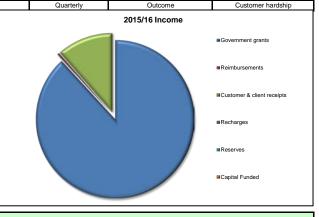
Housing register applicants

Housing options casework

Demand for temporary accommodation

No. of enforcement/improvement notices

Number of Disabled Facilities Grants approved



Outcome

The Corporate strategies your

/ service contributes to

Housing Strategy

Reduced enforcement

Service contributes to

8250

1150

360

Summary of major budget etc. changes

2015/16

Savings £35k Reduction of Homelessness Prevention grant

Environmental Health Housing savings of £69k to inculde deletion of 1x FTE post

2016/17

340,000 340,000 Savings £56k Reduction of Homelessness Prevention grant

Savings £30k Rationalisation of admin budget (CH9)

Newly proposed savings to be approved: Deletion of 3.5 posts @ £129k (included in reduced FTE staff numbers above)

2017/18

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

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Housing Needs and Enabling Services APPENDIX 10 Risk										
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME							
Dre	oject 1	Project Title:	Deliver on-line self-assessment tools	WAJOR EXPECTED OUTCOME	Likelihood	Impact	Score				
Start date	2014-15		Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre-	More efficient way of working	3	1	3				
End date	2015-16	Project Details:	assessment.								
Pro	oject 2	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 empty homes grants.	More efficient way of working	2	2	4				
	oject 3	Project Title:	CHMP Regeneration								
FIG	oject s	Project ritle.	Chimir Regeneration								
Start date	2014-15	Project Details:	Input to CHMP regeneration and master-planning with Future Merton.	Improved resident well being	1	3	3				
End date	2018-19										
Pro	oject 4	Project Title:	Housing Service Review								
Start date	2015-16	Project Details:	Review whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst also considering the place of Environmental Health (Housing).	Evaluation of alternative service delivery	3	1	3				
End date	2015-16										
Pro	oject 5	Project Title:	Feasibility Study: Social Enterprise Private Lettings Agency								
Start date	2014-15	Project Details:	Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.	More efficient way of working	3	1	3				
End date	2015-16										
Pro	oject 6	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.	More efficient way of working + compliance with corporate policy	2	1	2				
End date											
Pro	oject 7	Project Title:									
Start date		Project Details:					0				
End date											
Pro	oject 8	Project Title:									
Start date		Project Details:					0				
End date		Project Details.									
Pro	oject 9	Project Title:									
Start date							0				
End date		Project Details:									
Pro	ject 10	Project Title:									
Start date		Decised S. 1.					0				
End date		Project Details:									

Libraries				Pla	ınning Assuı	nptions					The Corporate strategies your
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	201	2013/14		4/15		5/16	2016/17	2017/18	TAP@FNI	X service contributes to
Enter a brief description of your main activities and objectives below	Active users	54	,000	54,	500	55,	,000	56,000	56,000	56,000	Community Plan
The purpose of the service is to provide a 'comprehensive and efficient' library service,	Stock issues		1050000		1100000		0000	1100000	1,100,000	1,100,000	Corp Equality Scheme
addressing the 'needs of adults and children' according to the Public Libraries and	Registered members	125,000		130	130,000		5,000	135,000	135,000	135,000	Customer Services Strategy
Museums Act 1964.	Visitor figures	1,15	0,000	1,150,000		1,200,000		1,200,000	1,210,000	1,210,000	Voluntary Sector Strategy
Local authorities have a statutory duty to make provision for a library service but may	Anticipated non financial resources		3/14	201	2014/15		5/16	2016/17	2017/18	2018/19	Performance Management Framework
decide on how this is delivered.	Staff (FTE)	46		47		45.71		44.71	41.61	41.61	ICT Policy
	Accommodation (Libraries)		7		7		7	7	7	7	Performance Management Framework
Certain aspects of the service must be provided for free:	Equipment (PC's)	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	Performance indicator	Perform	nance Targe	nce Targets (T) & Provisional Perfor		onal Performance Targets (PT)		Polarity Reporting of		Indicator type	Main impact if indicator not
Tree library membership	Performance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	mulcator type	met
The Library Service aims to provide a modern, high quality and cost effective service that	No. of visitors accessing the library service online	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 customers. Our vision is to remain the most efficient library	Active users - peoples network terminal	54,000	54,500	55,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
service in London whilst continuing to achieve some of the highest customer satisfaction levels.	% self service usage for stock transactions	95	95	95	95	95	95	High	Monthly	Outcome	Increased costs
100013.	Active volunteers in libraries	180	180	200	210	220	230	High	Monthly	Business critical	Customer hardship
	Maintain Income		£327,000	£331,000	£336,000	£340,000	£340,000	High	Monthly	Unit cost	Increased costs
	Partnership numbers		30	30	30	30	30	High	Monthly	Quality	Customer hardship

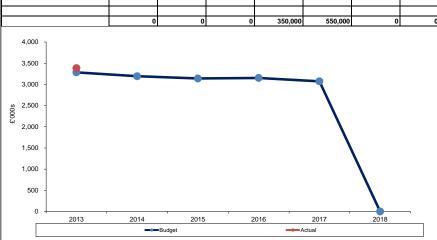
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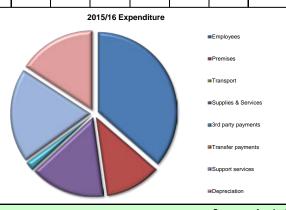
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	DEF	PARTMENTAL I	BUDGET AND R	ESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,795	3,730	3,634	3,586	3,603	3,529	0
Employees	1,338	1,243	1,327	1,305	1,306	1,216	
Premises	456	465	401	407	413	419	
Transport	3	5	4	4	4	4	
Supplies & Services	629	580	582	549	558	567	
3rd party payments	65	63	65	66	67	68	
Transfer payments	0	0	0	0	0	0	
Support services	814	884	689	689	689	689	
Depreciation	490	490	566	566	566	566	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	508	346	441	445	450	454	0
Government grants	0	0	0	0	0	0	
Reimbursements	154	72	114	114	114	114	
Customer & client receipts	329	274	327	331	336	340	
Recharges	0	0	0	0	0	0	
Reserves	25	0	0	0	0	0	
Capital Funded							
Council Funded Net Budget	3,287	3,384	3,193	3,141	3,153	3,075	0
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget

Council Funded Net Budget	3,287	3,384	3,193	3,141	3,153	3,075	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
Relocation of Colliers Wood Library	0	0	0	0	550,000	0	0
Library Self Service	0	0	0	350,000	0	0	0
	0	0	0	350,000	550,000	0	0

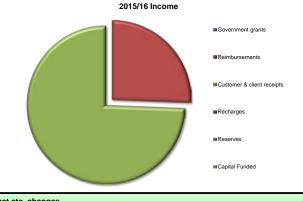




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Outcome

Reduced customer service

Summary of major budget etc. changes 2015/16

High

Annual

Savings - Reduction in Media Fund - £12k (CH5) Savings - Increase Income - £10k (CH6)

Revenueisation - £42k

% customer satisfaction (ARS)

2016/17

Savings - Activities - £2k Savings - Staffing - £26k Savings - PLUS Consultation - £3k Savings - Volunteer Contract - £20k Savings - Reduction in Media Fund - £45k

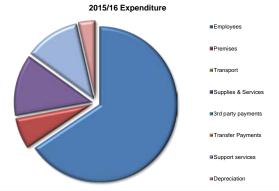
2017/18

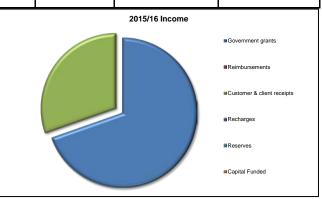
Savings - Introduce self-serve Libraries at off peak times - £90k Savings - Staffing - £60k

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	UREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Libraries APPENDIX 10								
				APPI	ENDIX	$\frac{10}{Rls}$						
_			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score					
Start date	2013-14	Project Title:	E-communications Continue to channel shift communication through digital methods: 1. Channel shift more customers	More efficient way of working	2	1	2					
End date	2015-16	- Project Details	towards receiving e-mail and SMS notifications: 2. Issue a quarterly customer e-newsletter; 3. Develop a library application for mobile phones; 4. Continue to develop library website.	note and an arrang		·						
Pro	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					
End date	2019-20											
Pro	oject 3	Project Title:	Stock efficiency program	More efficient way of working								
Start date	2013-14	- Project Details	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2015/16 and 2016/17. Maximise usage of e-resources.		2	1	2					
End date	2015-16		•									
Pro	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	D :										
Pro	oject 5	Project Title:	Outreach and Community Engagement plan									
Start date	2013-14	Project Details	Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work	Improved customer satisfaction	2	1	2					
End date	2017-18		with under represented groups to shape services accordingly.									
Pro	oject 6	Project Title:	IT Projects									
Start date	2013-14	- Project Details	Tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system in line with corporate systems. Implement self-service libraries at off peak times in branch libraries.	Improved customer satisfaction	3	2	6					
End date	2017-18											
Pro	oject 7	Project Title:	Assisted digital support									
Start date	2013-14	- Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve	Improved resident well being	2	1	2					
End date	2016-17		residents skills.									
Pro	oject 8	Project Title:	Security services contract									
Start date	2015-16	Project Details	Re-tender of contract and on-going monitoring of performance.	More efficient way of working	3	2	6					
End date	2018-19	,										
Pro	oject 9	Project Title:	Library redevelopments									
Start date	2013-14	- Project Details	Progress redevelopment plans for West Barnes and Donald Hope libraries. Investigate co-location opportunities with other council services and partners.	Improved customer satisfaction	3	2	6					
End date	2017-18											
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	More efficient way of working	2	2	4					
Projects	2017-18		Strategy.									

Merton Adult Education				Pla	nning Assur	nptions					The Corporate strategies your
Cllr Martin Whelton Cabinet Member for Education	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18		selvce contributes to
Enter a brief description of your main activities and objectives below	Number of accredited learners	10	100	10	000	10	000	1000	1000	7 11 11	Medium Term Financial Strategy
Our vision is to enrich lives through learning and our mission is to provide high quality	No. of personal development learners	30	100	30	000	30	000	3000	3000		Community Plan
qualification and personal development learning responsive to the diverse needs of our	Number of commercial learners	30	00	5	00	6	00	600	601		
communities. It is our ambition for Merton Adult Education to become an innovator and											
the college of choice for our community.	Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
We are committed to providing the best learning experience for our students, deliver an	Staff (FTE)	14	48	1	43	1-	43	140	140		
excellent service to our customers, maximise partnership opportunities, remain	velon a										
financially viable, achieve our Skills Funding Agency contractual targets and develop a											
range of income generating commercial products.											
Our strategic objective is to increase the skills, knowledge and educational attainment	Performance indicator	Perform	nance Target	. ,		nal Performance Targets (PT)		Polarity	Reporting cycle	Indicator type	Main impact if indicator ne
of adults through the provision of a range of accredited and non accredited courses.		2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)	2018/19(PT)			•	met
The course offer is developed in response to both government priority targets and	Number of accredited learners	1000	1000	1000	1000	1000		High	Quarterly	Business critical	Loss of income
responding to emerging local needs. A range of courses are delivered within the	No. of personal development learners	3000	3000	3000	3000	3000		High	Quarterly	Business critical	Loss of income
following departments, English and Maths, ESOL, IT, Mind and Body, Early Years, Foreign Languages, NEET, Family Learning, Neighbourhood Learning for Deprived	% achievement rate	95%	96%	96%	96%	96%		High	Annual	Outcome	Government intervention
Communities, Fitness, Art and Craft and Employability. There is currently a service	% retention rate	87%	88%	88%	88%	88%		High	Annual	Outcome	Government intervention
delivery review and consutlation underway and this plan has been put forward based on	% success rate	83%	84%	84%	84%	84%		High	Annual	Outcome	Government intervention
the current delivery model.	Income target	662890	732890	732890	732890	732890		High	Monthly	Business critical	Loss of income
	Number of commercial learners	300	500	600	600	600		High	Quarterly	Business critical	Loss of income
	•			_							

	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	2,687	2,601	2,715	2,722	2,729	2,737	(
Employees	1,793	1,755	1,785	1,785	1,785	1,785	
Premises	173	140	174	176	178	181	
Transport	3	3	3	3	3	3	
Supplies & Services	340	317	345	350	355	360	
3rd party payments	0	0	0	0	0	0	
Transfer Payments	0	0	0	0	0	0	
Support services	286	294	311	311	311	311	
Depreciation	92	92	97	97	97	97	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,500	2,434	2,676	2,690	2,698	2,698	(
Government grants	1,873	1,907	1,873	1,873	1,873	1,873	
Reimbursements	0	33	0	0	0	0	
Customer & client receipts	627	494	803	817	825	825	
Recharges	0	0	0	0	0	0	
Reserves	0	0	0	0	0	0	
Capital Funded	0	0	0	0	0	0	
Council Funded Net Budget	187	167	30	32	31	39	0





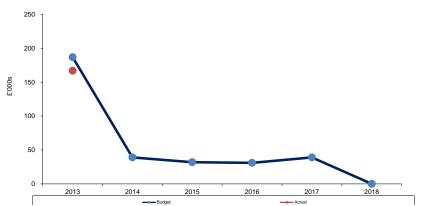
Capital Budget £'000s Budget 2013/14 Actual 2013/14 Budget 2014/15 Budget 2015/16 Budget 2016/17 Budget 2018/19 Other 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0<									ı
	Capital Budget £'000s								L
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		0	0	1,980	0	0	0	0	l

Summary of major budget etc changes 2015/16

£14k Savings
To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short

£8k Savings
To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short notice

2016/17



2017/18

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Merton Adult Edu		APPENDIX ALO			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	-NDI)	RI _s D		
Dec	oject 1	Project Title:	Introduction of New 24+ Loans	WAJOR EXPECTED OUTCOME	Likelihood	Impact	Score	
Start date	2013-14	,	Devise and implement an awareness raising campaign to promote the take up of the new 25+	To meet legislative requirements	3	2	6	
End date	2014-15	Project Details:	Advanced Loans	, ,				
Pro	oject 2	Project Title:	MAE Commercial Business Plan					
Start date	2013-14	- Project Details:	Implement a range of income generating products in line with saving targets. Action plans to be implemented for MAE Adult Social Care short course programme, Event Hosting, Leadership and Management short course programme, Early Years and Schools short course programme	Income generation	3	2	6	
Dr	oject 3	Project Title:	Widening Participation in Learning					
	oject o	1 Toject Title.	Maching Cartopation in Loanning					
Start date	2013-14	Project Details:	Update and implement the college widening participation strategy focused on increasing participation amongst disadvantaged localities within the borough.	Improved resident well being	2	1	2	
End date	2015-16							
Pro	oject 4	Project Title:	Accommodation Strategy					
Start date	2013-14	- Project Details:	In response to Children Schools and Families requiring possible secondary school sites, undertake a full analysis of possible sites across Merton. Undertake explorations with a number of key partners	To meet legislative requirements and respond to growing school population	3	2	6	
End date	2015-16							
Pro	oject 5	Project Title:	Virtual Learning Environment Strategy					
Start date	2013-14	Project Details:	Outline a robust VLE model and implement a range of programmes and services via this medium	More efficient way of working	2	1	2	
End date	2014-15							
Pro	oject 6	Project Title:	Increase the use of the E Learning Portal Moodle	More efficient way of working				
Start date	2014-15	Project Details:	Provide training and awareness raising for tutors in how to access and use the Moodle on line system for managing resources and communicating with students		2	1	2	
End date	2015-16							
Pro	oject 7	Project Title:	Adult Skills and Employability Scrutiny Action Plan Implementation					
Start date	2013-14	Project Details:	Implement the key skills and employability elements of the scrutiny action plan	More efficient way of working	2	1	2	
End date	2015-16							
Pro	oject 8	Project Title:	Option Appraisal on the Future of the Service and Consultation	Income loss				
Start date	2014-15	Project Details:	Production of Merton Adult Education option appraisal and public consultation on the options		3	2	6	
End date	2015-2016							
Pro	oject 9	Project Title:						
Start date								
End date		Project Details:						
Pro	ject 10	Project Title:						
Start date								
		Project Details:						
End date								

Our vision for the public's health in Merto significant inequalities in health outcome equal opportunities for all residents of M Our vision for the public health team is to in the Council, Merton Clinical Commissis understanding of their contribution to an inequalities, using evidence of best prace. Public Health services comprise • Mandatory: sexual health, NHS health	Public Health Cabinet Member for Adult Social Care & F on over the next five years is to stem the incress between the East and West of Merton, proferton to be healthy. or make health everyone's business, working ioning Group and the voluntary sector to incred involvement in prevention and in reducing in divolvement in prevention and in reducing	ease in the			health alcohol to CCG			854 155 Alcohol	2014 20,2 438 Drugs/2	:01	2019 20,9 452 Drugs/2	554	2016/17 20,913		2 /A /PP 21,667	The Corporate strategies your Service contillutes to Health & Wellbeing Strategy
significant inequalities in health outcome equal opportunities for all residents of M Our vision for the public health team is to in the Council, Merton Clinical Commissi understanding of their contribution to an inequalities, using evidence of best prace. Public Health services comprise Mandatory: sexual health, NHS health Support to Clinical Commissioning group veniversal: Smoking cessation, drugs a	es between the East and West of Merton, pro ferton to be healthy. o make health everyone's business, working ioning Group and the voluntary sector to incr			Drugs & Support NHS Healt ational Child Me	alcohol to CCG		3 Drugs/1	155 Alcohol	438 Drugs/2				20,913	21,243	21,667	Health & Wellbeing Strategy
significant inequalities in health outcome equal opportunities for all residents of M Our vision for the public health team is to in the Council, Merton Clinical Commissi understanding of their contribution to an inequalities, using evidence of best prace. Public Health services comprise Mandatory: sexual health, NHS health Support to Clinical Commissioning group vinviersait: Smoking cessation, drugs a	es between the East and West of Merton, pro ferton to be healthy. o make health everyone's business, working ioning Group and the voluntary sector to incr			Support NHS Healt ational Child Me	to CCG					05 alcohol	452 Druge/		·			
significant inequalities in health outcome equal opportunities for all residents of M Our vision for the public health team is to in the Council, Merton Clinical Commissi understanding of their contribution to an inequalities, using evidence of best prace. Public Health services comprise Mandatory: sexual health, NHS health Support to Clinical Commissioning group vinviersait: Smoking cessation, drugs a	es between the East and West of Merton, pro ferton to be healthy. o make health everyone's business, working ioning Group and the voluntary sector to incr			NHS Healt ational Child Me		40%	40% of PH staff capacity									
significant inequalities in health outcome equal opportunities for all residents of M Our vision for the public health team is to in the Council, Merton Clinical Commissi understanding of their contribution to an inequalities, using evidence of best prace. Public Health services comprise Mandatory: sexual health, NHS health Support to Clinical Commissioning group. Viniversal: Smoking cessation, drugs a	es between the East and West of Merton, pro ferton to be healthy. o make health everyone's business, working ioning Group and the voluntary sector to incr			ational Child Me	III OHEUND		572		40% of PH st		40% of PH s		40% of PH staff capacity 5872	40% of PH staff capacity 5872		
significant inequalities in health outcome equal opportunities for all residents of M Our vision for the public health team is to in the Council, Merton Clinical Commissi understanding of their contribution to an inequalities, using evidence of best prace. Public Health services comprise Mandatory: sexual health, NHS health Support to Clinical Commissioning group. Viniversal: Smoking cessation, drugs a	es between the East and West of Merton, pro ferton to be healthy. o make health everyone's business, working ioning Group and the voluntary sector to incr				leasure Program								3% increase in population age			
significant inequalities in health outcome equal opportunities for all residents of M Our vision for the public health team is to in the Council, Merton Clinical Commissi understanding of their contribution to an inequalities, using evidence of best prace. Public Health services comprise - Mandatory: sexual health, NHS health Support to Clinical Commissioning group violuries; Smoking cessation, drugs a	es between the East and West of Merton, pro ferton to be healthy. o make health everyone's business, working ioning Group and the voluntary sector to incr		April	INHO SMOKIN	ng Cessation		150		158		16		1742	1830		
equal opportunities for all residents of M Our vision for the public health team is to in the Council, Merton Clinical Commissi understanding of their contribution to an inequalities, using evidence of best prac Public Health services comprise • Mandatory: sexual health, NHS health Support to Clinical Commissioning group • Universal: Smoking cessation, drugs a	ferton to be healthy. o make health everyone's business, working sioning Group and the voluntary sector to incr	viding more	A = 41 -	Prevention	n services		106		111		11		1234	1295		
Our vision for the public health team is to in the Council, Merton Clinical Commissi understanding of their contribution to an inequalities, using evidence of best prace. Public Health services comprise • Mandatory: sexual health, NHS health Support to Clinical Commissioning group. • Universal: Smoking cessation, drugs a	o make health everyone's business, working sioning Group and the voluntary sector to incr		Antio		nancial resources		2013/		2014		201		2016/17	2017/18	2017/19	
in the Council, Merton Clinical Commissi understanding of their contribution to an inequalities, using evidence of best prac Public Health services comprise • Mandatory: sexual health, NHS health Support to Clinical Commissioning group • Universal: Smoking cessation, drugs a	sioning Group and the voluntary sector to incr			Staff (9		14.		14.		14.77	13.77		
in the Council, Merton Clinical Commissi understanding of their contribution to an inequalities, using evidence of best prac Public Health services comprise • Mandatory: sexual health, NHS health Support to Clinical Commissioning group • Universal: Smoking cessation, drugs a	sioning Group and the voluntary sector to incr	with partners	High gus	Staff (Translative data for JS	rainees) SNA and joint projects	s	n/a		2 n/s		n/		2 n/a			
inequalities, using evidence of best prace Public Health services comprise • Mandatory: sexual health, NHS health Support to Clinical Commissioning group • Universal: Smoking cessation, drugs a	id involvement in prevention and in reducing	ease	riigii que	unity data for oc	ora caria jonic projecti		170					-				
Public Health services comprise • Mandatory: sexual health, NHS health Support to Clinical Commissioning group • Universal: Smoking cessation, drugs a		health		Performance	o indicator				ts (T) & Provisional Perfo		• , ,		Polarity	Panarting cyclo	Reporting cycle Indicator type	
Mandatory: sexual health, NHS health Support to Clinical Commissioning group Universal: Smoking cessation, drugs a											PT) 2016/17(PT) 2018/19					met
Support to Clinical Commissioning group • Universal: Smoking cessation, drugs a	checks, National Child Measurement Progr.	amme.	Chlamydia diagnosis Late diagnosis of HIV rate				2200	2200	2200	2300 42%	2300 40%	2300 38%	Select Low	Quarterly Annual	Output Outcome	Failure to meet PHOF target Failure to meet PHOF target
Universal: Smoking cessation, drugs a Other	ps, and assurance of health emergency prep		Successfu		of drug treatment (TBI		6.4%	43.2%	42%	42%	40%	38%	LOW	Ailliuai	Outcome	Tailule to meet F1101 taiger
	and alcohol, obesity				ng (MOU) with MCCG		MOU	MOU	MOU	MOU	MOU					
					ke of those offered se	onico	57.5	58.5	59.5	60%	TBC		High	Quarterly	Output	Increased prevalence of long
			% exce	ess weight in ch	hildren age 4-5 years								-	AI		term conditions Increased prevalence of long
						13.	9.67%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	term conditions
			% excess	s weight in child	ldren age 10 - 11 year	ars 30.	0.77%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	Increased prevalence of long term conditions
			Number	r of successful	4-week smoking quits	ts 7	753	790	830	871	915		High	Quarterly	Outcome	Increase prevalence of lung cance heart disease and COPD
							\dashv	\rightarrow	$\overline{}$				-	·		neart disease and COPD
DEPARTMENTAL BUDGET AND RESO	DURCES							2	2015/16 Exp	enditure		•	ı		2015/16 Income	
	udget Actual Budget	Budget	Budget	Budget	Budget			-	0 10/10 Exp	onana.						
Expenditure 20	13/14 2013/14 2014/15 7,873 8,187 9,844	2015/16 9,844	2016/17 9,844	2017/18 9,844	2018/19 4 9,844							Employees				■Government grants
Employees	627 657 994	994	9,844	994						1						•
Premises Transport	0 3 7	7	7	7	7 7							Premises				■Reimbursements
Supplies & Services	3,408 3,727 4,366	4,366	4,366	4,366	6 4,366							Transport				= Iveilibul seriients
3rd party payments	3,735 3,699 4,367	4,367	4,367	4,367							١.	anapolt				
Transfer payments Support services	97 98 110	110	110	110	0 110						١.	Supplies & Sen	vices			■Customer & client receipts
Depreciation	0 0 0	0	0	0	0											
Revenue £'000s	udget Actual Budget 013/14 2013/14 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19		■3rd party payments								■Recharges	
Income	9,537 8,187 9,844	9,844	9,844	9,844	9,844						/					
Government grants Reimbursements	8,985 8,985 9,236 552 865 608	9,236 608	9,236 608	9,236 608							,	Transfer payme	ents			■Reserves
Customer & client receipts	0 1 0	0	0	0	0 0	608										
Recharges Reserves	0 0 0 0 -1,664 0	0	0	0	0					■Support se			es			■Capital Funded
Capital Funded	0 0 0	0	0	0	0 0							Depreciation				- Capital Fallaca
Council Funded Net Budget	-1,664 0 0	0	0	0	0							Depreciation				
	udget Actual Budget	Budget	Budget	Budget	Budget							Summary	of major budget etc	c. changes		
20	013/14 2013/14 2014/15	2015/16	2016/17	2017/18	2018/19								2015/16			
	- - 				Public	ic Health grant c	confirme	d to be the s	ame as 2014/	15.			_0.0/10			
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			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)		DENIDIV 40			
			Public Healt	APPI	KIDN 	$\frac{10}{R}$		
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score	
Start date	2014-15	Project Title:	Integrated sexual health service Commissioning an integrated tier 2 sexual health service which either combines existing provision in					
End date	2017-18	Project Details:	Contraceptive and Sexual Health (CaSH) and extends this provision to tier 2 testing and treatment of sexually transmitted infections. This service would be commissioned on a Payment by Results or tariff basis and allowing for cross-charging of non-Merton residents.	Improved customer satisfaction	3	3	9	
Pro	oject 2	Project Title:	Embedding Chlamydia screening programme					
Start date	2014-15	- Project Details:	To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for meeting the diagnostic target for Chlamydia which is a PHOF indicator.	More efficient way of working	3	2	6	
End date	2015-16		g					
Pro	oject 3	Project Title:	Review of local HIV 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. Re-commission HIV prevention and support services to more effectively meet the changing needs relating to HIV and late diagnosis.					
Pro	oject 4	Project Title:	LiveWell					
Start date	2014-15	Project Details:	LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions,	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.					
Pro	oject 5	Project Title:	Prevention					
Start date	2014-15	Project Details:	Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes e.g. LiveWell to the influencing of local policy to create an environment that supports healthy choices e.g. alcohol licensing policy. Work from across the council e.g. the	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.					
Pro	oject 6	Project Title:	Transition of responsibility for Health Visiting Service to Local Authority					
Start date		- Project Details:	Responsibility for Health Visiting Services are due to transfer from NHS England to LB Merton in April 2015. Project required to manage transition, including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-London transition programme.	Select one major outcome	0	0	0	
Pro	oject 7	Project Title:	National Child Measurement Programme					
Start date		Project Details:	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management	Improved Health and Wellbeing	0	0	0	
End date			classes for families.					
Pro	oject 8	Project Title:	NHS Health Checks					
Start date	2013/14	Project Details:	People aged 40 -74 with no known heart disease (or other specified conditions) are offered an NHS	Improved Health and Wellbeing	2	2	4	
End date			Health Checks every five years to detect early signs of heart disease and risk factors.					
Pro	oject 9	Project Title:	Drugs and Alcohol Prevention and Treatment					
Start date		Project Details:	The responsibility for drugs and alcohol transferred to Public Health during 2013/14. A review of	Select one major outcome	0	0	0	
End date		. rojost Dotano.	alcohol needs is being commissioned to inform development of a prevention strategy/action plan.					
Pro	ject 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.					

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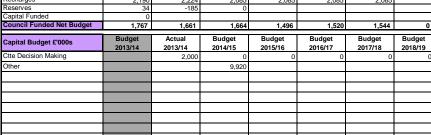
Corporate Services Department

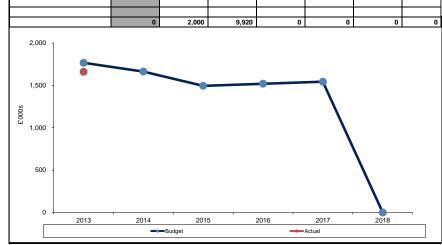
																	-	T1 - 0
CII- Ma	Business In					A	d damen d		201	3/1/	Pla: 2014	nning Assur		15/16	2016/17	2017/18		The Corporate strategies your
	rk Allison Cabin			olow	Core convice	Anticipate	a demand		201 :		2014			1 5/16 023	2016/17 3555	2017/18 3355		Service contributes to
Enter a brief descri	puon or your m	ani activities an	iu objectives b	EIOW	Core service re		· (a)	<u> </u>									3255	•,
- Operate as a Centre of Excelle	ence for Project a	nd Programme N	Management (PF	PM), raising		ce requests (da	ys) is improvement (d	dave)	20	00	18			620 380	1450 880	1450 880	1350 880	ICT Policy Capital Programme
the capacity of the organisation							is improvement (d	lays)										Children & Young person's Plan
successfully Support DMTs to embed a cult	ura of continuous	husinasa impra	vomont within th	o organization	Project/Program	nmes			12.8	FIE	11 F	· IE	21	FTE	12 FTE	0 FTE	0 FTE	Information Governance Policy
through the provision of tools, te	chniques, advice	and support - ir	ncluding but not	limited to lean.				ources 2013/14		2014	I/AE	204	15/16	2040/47	2047/40	2018/19	Information Governance Policy	
- Manage and deliver adhoc Pro	jects and Progra	mmes of work at	the direction of	CMT and			nancial resource	burces 2013/14 4						2016/17	2017/18			
M2015 Board. - Lead and deliver a coordinated	d programme of s	ervice reviews to	deliver efficien	ries and		me Office (FTI S Systems Tean	,	25.9			2			4.5 25	4.5	2.5	2.5 20	
improve customer satisfaction.							, ,							21	12	0	0	
 Establish a Programme Managis directed and monitored through 	gement Office (Pl	AO), ensuring the	at all transforma	tional activity	Apprentices	mes and projec	its (fixed term)			12.8		11 2			0	0	0	
risks and issues are managed e	ffectively and be	nefits – aligned to	o organisational	objectives are	Apprentices				2 Performance Targets (2 ormance Targets (PT)		0	U	0	Main impact if indicator not
realised Work with businesses and I&T	to optoblish up	dar tha direction	of CMT the of	rotomy for IT		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
an associated implementation p	lan and manage	ts delivery.			Systems availa	bility		-	80%	95%	97%	98%	99%	99%	High	Monthly	Business critical	Reduced service delivery
- Establish a Technical Design A					-,	,			0070	3370	37 70	3070	3370	3370	9	,		
	d planned approach to systems implementation that complies with and drives agreed porate strategy, standards and supportability.													† †				
	riporaci stategy, satisfacts and supportability. Proactively advise businesses of opportunities to exploit emerging technologies and to verage existing systems investments for improved business efficiency and service.													† †				
 Provide support to the busines 	tments for improves for operational	ed business etti and maintenance	ciency and servi e related tasks fo	ce. or applications										† †				
including upgrades, housekeepi	ng, periodic sche	duled tasks and	batch processin	g, thus										† †				
sustaining business continuity: a	availability, perfor	mance, and capa	ability of the syst	tems.				i								1		
								i i										
	D	EPARTMENTAL	BUDGET AND	RESOURCES				•		•	2015/16 Exp	anditura				-	2015/16 Income	-
Davierona Clonos	Budget	Actual	Budget	Budget	Budget	Budget	Budget			-	2013/16 Exp	enalture					2015/16 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							■Employees				■Covernmentt-
Expenditure	3,459																	■Government grants
Employees Premises	2,081	1,953	1,541	1,491	1,403	1,329	9							-5 :				
Transport	3	0		3	3		3							Premises				■ Reimbursements
Supplies & Services	1,034			1,080	1,090	1,100	5											
3rd party payments	y payments 0 0											A		Transport				-0
Support services Depreciation	341	578	318	318	318	318	3						1					■Customer & client receipts
•	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Supplies & Serv	ices			
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						,			1		■ Recharges
Income	2,739	3,768	2,722	2,727	2,727	2,72	7 0						Ι.	■3rd party payme	inte	1		
Government grants Reimbursements							1	,		_				and party payme	iiio			■Reserves
Customer & client receipts	79	127	84	89	80	89	9				1							Reserves
Recharges	1,875			2,638										Support service:	5			
Reserves	785	513	C															■ Capital Funded
Capital Funded Council Funded Net Budget	720	-328	69	165	87	23	0							■Depreciation				
Council I unded Net Budget		•																
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							Summary	of major budget et	c changes		
Document management system	2013/14	2013/14	300,000	440000	2016/17	2017/18	2016/19								2015/16			
Customer contact programme	0	0		485000				CS1 Rationalisat	ation of ma	nagement o	coete £50k				2010/10			
Data Labeling		0	293,840	100000				CS3 Generate in										
Replace Social Care System			400,000	571,000				urther impleme				15/6 will me	et target sa	vings.				
· · · · · · · · · · · · · · · · · · ·																		
							 											
			1	İ	1	1												
			1	İ	1	1												
	0	0	1,293,840	1,496,000	(0 0								2016/17			
							F	Reorganisation of	of system:	s developm	ent and supp	ort arranger	nents CS63	£88k.				
800]								Ü	,	·		Ü						
600 -																		
\																		
400 -	\																	
	1														2017/18			
£,000s							F	Reorganisation of	of system:	s developm	ent and supp	ort arranger	ments CS63	£74k.				
200 -																		
	\			_														
						_												
0			-	2040	2047	0010												
2013	2014	201	5	2016	2017	2018	_											
200															2018/19			
-200 -																		
-400																		
	-	— Budget		-	Actual													

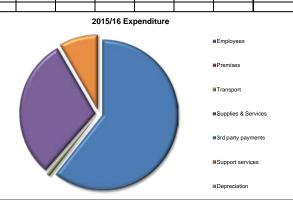
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Rusiness Impro	EMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Improvement APPENDIX 10								
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME								
Pro	oject 1	Project Title:	Customer Contact programme	More efficient way of working	Likelihood	Impact	Score					
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.	2	2	4					
Pre	oject 2	Project Title:	Electronic document and records management system	More efficient way of working								
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6					
		Decident Titles	Social Care Information System	To most lacislativa saminanata								
Start date	oject 3 01/06/2014	Project Title:	Procure and implement a Social Care Information system to support adults social and children and	To meet legislative requirements A fit for purpose system that supports efficient business practices and care management now and into the	1	3	3					
End date	31/12/2015	Project Details:	families integrated care.	future								
Pro	oject 4	Project Title:	Data Labelling System	To meet legislative requirements								
Start date	01/06/2014	Project Details:	Introduce technology to automatically and retrospectively assess and protectively mark (for security) all Council data and to provide the facility to protectively mark all documents and emails for security going forward.	Ensures compliance with legislative requirements on categorisation and storage of data and information.	2	1	2					
End date	31/03/2015		ioiwalu.									
Pro	oject 5	Project Title:	Corporate TOM Refresh exercise	More efficient way of working								
Start date	01/09/2015	Project Details:	Lead and coordinate a pan-organisation exercise to review and refresh all Target Operating Models and enabling strategies as required	Provides a disciplined, organised approach to planning for future change and improvement and ensures work programmes align to deliver the ambitions of the services within the organisation.	1	1	1					
End date	31/03/2016		and enabling strategies as required	work programmes angri to deliver the ambitions of the services within the organisation.								
Pro	oject 6	Project Title:										
Start date		Project Details:			0	0	0					
End date												
Pro	oject 7	Project Title:										
Start date		Project Details:			o	0	0					
End date												
Pro	oject 8	Project Title:		Select one major outcome								
Start date		Project Details:					0					
End date												
Pro	oject 9	Project Title:		Select one major outcome			\vdash					
Start date		Project Detailer					0					
End date		Project Details:										
Pro	oject 10	Project Title:		Select one major outcome								
Start date		Project Details:					0					
End date		,										

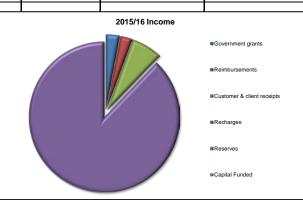
Corporate Governance				Dia	nnina Assu	mntione					The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	201	3/14		4/15		15/16	2016/17	2017/18	A 2018/15 N	Service contributes to
Enter a brief description of your main activities and objectives below	Residents	206	5,038	208	,822	211	1,569	214,229	216,806		Corp Equality Scheme
Corporate Governance is made up of 7 core services:	Officers	40	081		ļ		ļ	Į.	1		Customer Services Strategy
Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency	Councillors	6	60	6	60	6	60	60	60		Risk Management Strategy
agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges											Information Governance Policy
function.	Anticipated non financial resources	2013/14		2014/15		2015/16		2016/17	2017/18	2018/19	Corp Procurement Strategy
Internal Audit and Investigations- provides independent, objective appraisal of risk management,	Staff (FTE)	4	48	4	7	39.7 (excl.	Investigations)	39.7 (excl. Investigations)	38.7 (excl. Investigations)		Performance Management Framework
governance & internal control processes and fraud risks including planned & unplanned audits.	Staff - LALO		8		8		8	8	8		Civil Contingencies Plan
Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud polices. Reports poor practice/weak	Staff - Election	0		9	00	8	800	800	0		Central Government
controls to members. Investigations - investigates allegations of fraud for Housing Benefit and	Staff - Canvas	1	50	15		150		150	150		
internal cases.	Performance indicator	Perforn	Performance Target		ts (T) & Provisional Perfo		gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Safety Services - provides H&S, emergency planning & business continuity service.	r enormance marcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rolanty	Reporting cycle	mulcator type	met
	FOI requests - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
<u>Democracy Services</u> - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.	Complaints - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
chartes council has robust accision making arrangements.	Audits completed against plan	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
Electoral Services - maintains registers of electors whilst managing the move to individual electoral	Audit actions implemented by agreed date	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
registration, administers elections & referendums and undertakes boundary & electoral reviews.	Completed planned H&S inspections	60	60	60	60	60		High	Monthly	Outcome	Breach statutory duty
There is also the shared Legal service with the London Borough of Richmond, which has its own	Priority A H&S actions completed on time	75%	85%	90%	90%	90%		High	Quarterly	Outcome	Breach statutory duty
Service Plan.	No. supplementary agendas issued	28	26	24	22	20		Low	Quarterly	Quality	Rework
	-										

	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	4,276	4,164	4,031	3,869	3,897	3,926	0
Employees	2,427	2,469	2,449	2,344	2,344	2,344	
Premises	4	3	5	5	5	5	
Transport	26	30	25	26	26	27	
Supplies & Services	1,353	1,079	1,228	1,170	1,198	1,226	
3rd party payments	0	1	0				
Support services	466	583	324	324	324	324	
Depreciation							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,509	2,504	2,367	2,373	2,377	2,382	0
Government grants	70	65	70	70	70	70	
Reimbursements	154	93	59	60	62	63	
Customer & client receipts	62	307	153	158	160	164	
Recharges	2,190	2,224	2,085	2,085	2,085	2,085	
Reserves	34	-185	0				
Capital Funded	0						
Council Funded Net Budget	1,767	1,661	1,664	1,496	1,520	1,544	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









Summary of major budget etc changes

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

2016/17

2017/18

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

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 prevention 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 & Concessionary Travel Schemes; Registrars - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services;

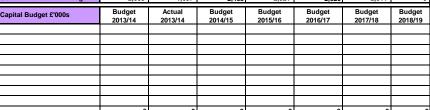
Communications - responsible for protecting and enhancing the reputation of Merton Council; promoting Merton as a good place to live, work and learn; ensuring residents know about and have access to services; ensuring the community is able to have a say in the council decisions; and engaging council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

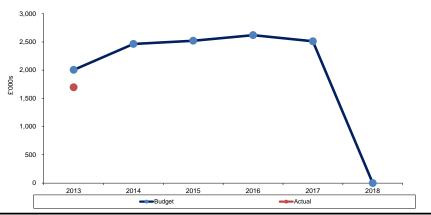
Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered within this service plan period but details are vague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

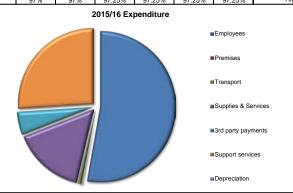
		Planning Assur	nptions			V DDEVI	The Carporate strategies your
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	/ \1 ₂₀ 4 _{8/1} 4 \1	service contributes to
Benefit/Council Tax support claimants	16,000	16,000	16.000	15,000	14,000	14,000	Customer Services Strategy
Telephone callers	500,000	600,000	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				
			•				

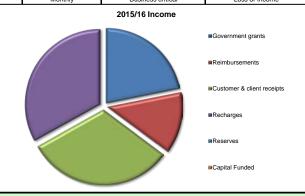
Performance indicator	Perforn	nance Target	ts (T) & Prov	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
i ciromanee maleator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	1 Oldrity	reporting cycle	malcator type	met
Business 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	16	16	16	16	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
Council Tax Collected	07%	07%	07 25%	07.25%	07 25%	07 25%	High	Monthly	Business critical	Loss of income

	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	9,618	9,752	9,865	9,487	9,394	9,312	0
Employees	5,200	5,267	5,038	5,008	4,897	4,788	
Premises	29	27	20	21	21	21	
Transport	63	73	63	64	65	65	
Supplies & Services	1,467	1,551	1,447	1,459	1,470	1,491	
3rd party payments	920	450	828	467	473	479	
Support services	1,940	2,384	2,465	2,465	2,465	2,465	
Depreciation	0	0	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	7,613	8,055	7,400	6,966	6,774	6,801	0
Government grants	2,270	2,264	1,981	1,520	1,302	1,302	
Reimbursements	930	1,497	930	930	930	930	
Customer & client receipts	2,138	2,334	2,184	2,211	2,237	2,264	
Recharges	2,275	2,275	2,305	2,305	2,305	2,305	
Reserves	0	-315	0				
Capital Funded							
Council Funded Net Budget	2,005	1,697	2,465	2,521	2,620	2,511	0









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 grant has been rediuced

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, review of welfare benefits resulting in £111k 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 further on the level of Houising Benefit 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

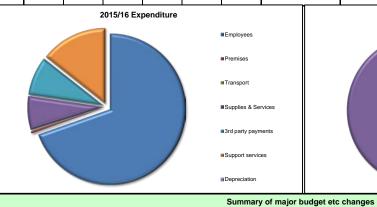
2018/1

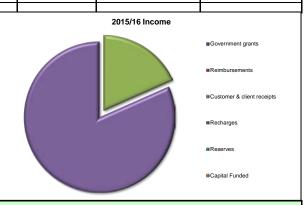
Continued impact of Customer Contact project to further reduce telphone calls and face-to-face customers. Anticipated small increase in number of Council Tax propoerties.

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM Customer Services		ELIDIX		
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	ENDI)		
Pro	oject 1	Project Title:	Customer Service review	More efficient way of working	Likelihood	Impact	Score
Start date	01/04/2013	Project Details:	As part of the implementation of the customer contact electronic solution processes and resourcing will	, c	3	2	6
End date	31/03/2015	1 Tojout Botano.	be reviewed				
Pro	oject 2	Project Title:	Improve access to on-line services	More efficient way of working			
Start date	01/04/2013	Project Details:	Maintain successful visits to the website target 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		tiansactions.				
Pro	oject 3	Project Title:	Council Tax support scheme	To meet legislative requirements			
Start date	01/04/2013	Project Details:	During 14/15 options for a revised scheme will be reviewed for Council decision and possible implementation for 15/16		2	1	2
End date	31/03/2016		impernentation for 13/16				
Pro	oject 4	Project Title:	Implement and review Welfare Assistance Scheme	Improved resident well being			
Start date	01/04/2013	Project Details:	A review of the scheme will be undertaken during 2014/15, however, there is currently uncertainty regarding future funding from 15/16		2	1	2
End date	31/03/2015						
Pro	oject 5	Project Title:	Appoint a medical examiner	To meet legislative requirements			
Start date	01/04/2014	Project Details:	The Council will need to appoint a medical examiner for registration of deaths. This will be achieved through the sharing of another boroughs recruitment and appointment.		2	2	4
End date	31/12/2014						
Pro	oject 6	Project Title:	Local Support Services	To meet legislative requirements			
Start date	01/04/2014	Project Details:	In line with implementation and roll out of Universal Credit local authorities have been asked to provide a front line solution for those customers than cannot access and claim on-line. This service may be		2	2	4
End date	31/03/2016		multi agency and include Job Centre Plus, volunarty sector and neighbouring authorities				
Pro	oject 7	Project Title:	Review Debt Collection Processes	More efficient way of working			
Start date	01/06/2015	Project Details:	With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.		3	2	6
End date	01/04/2016						
Pro	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		•					
Pro	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		i rojour Detailo.					
Pro	ject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		.,					

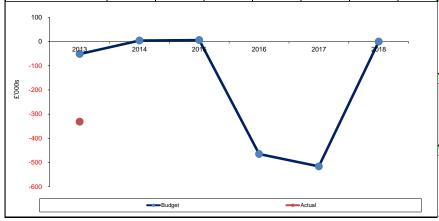
Human Resources				Pla	nning Assu	mptions				VDDEVIL	The Carporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	201	13/14	201	4/15	201	15/16	2016/17	2017/18	7 1 20 18/19 I VI	servee contributes to
Enter a brief description of your main activities and objectives below	Employees in Merton for HR, payroll, advice, L&D, EAP etc	4,	600	4,	100	4,	400	4,400	4.200	4.000	Workforce Development Plan
Support effective people management across the organisation through development of a	New recruits to be appointed	180		180 160		160 160		160	150	140	Economic Development Strategy
workforce strategy/TOM people layer	HR FTE	4	6.4	45.4		45.4		41.4	40.4	35	Workforce Development Plan
Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development	Anticipated non financial resources Select anticipated resources		13/14	2014/15		2015/16		2016/17	2017/18	2018/19	
3) Provide HR business partner support across the Council											
Produce HR metrics, analyse people-related problems and take appropriate actions	Select anticipated resources										
5) Produce HR strategies, policy frameworks and systems to support effective people management	Select anticipated resources										
6) Support and develop capacity building in Members	Select anticipated resources										
		Performance Targets (T) &			s (T) & Provisional Performance Targets (PT)			Delevitus	Reporting cycle	Indicator type	Main impact if indicator ne
	Performance indicator	2013/14(T)	2014/15(T) 2015/16(PT) 2016/17(PT) 2017/18(PT) 2018/19(PT) Polarity		Polarity	Reporting cycle	indicator type	met			
	Time to hire	90	90	90	90	88	86	Low	Monthly	Outcome	Increased costs
	Sickness absence (Average days per fte)	8	8	8	8	7	7	Low	Monthly	Outcome	Increased costs
	% Appraisals completed	98%	98%	98%	98%	98%	98%	High	Annual	Outcome	Poor decision making
	% Members L&D satisfaction	81%	82%	83%	83%	83%	83%	High	Quarterly	Outcome	Poor decision making

	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	3,425	3,111	3,132	3,140	2,674	2,629	0
Employees	2,613	2,158	2,185	2,185	1,825	1,767	
Premises	14	15	15	15	15	15	
Transport	4	4	5	5	5	5	
Supplies & Services	219	241	218	222	152	161	
3rd party payments	255	349	259	262	226	230	
Support services	318	344	451	451	451	451	
Depreciation							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	3,476	3,442	3,128	3,134	3,139	3,145	0
Government grants							
Reimbursements			0				
Customer & client receipts	533	587	569	575	580	586	
Recharges	2,568	2,827	2,559	2,559	2,559	2,559	
Reserves	375	27	0				
Capital Funded							
Council Funded Net Budget	-51	-331	4	6	-465	-516	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





Existing: CS49 Introduction of new application tracking system £5k New/b/f: £270K HR business partner review



Exisiting :CS48 Further rationalisation of HR Services £130k CS49 (2013-2017) Introduction of new application tracking system £10k CS50 Occupational Health & Employee Assistance programme £40k

CS51 HR Transactions - including COT £90k
CS49(2012-2016) Further consolidation of HR advisory work £140k

CS74 Review of L&D £69k

New: £152K COT review

2017/18

2015/16

2016/17

CS75 Review of COT staffing in light of 4 borough shared service opportunities £58k

2018/19

New: HR transactions information systems £50K

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Human Resour		ENIBIN		
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	ENDI)		
Pro	oject 1	Project Title:	Occupational Health Service	More efficient way of working	Likelihood	Impact	Score
Start date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency		3	3	9
End date	31/03/2016	,	,				
Pro	oject 2	Project Title:	Employee Assistance programme	More efficient way of working			
Start date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency.		3	4	12
End date	31/03/2016						
Pro	oject 3	Project Title:	Workforce Strategy	More efficient way of working			
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce stratgey to support the wider TOM programme for organisational change		3	3	9
End date	31/03/2017		organisational orange				
Pro	oject 4	Project Title:	Establishment and workforce	More efficient way of working			
Start date	01/04/2015	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff		3	3	9
End date	31/03/2016		·				
Pro	oject 5	Project Title:	Review HR policies	Select one major outcome			
Start date		Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development		3	3	9
End date							
Pro	oject 6	Project Title:	Budget savings	To meet budget savings			
Start date		Project Details:	Deliver both exisiting and new budget savings for the HR function		4	3	12
End date							
Pro	oject 7	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		1 Toject Details.					
Pro	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		. Tojout Dotalio.					
Pro	ject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date	_						

Infrastructure and Transactions				Pl	nning Assu	mptions				ADDENID	Me Corporate strategies your		
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	20	13/14	20	4/15	201	15/16	2016/17	2017/18	A 1 2018/19	service contributes to		
Enter a brief description of your main activities and objectives below	Repairs & Maintenance of Corporate Buildings (Revenue)	808	6,000	80	0,00	780	0,000	740,000	740,000	700,00	Asset Management Plan		
Infrastructure and Transactions Division (I&T) is a support service made up of three	IT Service Calls	23	,600	25	700	27	,800	26,500	25,000	22,500	Customer Services Strategy		
functions which are:-	Service Requests	6,	400	6,	800	7,3	200	7,000	6,500	5,000	Customer Services Strategy		
IT Service Delivery - IT (SD) supports the councils operations by providing IT infrastructure,	Transactions requested by departments	130	0,000	130	,000	120	0,000	115,000	110,00	105,00	Customer Services Strategy		
desktop equipment and associated software. Fixed and mobile telecommunications, Service	Anticipated non financial resources	20	13/14	2014/15		2015/16		2016/17	2017/18	2018/19			
Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT	FM (FTE)		36		35	2	29	27	24	20			
governance and data security.	Transactional Services (FTE)	1	4.7	1	4.7		13	13	10	8			
Facilities Management - FM provides the infrastructure to deliver services through	IT Service Delivery (FTE)	32.8		32.8		32		30	23	19			
accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security	Staff (Apprentices)		2		5		4	3	3	3			
and other associated hard and soft FM services.	Performance indicator	Perfori	mance Targe	ts (T) & Prov	(T) & Provisional Perfor		al Performance Targets (PT)		ce 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)	Polarity	Reporting cycle	mulcator 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	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	285,000	320,000	320,000	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	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%	68%	70%	72%	75%	High	Monthly	Outcome	Reduced service delivery		
invoicing.	Customer Satisfaction - IT incident resolution	85%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Reduced customer service		

93%

93%

95%

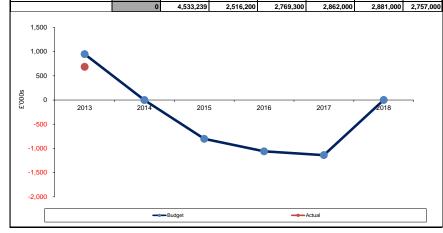
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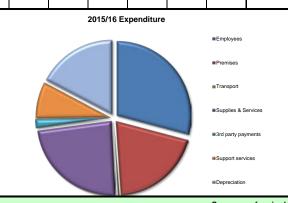
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88%

	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	13,212	13,599	11,815	11,061	10,807	10,768	0
Employees	3,589	3,717	3,365	3,222	3,080	2,995	
Premises	2,705	2,608	2,733	2,185	2,132	2,160	
Transport	39	33	33	33	33	34	
Supplies & Services	2,863	3,151	2,687	2,620	2,558	2,573	
3rd party payments	204	106	206	210	213	215	
Support services	1,941	2,113	875	875	875	875	
Depreciation	1,871	1,871	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	12,264	12,914	11,815	11,864	11,868	11,907	0
Government grants							
Reimbursements			0				
Customer & client receipts	1,990	2,335	2,063	2,112	2,116	2,155	
Recharges	10,057	10,362	9,752	9,752	9,752	9,752	
Reserves	217	217	0				
Capital Funded	0						
Council Funded Net Budget	948	685	0	-803	-1,061	-1,139	0

Council Funded Net Budget	948	685	0	-803	-1,061	-1,139	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
Information Technology		1,244,814	1,105,280	584,000	1,862,000	1,881,000	1,007,000
Facilities Management		3,288,425	1,410,920	2,185,300	1,000,000	1,000,000	1,750,000





95%

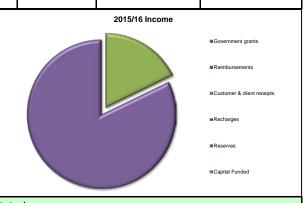
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Business critical

Business critical

Reduced service delivery

Increased costs

Summary of major budget etc changes 2015/16

High

High

Monthly

Monthly

- CS5 Review procurement of support , maintenance & license contracts £34k
- CS7 re-procurement of mobile telephone contract £10k
- CS8 Reduction of WAN costs £10k, CS15 Asset & change analyst post £24k
- CS17 Post savings £30k

Invoices paid within 30 days of receipt by LBM

Carefirst invoices paid within 30 days from invoice date

- 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 one post £30k, CS27 consolidation of utilities budgets £50k

2016/17

- CS5 Review procurement of support , maintenance & license contracts £29k
- 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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Infrastructure and Trai		=		
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	ENDI)		
Pro	oject 1	Project Title:	Implementation of IT Strategy & Plan	More efficient way of working	Likelihood	Impact	Score
Start date	01/11/2014	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of	more emboric may of working	3	2	6
End date	31/03/2017	Project Details.	information derived from departmental Target Operating Models.				
Pro	oject 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	2
End date	31/03/2018		Management System (EDRMS).				
Pro	oject 3	Project Title:	Upgrading of IT Disaster Recovery Arrangements	Improve IT 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	31/03/2015		service in the event of a major incident or IT equipment failure.				
Pro	oject 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.				
Pro	oject 5	Project Title:	Refurbishment of 4 main passenger lifts at Civic Centre	Improved customer satisfaction and more efficient ways of working.			
Start date	01/01/2014	Project Details:	Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or mechanical failure. The project is essential to ensure that the premises are safe and compliant with		1	2	2
End date	30/06/2016		statutory requirements.				
Pro	oject 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 financial pay back of between 7 and 10 years.		1	1	1
End date	01/04/2018						
Pro	oject 7	Project Title:	Review Civic Centre Building Services & Security arrangements	To meet budget savings			
Start date	01/07/2013	Project Details:	Review of both the scope and method of delivery of the Civic Centre building services and security arrangements to produce the best balance of a cost effective solution and one that protects the reputational risks inherent in managing a front-line service in the highest profile corporate building within		2	2	4
End date	01/04/2015		the authority.				
Pro	oject 8	Project Title:	Process review of Accounts Payable and Receivable functions	More efficient way of working			
Start date	01/04/2015	Project Details:	Review the Councils current processes and procedures for managing the AR and AP functions in order to maximise any potential efficiency gains and cost reductions that are available through the		1	2	2
End date	31/03/2017	. reject 2 stane.	development and use of E-Billing and electronic invoicing.				
Pro	oject 9	Project Title:	Continuation of work on the Locations Layer of the Corporate TOM	More efficient way of working			
Start date	01/10/2013	Project Details:	Works to develop an online corporate asset register covering all of the property related assets owned and operated by the council which will be an essential element of a larger piece of work relating to the		2	2	4
End date	31/03/2015		longer term strategic management of property and assets across the authority.				
Pro	ject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

Resources
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.

Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaton & 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

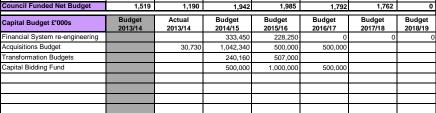
Commercial & procurement - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification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

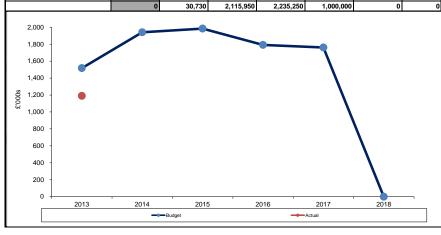
Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead 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.

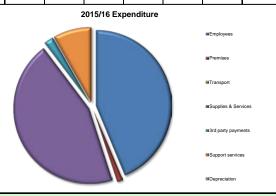
		Planning Assur	nptions				The Corporate strategies your
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18) X servide contributes to
Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23		Asset Management Plan
Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+		Capital 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)	69.2	64.2	64.2	61.2	61.2		Risk Management Strategy
Staff (Trainees)	4	4	4	4	4		Treasury Management Strategy
Staff (Apprentices)	0	2	2	0	0		Voluntary Sector Strategy
							Select Strategy delivery
Performance indicator	Performance Target	s (T) & Provisional Perfo	rmance Targets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2012/14/T) 2014/4E/T)	201E(46/DT) 2016(47/DT)	2017/19/DT\ 2019/10/DT\	Polarity	Reporting Cycle	indicator type	met

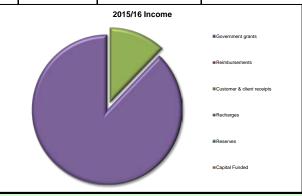
										Select Strategy delivery
Performance indicator	Perform	nance Target	ts (T) & Prov	isional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Performance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rolanty	Reporting Cycle	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 over threshold 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

	DEF	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	9,175	9,177	8,660	8,717	8,539	8,524	
Employees	4,084	4,121	3,821	3,815	3,643	3,596	
Premises	103	99	105	106	107	109	
Transport	4	7	4	4	4	4	
Supplies & Services	4,532	4,403	3,834	3,895	3,889	3,919	
3rd party payments	23	81	178	179	178	178	
Support services	429	467	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	7,657	7,987	6,718	6,732	6,747	6,762	
Government grants	0	9	0	0	0	0	
Reimbursements	50	36	0	0	0	0	
Customer & client receipts	739	992	804	818	833	848	
Recharges	6,443	6,525	5,914	5,914	5,914	5,914	
Reserves	425	425	0	0	0	0	
Capital Funded	0		0	0	0	0	
Council Funded Net Budget	1.519	1.190	1.942	1.985	1.792	1.762	









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 December 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.

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

2016/17

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 and detailed scenario planning undertaken.

Financial System: The new financial system and the adoption of new streamlined processes will facilitate the further savings below.

Savings: Savings of £103k (checking) 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 (checking) will be delivered from improved processes and the appropriate charging for services.

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MA Resources				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	ENDI)		
Pro	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 NNDR system will be undertaken along with sensitivity analysis.	To meet registative requirements	2	2	4
Pro	oject 2	Project Title:	Financial systems re-engineering programme	More efficient way of working			
Start date	01/08/2013	Project Details:	Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Initial estimate of Go Live date 1 December 2015 - project length allows for post implementation review		3	3	9
Pro	oject 3	Project Title:	Develop and implement whole life costing for capital projects	More efficient way of working			
Start date	01/09/2014		This project will be undertaken in four stages 1) Develop a template to capture appropriate information	More emberit way or working	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				
Pro	oject 4	Project Title:	Improve joint finance and business planning	More efficient way of working			
Start date	01/04/2015	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	31/03/2018						
Pro	oject 5	Project Title:	Evaluation of different models of funding the capital programme	Required to deliver options for the MTFS			
Start date	01/07/2014	Project Details:	In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and		2	2	4
End date	31/03/2016		borrowing or any other suitable methods of funding capital expenditure.				
Start date	01/04/2014	Project Title: Project Details:	Fully implement the new performance/risk management IT system 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	More efficient way of working	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.				
Pro	oject 7	Project Title:	Capital Review	More efficient way of working			
Start date	01/04/2014	Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now.		2	2	4
End date	31/03/2015		the production of all action plan. It would be appropriate to directaix a follow-up review flow.				
Pro	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.				
Pro	oject 9	Project Title:	Infrastructure Assets Accounting	Required to deliver options for the MTFS			
Start date	31/03/2014	Project Details:	Legislative requirement for sset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to workclosely with technical staff within Environment and Regeneration.				0
End date	31/03/2016						
Pro	ject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		Tojoot Detailo.					

Legal Services Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below											
Enter a brief description of your main activities and objectives below	Australia at 1 1 1	201	3/14		nning Assur 4/15		5/16	2016/17	204742	I V ISMOST K III	The Corporate strategies your
	Anticipated demand Chargeable hours for Merton	_	3/14 602		4/15 500		500	19500	2017/18	L APPEND	Set v Ce contributes to
	Chargeable hours for Richmond		602		747		747	19500	→	,	
This is a shared legal service with the London Boroughs of Richmond and Sutton and the Royal	Chargeable hours for Sutton	100	JUE		819		319	20319	→ →	7	
Borough of Kingston upon Thames. The service delivers legal advice, support and	Chargeable hours for Kingston			92			238	9238	→	→	
representation to all services across all four councils, including to arms length delivery vehicles (Achieving for Children and currently ,Sutton Housing Partnership) and council owned	Chargeable hours for Achieving for Children			120	000	12	000	12000	→	→	
companies. The service also provides advice in relation to the constitution and decision making in all councils and advice to members in relation to their roles.	Chargeable hourrs for Sutton Housing Partnership				25						
in all councils and advice to members in relation to their roles.	Anticipated non financial resources		2/13		3/14		14/15	2015/16	2016/17	2018/19	
The current agreement for a shared service is for a further 2 years.	Staff (FTE)	42			7.5		7.5	85.5	84.5		
	Apprentices		1		1		1	4	→		
	Select anticipated resources Select anticipated resources										
	Select anticipated resources	Perform	ance Target	ts (T) & Provi	isional Porfo	rmance Taro	note (PT)				Main impact if indicator not
	Performance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met met
	Chargeable hours	36,404	76,429	73,804	→	→		High	Monthly	Business critical	Increased costs
	·	55,151	,						,		
								•			
				1							
				1	l .	l	I	п		<u> </u>	1
DEPARTMENTAL BUDGET AND RESOURCES	Pudget Pudget Pudget		2	2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s Budget Actual Budget Budget 2013/14 2013/14 2014/15 2015/16	Budget Budget Budget 2016/17 2017/18 2018/19			a .			=======================================			3	
Expenditure 3,802 4,799 4,776 4,775							■Employees				■Government grants
Employees 3,134 3,164 4,150 4,150		4									
Premises 5 3 5 5	5 5						■Premises				
Transport 6 8 9 9 Supplies & Services 468 1,439 426 426	9 9 426 426										■Reimbursements
3rd party payments 0 1 0				VI.	A		■Transport				
Support services 189 185 185	185 185			V							■Customer & client receipts
Depreciation Budget Actual Budget Budget	Budget Budget Budget			V	- 10		■Supplies & Ser	vices		1	Customer & cheff receipts
Revenue £'000s 2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19										
Income 3,851 4,893 4,829 4,829					- 1		■3rd party paym	ents			■Recharges
Government grants Reimbursements 2.277 3.195 4.353 4.353	4050										
Reimbursements 2,277 3,195 4,353 4,353 Customer & client receipts 304 383 476 476							■Support service	es			
Recharges 1,270 1,316 0											■Capital Funded
Capital Funded							■Depreciation				
Council Funded Net Budget -49 -94 -53 -54	114										
Capital Budget £'000s Budget 2013/14 Actual Budget 2014/15 Budget 2015/16	Budget Budget Budget 2016/17 2017/18 2018/19						Summary	of major budget et	tc changes		
Legal Case Management 213,588 0 0	0 0 0							2015/16			
	 										
0 213,588 0 0	0 0 0							2016/17			
V 210,000 V		vinas for Merto	on are requir	red. Further	savings for 9	Sutton King	ston and Ric	hmond may be require	ed.		
0	250,000 50	migo for more	on are requi	iou. i uitiioi	ouvgo .o. v	outton, rung	0.011 0.10 1.10	illiona may be require	J		
2013 2014 2015 2016	2017 2018										
-20											
20											
40	/										
-40 -											
so								2017/18			
s000-60 -	£20,000 sa	vings for Merto	on are requir	red. Further	savings for S	Sutton, Kings	ston and Ric	hmond may be require	ed.		
	/										
	/										
-80 -											
-80 -											
-80 -	/							2018/19			
-100 -	/							2018/19			
								2018/19			
-100 -								2018/19			
-100 -								2018/19			
-100 - -120 - -140 J	Actual							2018/19			

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMU Legal Services		ENIBIN		
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	ENDI)		
Pro	oject 1	Project Title:	Shared service	Improved customer satisfaction	Likelihood	Impact	Score
Start date	01/04/2014	Project Details:	To embed the newly expanded shared service, to identify and exploit the efficiencies of the new	·	2	2	4
End date	31/03/2016	r roject Details.	service in order to improve the customer experience and to identify further savings				
Pro	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		United stiff the Service				
Pro	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		2	2	4
End date	31/03/2018		Kamond				
Pro	oject 4	Project Title:	Future Model	Income generation			
Start date	01/04/2015	Project Details:	To consider whether the practice needs to apply to become an Alternative Business Structure in order to deliver legal services to council services provided by external third parties.		2	2	4
End date	31/03/2016		to deliver legal services to council services provided by external third parties.				
Pro	oject 5	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 6	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 7	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		1 Toject Details.					
Pro	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	ject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

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Environment and Regeneration Department

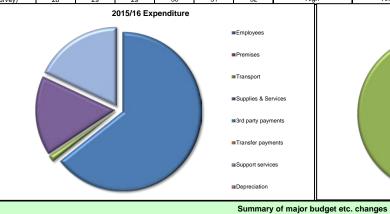
Commercial Services (Maste Operations)			DI	nning Assur	nntions					The Corporate strategies your
Commercial Services (Waste Operations) CIIr Judy Saunders Cabinet Member for Performance & Implementation	Anticipated demand	2013/14		4/15		15/16	2016/17	2017/18		
Enter a brief description of your main activities and objectives below	Residual contracts	983	_	183		000	1100	1200	1300	Waste Management Plan
Lines a pries description of your main activities and objectives below	4	643								Climate Change Strategy
Commercial Waste & Recycling, Collection & Disposal directly from local businesses.	Dry recycling contracts	643	9	93	t	600	700	800	800	0 0,
Under government legislation the council has a duty to arrange for the collection of commercia			_						1	Medium Term Financial Strategy
waste when requested to do so. The Act defines commercial waste as: "waste from premises										
used wholly or mainly for the purposes of a trade or business or the purposes of sport,	Anticipated non financial resources	2013/14	_	4/15		15/16	2016/17	2017/18	2018/19	
recreation or entertainment".	Staff (FTE)	14		11		11	11	11	11	
Pest Control Service: Legislation requires that local authorities undertake enforcement for	Transport	4		4		4	4	4	4	
the purposes of controlling rats and mice. Owners / tenants have discretion on pest control										
providers. Merton is able to offer its residents and businesses a good quality, competitively										
priced service using fully qualified officers.	Performance indicator	Performance Tar	gets (T) & Prov	isional Perfo	rmance Targ	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Chiactivas	renormance mulcator	2013/14(T) 2014/15(T	7) 2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting cycle	mulcator type	met
Objectives - to make both services more efficient, cost effective and competitive in the commercial market	Total Income from commercial waste	£1.45m £1.5m	£1.2m	£1.25m	£1.3m	£1.35m	High	Monthly	Business critical	Loss of income
- be more reactive to seasonal demands	Market Share Commercial waste %	New 30	26	28	29	30	Low	Quarterly	Outcome	Loss of income
- become competitive in both commercial waste and pest control, looking at the marketing of	Customer satisfaction survey %	New 85	87	89	91	91	High	Annual	Outcome	Reputational risk
the services and pricing structure. TOM	· ·									· ·
IOM										
		+ + -	+			1				
		+ + -	+			+		1	1	
	 	+							1	
			_							
								l		
DEPARTMENTAL 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				
Expenditure 712 430 723 723						•				■Government grants
Employees 404 234 357 357						■Premises				
Premises 6 0 6 6 Transport 126 24 126 126						-1 1011115E2				■ Reimbursements
Transport 126 24 126 126 Supplies & Services 62 55 62 62										
3rd party payments 0 0 0 0	0 0				1	■Transport				
Fransfer payments 0 0 0 0	0 0	A						/		■Customer & client receipts
Support services 103 106 172 172	172 172					■Supplies & Ser	vices			
Depreciation 11 11 0 0	0 0									
Revenue £'000s Budget Actual Budget Budget	Budget Budget Budget					■3rd party paym	ents			■Recharges
2013/14 2013/14 2014/15 2015/16 ncome 2,029 1,599 2,245 2,245	2016/17 2017/18 2018/19 2,245 2,245 0									
Government grants 0 0 0 0	0 0					■Transfer payme	ants			
Reimbursements 7 0 7	7 7				/	<u> </u>				■Reserves
Customer & client receipts 2,022 1,599 2,238 2,238	2,238 2,238									
Recharges						■Support service	is			
Reserves Copital Funded	 									■Capital Funded
Capital Funded Council Funded Net Budget -1317 -1169 -1522 -1522	-1522 -1522 0					■Depreciation				
			_							
Capital Budget £'000s Budget Actual Budget Budget	Budget Budget Budget					Summary	of major budget etc	. changes		
2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19					Ĩ		· ·		
							2015/16			
	 									
	 									
0 0 0	0 0 0						2016/17			
0										
2013 2014 2015 2016	2017 2018									
-200 -										
200	/									
400	/									
-400	/									
							2047/42			
φ -600 -							2017/18			
s -600 -	/									
94 I	/									
-800 -										
-800 -										
-800 1	/									
-800 - -1,000 -										
-1,000 -										
-800							2018/19			
-1,000 - -1,200 -							2018/19			
-1,000 -							2018/19			
-1,000 - -1,200 - -1,400 -							2018/19			
-1,000 - -1,200 -							2018/19			
-1,000 - -1,200 - -1,400 - -1,600							2018/19			
-1,000 - -1,200 - -1,400 - -1,600	Actual						2018/19			

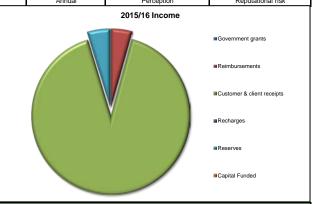
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Commercial Services (Was				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	NDI)		
Dr	oject 1	Project Title:	Market Testing of Pest Control Service	To meet budget savings	Likelihood	Impact	Score
Start date	2014-15		Market testing has been completed. We are entering into a full procurement exercise for the Pest	TO meet budget Savings	2	2	4
End date	2014-15	Project Details:	Control service.				
Pr	oject 2	Project Title:	Sales and Marketing Plan	Income generation			
Start date	2014-15	Project Details:	Sales and Marketing plan for Commercial Waste Service area has been completed and action plan provided.		3	2	6
End date	2014-15						
Pr	oject 3	Project Title:	South London waste partnership (phase C)	More efficient way of working			
Start date	2015-16	Project Details:	The SLWP inlcudes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including: waste collection, street cleansing, grounds and parks maintenance, winter gritting and fleet maintenance as		0	0	0
End date	2017-18		well as commercial waste collection.				
Pr	oject 4	Project Title:					
Start date		Project Details:			0	0	0
End date							
Pr	oject 5	Project Title:					
Start date		Project Details:					0
End date		·					
Pr	oject 6	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							
Pr	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		Floject 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		i Toject Details.					

Development and Building Control				Pla	nning Assu	nptions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18		X selv(c)e contributes to
Enter a brief description of your main activities and objectives below	enforcement cases	70	00	7	50	78	80	800	820	800	Local Development Framework
Building Control	Planning applications (economy dependant)	20	00	25	500	26	600	2700	2800	2800	Local Development Framework
Suilding Control competes with AIS. We provide a Building Control Service in competition with AIS of deliver high quality Building Control advice and regulation. We also regulate sales through D tructures and also sports grounds. Development control	BC applications (economy dependant)	1650		17	1700		7 50	1750	1800	1800	Economic Development Strategy
	Tree applications	600		620		640		660	670	670	Local Development Framework
	Pre applications	11	13	1	05	1	10	115	120	125	Housing Strategy
Promote regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to	Planning performance agreements	0			3		7	10	10	10	Local Development Framework
impliment the Mayoral, Community Infrastructure Levy (CIL) charging regime.	Prior approvals (permitted development)	22	25	5	80	6	00	620	640	640	Local Development Framework
	Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
Objectives - continue to concentrate on the commercialisation of the Building Control (BC) service and	Staff (FTE)	3	9	,	37	3	36	35	35	35	
maintain or improve the market share	Performance indicator	Perform	nance Target	ts (T) & Prov	isional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
- review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible impliment mobile/flexible working to improve efficiency - impliment mobile	r enormance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rolanty	Reporting Cycle	mulcator type	met
	% Major applications processed within 13 weeks	60	60	60	60	60	60	High	Monthly	Quality	Reduced customer service
-as part of sustainable communities to enable a comprehensive development management	% Minor applications processed within 8 weeks	65	65	66	65	65	65	High	Monthly	Quality	Reduced customer service

maintain or improve the market share	Performance indicator	Perform	nance Target	ts (T) & Prov	isional Perfo	rmance Targ	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
- review the pre-application charging regime for Development Control (DC) and to investigate	r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rolanty	Reporting cycle	mulcator type	met
whether additional income generation is possible impliment mobile/flexible working to improve efficiency	% Major applications processed within 13 weeks	60	60	60	60	60	60	High	Monthly	Quality	Reduced customer service
-as part of sustainable communities to enable a comprehensive development management	% Minor applications processed within 8 weeks	65	65	66	65	65	65	High	Monthly	Quality	Reduced customer service
process to encourage regeneration.	% Other applications processed within 8 weeks	80	81	81	82	82	82	High	Monthly	Quality	Reduced customer service
-review the possibility of shared services with neighbouring boroughs.	% appeals lost	35	35	35	35	35	35	Low	Quarterly	Perception	Reputational risk
	Income (Development and Building Control)	£1.97m	£2.01m	£2.05m	£2.11m	£2.11m	2.11	High	Monthly	Business critical	Loss of income
	% Market share retained by LA (BC)	65	65	66	66	67	67	High	Monthly	Perception	Loss of income
	% enforcement site visits within 15 days	80	75	75	75	75	75	High	Quarterly	Quality	Reduced service delivery
	Number of enforcement cases closed	600	600	600	600	600	600	High	Quarterly	Quality	Reduced service delivery
	backlog of enforcement cases	800	775	750	750	725	700	High	Quarterly	Output	Reduced service delivery
	% satisfied with Planning (annual resident survey)	28	29	29	30	31	32	High	Annual	Perception	Reputational risk

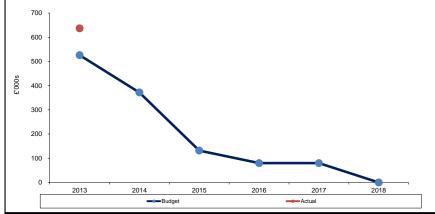
	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,476	2,496	2,433	2,393	2,341	2,341	(
Employees	1,561	1,608	1,580	1,540	1,488	1,488	
Premises	2	0	2	2	2	2	
Transport	32	23	32	32	32	32	
Supplies & Services	365	327	386	386	386	386	
3rd party payments	0	0	0	0	0	0	
Transfer payments	2	0	2	2	2	2	
Support services	514	538	431	431	431	431	
Depreciation	0	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	1,950	1,859	2,061	2,261	2,261	2,261	
Government grants	0	0	0	0	0	0	
Reimbursements	134	181	96	96	96	96	
Customer & client receipts	1,816	1,678	1,859	2,059	2,059	2,059	
Recharges	0	0	0	0	0	0	
Reserves	0	0	106	106	106	106	
Capital Funded							
Council Funded Net Budget	526	637	372	132	80	80	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





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

HPDG grant expires June 2014(2 DC officers)



ER07=£200K; EN09=£40K EN11=£52K

2017/18

2015/16

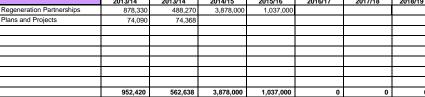
2016/17

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Development and Build		<u> </u>			
	PROJECT DESCRIPTION MAJOR EXPECTED OUTCOME							
Pro	ject 1	Project Title:	Commercialisation of Building Control	Income generation	Likelihood	Impact	Score	
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive		3	2	6	
End date	2014-15		market.		APPENDIX RISD Likelihood Impact 3 2 2 2 4 1 6 2 6 1 5 1			
Pro	ject 2	Project Title:	Mobile/Home working	More efficient way of working				
Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.		2	2	4	
End date	2014-15							
Pro	ject 3	Project Title:	Improving the development management processes	Delivering regeneration in the Borough				
Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.		2	2	4	
End date	2014-5		inaliagement process to deliver regeneration objectives.					
Pro	ject 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							
Pro	ject 5	Project Title:	Section review	More efficient way of working				
Start date	2014-15	Project Details:	Section review looking the structure and interaction with other services	6	2	12		
End date								
Pro	ject 6	Project Title:	Shared services review with Wandsworth (part of TOM)	More efficient way of working				
Start date	2014/15	Project Details:	Looking at oportunities for sharing with wandsworth, especalli back office functions given both authorities use the same IT product		3	2	6	
End date	2015/16		grown sour administration and the product					
Pro	ject 7	Project Title:	Lean review of pre-application process (part of TOM)	Income generation				
Start date	2014/15	Project Details:	To ensure the priocess is efficient and robust from a customer perspective and to investigate any further incom opportunities.	6	1	6		
End date	2014/15		investigate any future mooni opportunities.					
Pro	ject 8	Project Title:	DC 60 Day rapid improvement plan	Improved customer satisfaction				
Start date	2014/15	Project Details:	Improving all elements of the service from a customer care perspective and	5	1	5		
End date	2014/15		embedding new working practices.					
Pro	ject 9	Project Title:		Select one major outcome				
Start date		Project Details:					0	
End date								
Proj	ject 10	Project Title:		Select one major outcome				
Start date		Davids of D. 1. "					0	
End date		Project Details:						

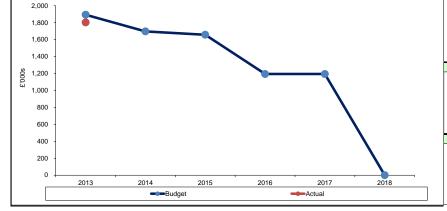
Anticipated non financial resources ### 2019/14																			
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Column Marie Mar	Enter a brief descrip	ption of your ma	ain activities a	nd objectives	below														·
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			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE F Regulatory Services Partnership		PENI	DIV 1	0
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		
Pro	ject 1	Project Title:	Development of shared 'regulatory' service		Likeiiilood	IIIIpact	Ocore
Start date	2012-13	Project Details:	Provision of Environmental Health, Trading Standards and Licensing services with the London Boroughs of Greyden and Richmond with Merton acting as the lead/host borough.	To meet budget savings	2	3	6
End date	2014-15						
Pro	ject 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 flexible working arrangements i.e. working from home and satellite "touch-down" areas in partner boroughs arrangements to provide for a more efficient and resilient service.	More efficient way of working	2	1	2
End date	2015-16						
Pro	ject 3	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	2016-17						
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	2016-17						
Pro	ject 5	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	Improved resident well being	5	2	10
End date	2015-16	,	the risk of harm to local residents				
Pro	ject 6	Project Title:	Introduce hard charging to determine core service costs				
FIC	ijeci o	Project ritie.	introduce hard charging to determine core service costs				
Start date End date	2014-15	Project Details:	Introduce hard charging to determine core service costs and menu of optional additional services.	More efficient and cost effective way of working	2	1	2
Pro	ject 7	Project Title:	Establish commissioning model				
FIG	nject i	Project ride.	Establish Commissioning model				
Start date	2014-15	Project Details:	Establish commissioning model to facilitate negotiation between shared service and constituent boroughs.	More efficient and cost effective way of working	2	1	2
End date	2015-16						
Pro	ject 8	Project Title:					
Start date							0
End date							
Pro	ject 9	Project Title:					
Start date							0
End date		Project Details:					
Pro	ject 10	Project Title:					
Chart date							
Start date		Project Details:					0
End date		Froject Details:					

	Future I	Merton									Pla	anning Assu	mptions					The Corporate strategies your
Cllr Andrew Judge C	Cabinet Member	for Sustainabil	ity & Regenerat	ion		Anticipated	demand		201	3/14		4/15		15/16	2016/17	2017/18		Selv Ce contributes to
Enter a brief descrip	ption of your ma	ain activities and	d objectives be	low		Popula	ation		206	,038	208	3,822	21	1,569	214,229	216,806	218,100	Asset Management Plan
tureMerton is tasked with delive	ring development	t, regeneration, e	conomic growth	and		Actual business	es in borough		7,500		7700		7900		8,100	8,150	8,200	Road Safety Plan
comodating population growth f	for the long-term			ŀ					†						-,	1, 11	.,	Local Implementation Plan
be merged with Traffic & Highv	ways in 2015/16]			ŀ													 	Local Transport Plan
Develop new Local Plan policies	s and site assem	bly strategies to	support regener	ation, economic	Anti	ainatad nan fin	ancial resource	00	201		201	4/15	20	15/16	2016/17	2017/18	2018/19	Community Plan
velopment and growth objectiv	/es	-		ŀ	Anu	Staff (F		es		28		27		27	27	27	27	Climate Change Strategy
Develop sustainable developme Develop urban design / planning						Staff (Appr	,			1		1		2	2	0	0	Core Planning Strategy
sign quality in the borough	•		· ·			Зіап (Аррі	renitces)			<u> </u>		<u> </u>		2		U	-	Economic Development Strategy
Deliver projects as set out in ou			nate Change Str	ategies and the							1						-	Local Development Framework
egeneration Delivery Plan (future Attract developer interest, exteri			t public sector fi	unding and										. (==)				
pport to deliver our regeneration			i, public sector it	anding and	Performance indicator					ts (T) & Prov			. ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator i	
To develop transport policies a	nd secure externa	al funding from T							2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				met
eliver improvements to Merton's Lead on Major Planning develo						• •	number per year	,	320	320	411	411	411	411	High	Annual	Outcome	Loss of Government gran
Lead on Major Planning develo ood Tower, St Georges Quarter							tes (% of units va		10	10	10	9	8	8	Low	Quarterly	Outcome	Reputational risk
LBM lead on planning and des					% Inc walking	+ cycling mode sl	hare from 35.40%	base 2012	0.3	0.3	0.4	0.3	0.2	0.2	High	Annual	Perception	Reputational risk
rtnership with Circle (High Path					En	nissions reductio	n from buildings	\$	6.5	9.0	11.5	12.0	12.5	13.0	High	Annual	Outcome	Environmental issues
LBM lead on non-operational	I property assets	decisions for g	rowth and rege	neration	Reduction in	KSI's: road traffic ac	cidents (Number of in	incidents)	60	55	50	45	42	40	Low	Annual	Perception	Reputational risk
estment purposes. LBM lead on Crossrail 2, Tra	mlink Evtension	· ID growth onno	artunities and ex	ternal funding	% Modal in	crease in cycling	g from 2% 2012	baseline	0.2	2.0	3.0	0.2	0.2	0.2	Low	Annual	Output	Political risk
portunities	IIIIIIII EXIONOIT	, ib giowai oppo	riarilles and ex	acirial fariality	Number o	f new jobs create	ed through EDS	E&SAP	150	300	450	600	TBC	TBC	High	Annual	Outcome	Social exclusion
					% of new jo	obs created; num	nber that are app	prentices	40	60	80	100	TBC	TBC	High	Annual	Outcome	Social exclusion
					Number of ne	w businesses cre	eated as part of E	EDS MBSS	50	100	200	300	TBC	TBC	High	Annual	Outcome	Reduced Business Rate
DEPARTMENTAL BUDGET AND RESOURCES											0045/40 5				ĺ	•	0045461	
	Budget	Actual	Budget	Budget	Budget	Budget	Budget				2015/16 Ex	penaiture					2015/16 Income	
evenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						_	- Caralanaa				
xpenditure	3,547	3,463	2.987	2,987	2,573	2,573	0							Employees				■Government grants
mployees	1,356	1,434	1.046	1,046	632	632												
remises	294	284	270	270	270	270								Premises				
ransport	9	3	9	9	9	9												■Reimbursements
upplies & Services	889	798	808	808	808	808								Transport				
d party payments ransfer payments	512	441	445 0	445 0	445	445							١					■Customer & client receipts
upport services	363	379	287	287	287	287		- 1					١.	Supplies & Se	rvices			Customer & client receipts
epreciation	124	124	122	122	122	122				74							46	
evenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	1						- O-d t				■Recharges
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	1					, .	3rd party payr	lients			
come	1,653	1,659	1,289	1,329	1,379	1,379	0						,					
overnment grants eimbursements	20 678	20 655	114	114	114	114	 							Transfer paym	nents			■Reserves
ustomer & client receipts	306	335	306	346	396	396	 					1						
echarges	0	0	0	0	0	0			1					Support service	es			
eserves	649	649	869	869	869	869												■Capital Funded
apital Funded			-											Depreciation				
ouncil Funded Net Budget	1,894	1,804	1,698	1,658	1,194	1,194	0							production				
apital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Cummer	of major hudget et	io obongos		
apitai budget £ 0008	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summary	of major budget et	c changes		
egeneration Partnerships	878,330	488,270	3,878,000	1,037,000											2015/16			
generation Fartherships																		
· '	74,090	74,368					l E	EN42=£40K										
ans and Projects	74,090	74,368							n ongoing fo	Mitcham, C	colliers Wood	d, Cycling an	nd Asset Dis	posals.				







ER23=£414,000 saving or income to be achieved via major development planning & growth agenda EN42=£50K EDS reserves project to wind down

2017/18

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Future Merton APPENDIX											
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score					
Pro	oject 1	Project Title:	Local Plan: Estate Regeneration		Likelinood	impact	Score					
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. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.	Improved resident well being	3	2	6					
	oject 2	Project Title:	Rediscover Mitcham									
Start date	2012-13	Project Title: 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					
Pro	oject 3	Project Title:	Connecting Colliers Wood / South Wimbledon Planning Framework									
Start date	2014-15	Project Details:	Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public real, new	Quality place making to support a growing population whilst identifying regeneration opprtunities and inward investment.	4	1	4					
End date	2019-20		homes and town centre re-designation) Stage 1; delivery c£2.5m investment in 'Connecting Colliers Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+									
Pro	oject 4	Project Title:	Wimbledon Stadium									
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the Sites and Policies Plan	Improved efficiency of investment into the borough and make it a more attractive place to live and work	3	1	3					
End date	2016-17											
Pro	oject 5	Project Title:	Climate Change Strategy & Action Plan									
Start date	2014-15	Project Details:	Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the creation of a revolving invest-to-save investment fund. Other projects include Air Quality, Greening	Income generation	2	2	4					
End date	2018-19		Businesses, PV roll-out and District Heat & Power feasibility									
Pro	oject 6	Project Title:	futureWimbledon & Crossrail 2									
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opprtunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus	Promoting Merton and achieving greater inward investment in terms of Jobs and infrastructure.	2	2	4					
End date	2022-23		(2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)									
Pro	oject 7	Project Title:	Morden Town Centre Regeneration									
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development	Increasing Merton's hosuing supply. Attracting investment into Morden. Physical improvements to public space and streetscape. Economic benefits and increased jobs via new development and increased local spending power. Improved resident wellbeing and improved reputation for LBM.	4	3	12					
End date	2019/2020		Partner selection (2015/16-2016/17) Physical project delivery c2017/18									
Pro	oject 8	Project Title:	Economic Development Strategy and Action Plans									
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business	Improved economic resilience, supporting jobs and business growth	2	1	2					
End date	2015-16		Support Service. Merton Micro Loan and Business Loan Fund.									
Pro	Project 9 Project Title: Smarter travel: road safety											
Start date	2013-14	Project Details: 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			Strategy.									
Pro	ject 10	Project Title:	Borough Cycling Initiatives									
Start date	2014-15	Project Details:	TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)	Improved resident well being	2	1	2					
End date	2024-26											

	Leisure & Cultural Development								ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADDENING ADD								
								1 004	12/44		lanning Assur		4546	2046/47	0047/40	AFFEIND	he Corporate strategies your
Cllr Nick Drape Enter a brief descrip	er Cabinet Memi		,	Naw		Anticipated demand			1 3/14 5,038	201 208			1,569	2016/17 214,229	2017/18 216,806	2018/19 TBC	Asset Management Plan
			a objectives be	elow		Population			•						_		
Delivery of the objectives of the TO Engage local people in healthy livi			increased invol	vement and		n & Young People aged 8-17 in w			550		00		7,900	8,050	8,200	TBC	Children & Young person's Plan
participation in sports, arts, cultura	al and physical a	tivities and eve	nts, by working v	with partners to		ulation of most disadvantaged			5,400	126			26,850	127,540	128,100	TBC	Cultural Strategy
increase the number, scope and q			activities and ev	ents on offer in		sers of Merton's Leisure Centr			BC		BC		TBC	TBC	TBC	TBC	Community Plan
the borough - thus creating a univen Implement Merton's new Culture 8	versai culture and & Sport Framewo	sport offer. rk and promote	this methodolog	ny as best	Ant	icipated non financial resou	irces	1	13/14	201			15/16	2016/17	2017/18	2018/19	Open Spaces Strategy
practice across Merton and the Cu	ulture and Sport :	ector more wide	ely.	**		Staff (FTE)			6.6		5.4		16.4	14.1	14.1	14.1	Social Inclusion Strategy
Build a replacement Morden Park						Accommodation			7				7	7	7	7	Voluntary Sector Strategy
Centre, encompassed in a master development of the BMX track and			. Complete	the		Volunteers			20	2			20	20	20	20	
Deliver Merton's contribution to r			nts.			Staff seasonal		3	30	3	0		30	30	30	30	
Manage Leisure Centres & Wimble				sports centre		Performance indicator		Per	formance Tar	gets (T) & Pro	visional Perfo	rmance Targe	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	all of the booking functions (pitch nire; cemeteries; allotments; activity programmes; pavillons;								2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19 (PT)	Folarity	Reporting cycle	indicator type	met
hall; etc).	will also contribute towards services across the Local Strategic Partnership								50,000	55,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
	or the next four years we will transform our services by:								367,000	377,000	387,000	387,000	387,000	High	Monthly	Business critical	Loss of income
	ing improved technology especially in the area of online bookings, self -service, Income £ from Morden Assen								39,710	42,030	44.000	45,000	45,000	High	Monthly	Business critical	Loss of income
communications and sales & mark	munications and sales & marketing 14-25 yr old Fitness Centre Participation veloping the watersports centre into a marine college & outdoor adventure centre							57,480	100,000	103,000	106,000	106,000	106,000	High	Monthly	Output	Reduced uptake of service
								100,000	320,000	100,000	100,000	100,000	100,000	High	Quarterly	Output	Reduced customer service
drive our services through common the leigure centre centrals.			don Lais C	+==		lents rating facilities Good to E		48.5	51.5	52.0	52.5	53	53	High	Annual	Outcome	Reduced customer service
 vary the leisure centre contract deliver grants, commissions and 						nber of Users of Merton's Leise		TBC	TBC	TBC	TBC	TBC	TBC	High	Monthly	Output	Reduced uptake of service
 deliver grants, commissions and & Sport Framework 	iu raisiiig tutius in	partnersnip and	a in accordance i	with the Culture		Number of Users of Polka Th		TBC	TBC	TBC	TBC	TBC	TBC	High	Quarterly	Output	Reduced uptake of service
reducing costs, increase income	e and be more co	st effective.			i otal	bo. o. cools or r ond III		IBC	100	100	100	100	150	911	quantiny	Ouput	Troused uplane of service
5,	-							1	<u> </u>				1		1	I	1
	DEPARTMENTAL BUDGET AND RESOURCES									2015/16 E	xpenditure					2015/16 Income	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget Budget									_		
Expenditure	2013/14 2,025	2013/14	2014/15	2015/16	2016/17	2017/18 2018/19 1,987 0	1						■ Employees				■Government grants
•		2,056	2,088				ł		165								3
Employees Premises	690 27	737 24	685 22	687 22	690 22		ł						■ Premises				
Transport																	■Reimbursements
Supplies & Services													■Transport				
3rd party payments	244	244	286	289	288	288						1	= Hansport				
Transfer Payments												\					■Customer & client receipts
Support services	268	279	361	361									■Supplies & Servi	ces			
Depreciation	430	417	433	433													
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget	Budget	Budget Budget		■ 3rd party payments							■Recharges		
Income	2013/14	968	942	2015/16 971	2016/17 1,000	2017/18 2018/19 1,000 0	1					,					
Government grants	7	10	0	0	0.000	0	1					,	■ Transfer Paymer	nte		/	
Reimbursements	43	58	51	56	61	61	1						I I I I I I I I I I I I I I I I I I I	ils			■Reserves
Customer & client receipts	500	417															
Recharges	427	435	337	337	337	337				1			Support services	•			-0 515 11
Reserves Capital Funded	0	48	0	0	0	 '			1/2								■Capital Funded
Council Funded Net Budget	1,048	1.088	1,146	1,004	981	987 0	ł						Depreciation				
Council I unded Net Budget		1,000	1,140			987 0											
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget Budget							Summary of	major budget etc o	hanges		
Mandan Lainus Canton	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18 2018/19								2015/16	ŭ		
Morden Leisure Centre		0	100,000	900,000	9,000,000	1,000,000 0								2015/10			
Wimb Pk Lame de-silting		0000004	004.000	000.000	0	0 1,500,000	EN35 =£14K	; EN36=£10	K; EN37=£5k	k; EV09=£120	K						
Other		366,204	634,290	300,000	300,000	300,000 300,000	1										
				1	1	 	1										
							1										
				ļ	ļ		1										
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	0	366,204	734,290	1,200,000	9,300,000	1,300,000 1,800,000								2016/17			
							EN35=£14K	EN36=£10h	K; EN37=£5K								
1,400																	
1,200 -																	
1,200																	
1,000 -				•													
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	0 + 2012 2014 2015 2016 2017 2019																
0 1	2013 2014 2015 2016 2017 2018																
0 1		Budget	5		Actual	2016											

	NPPENDIX 110						
			Leisure & Cultural De	MAJOR EXPECTED OUTCOME			_
Pr	oject 1	Project Title:	Increasing participation in culture, sport and physical activity	Improved resident well being	Likelihood	Impact	Score
Start date	2014	Proiect Details:	Develop with partners joint community programmes in the east of the borough in accordance with the	·	2	2	4
End date	2018-19	. rojost Betane.	Culture & Sport Framework				
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	2018-19						
Pr	oject 3	Project Title:	Leisure Centres Contract	To meet budget savings			
Start date	2016	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre		2	2	4
End date	2017-18						
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 a master plan for Wimbledon Park which includes the		4	2	8
End date	2017-18	·	replacement of the existing Wimbledon Park Watersports Centre.				
Pr	oject 5	Project Title:	Implementation of Online Leisure & Cultural Bookings	More efficient way of working			
Start date	2012	Project Details:	Develop & implement online booking & payment system for pitch, halls, pavilions, courses, events and activities. Working with IT and other service beneficiaries for a whole council approach. Work with		2	2	4
End date	2016-17		Customer Contact Programme to ensure service needs are appropriately embedded within that initiative.				
Pr	oject 6	Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings			
Start date	2014	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		Drainet Title	strands of commercial and community activities. St Mark's Academy School - Community Use	languaged annishment well being			
Pr	oject 7	Project Title:	St Wark'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		, , , , , , , , , , , , , , , , , , ,				
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	2017-8	,,	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	2018-19 required		·				
Pro	oject 10	Project Title:	External Funding & Inward Investment Opportunities	Income generation	-		
Start date	Project Details: well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at		well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at		2	1	2
End date	2018-19		Wimbledon Park, etc.				

Parking Cllr Judy Saunders Cabinet Member for Performance & Implementation										Planning Assump								The Corporate strategies your	
	Cabinet Member	r for Performan					d demand			3/14	201	4/15	201		2016/17	2017/18	A PPE	sar/fice/comributes to	
Enter a brief descri							ent permits issued			,638	14,			nown	Not known	Not known	71 I E	Noad Safety Plan	
The service is required to enforce be maintained and ensuring resid	the parking regi dents and blue by	ulations to ensur adge holders hav	e the through flow /e the ability to pa	rk in bays they	Г	number of visito	rs permits issued		252	2,520	280	600	Not k	nown	Not known	Not known		Medium Term Financial Strategy Local Transport Plan	
have a permit or badge for. Surpli transport related areas.	us income gener	rated by traffic m	anagement must	be used for														Zoda Haropott Har	
· .					An	ticipated non fi	nancial resource	es		3/14	201		201		2016/17	2017/18	2018/19		
Objectives • enforce parking regulations acre	oss the borough	including Contro	olled Parking Zone	es and bus		Staff	(FTE)	71		7	2	8	7	87	87	87			
lanes to implement measures to impre						Tran	sport		1	15	15		1	5	Not known dependant upon ANPR needs	Not known dependant upon ANPR needs			
Automatic Number Plate Recogni	ition (ANPR) can	neras at bus lan	e and moving traf	fic locations.											аролин к поодо	aponiti it nodao			
This will improve compliance and • to maintain a survey of parking																			
the charging structure						Performan	e indicator				ts (T) & Provi				Polarity	Reporting cycle	Indicator type	Main impact if indicator not	
controls can be effectively enforce	ntrols can be effectively enforced thus improving compliance and ultimately congestion								2013/14(T) 90%	2014/15(T) 90%	2015/16(PT) 90%	2016/17(PT) 90%	2017/18(PT) 90%	2018/19(PT) 90%	High	Monthly	Outcome	Loss of income	
 to take account in business pla legislation allowing business pren 	slation allowing business premises to be changed to residential use which could result in an Sickness- No of days per FTE (12 m							average)	12	11	10	9	8	8	Low	Quarterly	Quality	Loss of income	
	ease in demand for parking spaces in existing CPZ's and pressure in areas with no controlled Percentage of cases won at PATAS of							o previous	48%	50%	52%	54%	54%	54%	High	Monthly	Business critical	Loss of income	
I I I I I I I I I I I I I I I I I I I					years data	I+ -+ DA	TAC	the ending	40 /0	3078	32 /6	3476	3478	3470	g	Monary	Buomoco omiodi	2000 01 111001110	
					years data	ases lost at PA	TAS compared to	the previous	24%	23%	22%	21%	21%	21%	Low	Monthly	Business critical	Loss of income	
							ncil does not cont												
					aue to new evid	ence compared	to the previous ye	ears data	28%	27%	26%	25%	25%	25%	Low	Monthly	Business critical	Loss of income	
																<u> </u>			
																1			
		EPARTMENTA	L BUDGET AND I	RESOURCES					1		045/405				1	<u> </u>	0045/401		
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget			2	2015/16 Exp	enaiture					2015/16 Income		
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Employees				■Government grants	
Expenditure Employees	4,527 2,407			4,677 2,476	4,677 2,476	4,67 7				6								= Covernment grants	
Premises	emises 692 663 689 689 689 689						9						-	Premises				■ Delimburgement : 1	
Transport Supplies & Services	144 229			155 229									_	T				■Reimbursements	
3rd party payments	221			225										Transport					
Transfer payments Support services	747	775	832	832	832	832	2						١.	Supplies & Se	rvices		1	■Customer & client receipts	
Depreciation	87	87	71	71	71	7													
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	nents			■Recharges	
Income Government grants	11,725			12,505				1				- 1	,				1		
Reimbursements	0) 4	0	0	0									Transfer paym	ents			■Reserves	
Customer & client receipts Recharges	11,725	11,379	12,182	12,505	13,013	13,295	5							Support service	es				
Reserves																		■Capital Funded	
Capital Funded Council Funded Net Budget	-7.198	-6 914	-7 505	-7 828	-8 336	-8.618	0		•					Depreciation					
	Budget	Actual	Budget	Budget	Budget	Budget	Budget												
Capital Budget £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							Summary	of major budget etc.	. changes			
Tackling Traffice Congestion			1,300,000	0	0	(0								2015/16				
Other		57,095	42,910	0	0	(EN05=£37K; E				officers to h	andle incres	ase in hack	office volumes with intr	oduction of ANPR came	ra enforcement £340K		
							A	ANPR income	=£3,214k		_								
				_			G	3rowth = £550)k - To help	mitigate los	s of income f	rom propose	ed Deregulat	tion Bill rega	rding the enforcement o	f static contraventions F	unded from introduction	ot ANPR .	
			-																
	(57,095	1,342,910	0	0		0								2016/17				
								EN02=£226K;									<u> </u>		
0 2013	2014	201	15 2	2016	2017	2018	A	ANPR income re	reduction = £	1,300k									
-1,000 -	2017	201	4		20.7	7 · · ·													
-2,000 -						/													
						/													
-3,000 -						/	_								2047/42				
8000 -4,000 -						/	-	EV12=£125K							2017/18				
-5,000 -					/	•		EV12=£125K ANPR income in	eduction = £	500k									
					/														
-6,000 -					/														
-7,000 -					/														
-8,000 -															2018/19				
				-	-														
-9,000 -					_														
-10,000 J																			
							l												
		■Budget		_	Actual														

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Parking				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	NDI		_
Pro	oject 1	Project Title:	Tackling Traffic Congestion		Likelihood	Impact	Score
Start date	2014-15	Project Details:	Replace the existing cameras and back office system to enable unmanned (automated) enforcement of	More efficient way of working	2	2	4
End date	2015-16	·	bus lane and moving traffic contraventions.				
Pro	oject 2	Project Title:	Cashless parking				
Start date	2013-14	- Project Details:	Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer satisfaction	1	1	1
End date	2014-15 oject 3	Project Title:					
FI	ojeci 3	Project ritle.					
Start date		Project Details:					
End date							
Pro	oject 4	Project Title:					
Start date		Project Details:					
End date		. rojost Detailo.					
Pro	oject 5	Project Title:					
Start date							
End date		Project Details:					
Pro	oject 6	Project Title:					
Start date							
End date		Project Details:					
Pro	oject 7	Project Title:					
Start date							
End date		Project Details:					
Pro	oject 8	Project Title:					
Start date		Decised Date les					
End date		Project Details:					
Pro	oject 9	Project Title:					
Start date							
End date		Project Details:					
Pro	eject 10	Project Title:			 		
Start date		,,					
End date		Project Details:					
End date							

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 emphasise and further embed these principles.
transformation process will emphasise and further embed these 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:

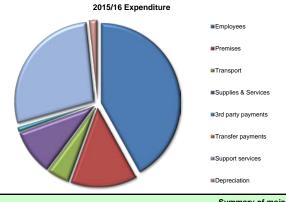
- increasing income reducing operational expenditure
- maintaining and improving service standards and performance
- securing investment and delivering improvements to open space facilities
- encouraging and facilitating community self-management of sites and facilities
- providing project management,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

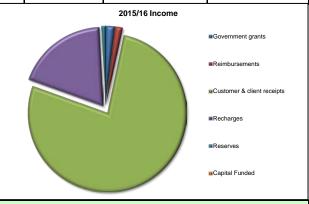
		Planning Assun	nptions				The Corporate strategies your
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	APPENI	Service contributes to
Increased sports pitch demand (Total number of bookings)	2%	1%	1%	1%	1%	1%	Open Spaces Strategy
Attendance at major community outdoor events (No. of people	50,000	50,000	55,000	55,000	60,000	60,000	Children & Young person's Plan
Number of funerals at LBM cemeteries	200	205	210	215	220	240	Cultural Strategy
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Capital Programme
Staff (FTE)	64	83.8	80.3	77.8	73.8	73.8	
Staff accommodation units (No. of mess rooms/depots)	12	12	12	12	10	10	
Transport vehicles	19	19	19	19	18	17	
Performance indicator	Performance Target	s (T) & Provisional Perfor	rmance Targets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
r enormance indicator	2012/14/T) 2014/15/T)	2015/16/DT\ 2016/47/DT\	2017/19/DT\ 2019/10/DT\	r Giai ity	Reporting cycle	mulcator type	met

Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not
r enormance malcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rolarity	Reporting Cycle	mulcator 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	Business critical	Loss of income
Number of Green Flags	5	5	5	5	5	6	High	Annual	Quality	Reputational risk
Number of outdoor events in parks	120	130	130	130	130	130	High	Monthly	Perception	Reputational risk
Volunteer input in parks management (No. of groups)	25	30	35	40	45	50	High	Quarterly	Perception	Reduced service delivery

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	5,540	5,670	5,255	5,251	5,251	5,251	0					
Employees	2,240	2,319	2,202	2,202	2,202	2,202						
Premises	873	899	715	715	715	715						
Transport	244	249	243	243	243	243						
Supplies & Services	541	490	494	490	490	490						
3rd party payments	49	47	49	49	49	49						
Transfer payments	7	-2	7	7	7	7						
Support services	1,471	1,553	1,460	1,460	1,460	1,460						
Depreciation	115	115	85	85	85	85						
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					
Income	3,024	3,025	2,965	3,000	3,013	3,013	C					
Government grants	50	43	53	53	53	53						
Reimbursements	188	251	48	48	48	48						
Customer & client receipts	2,276	2,197	2,319	2,354	2,367	2,367						
Recharges	487	511	570	570	570	570						
Reserves	23	23	-25	-25	-25	-25						
Capital Funded	0	0										
Council Funded Net Budget	2.516	2.645	2.290	2.251	2.238	2.238	0					

Council i unaca Net Baaget	2,310	2,043	2,290	2,231	2,230	2,230	U
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Parks Investment		692,055	998,350	401,420	365,000	250,000	350,000
P&D Machines				60,000			
	0	692,055	998,350	461,420	365,000	250,000	350,000

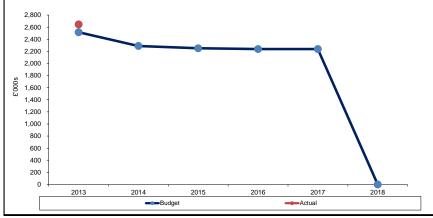




Summary of major budget etc. changes 2015/16

2016/17

EN45=£39K

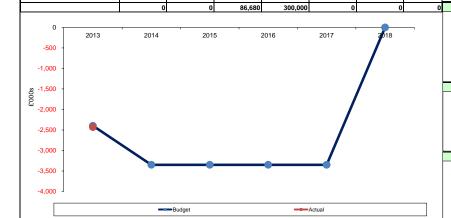


EN45=£13K

2017/18

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Parks and Green				
				i APPI	ENDIX	RISO	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pro	oject 1	Project Title:	Management of parks & open spaces				
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering in parks	More efficient way of working	2	2	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 outdoor	Income generation	2	2	4
End date	2018-19	. reject 2 stane.	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						
Pro	oject 5	Project Title:	Development of new sporting hub at Joseph Hood Rec				
Start date	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground	Income generation	3	2	6
End date	2017-18	,					
Pro	oject 6	Project Title:	New pavilion & facilities at Dundonald Rec				
Start date	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)	Improved reputation	2	2	4
End date	2016-17	Froject Details:	Delivery of new paymon and affect facilities at Dundonald Rec (With CSF)				
Pro	oject 7	Project Title:	Management of paddling pools				
Start date	2013-14	Project Details:	Investment in new water play facilities.			2	4
End date	2015-16	. Toject Details.	Theodition at now major play radiilues.	More emoters ways or working			

	Prop	~***								P!	ning Assum	ntiono					The Corporale strategies your
Cllr Andrew Judge			ly & Regeneral	ition		Anticipate	d demand	201	3/14	201			15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descr			,		1		oposed disposals		2		2		4	5	1	2010/10	Capital Programme
To ensure that all property trans							roposed lettings.		10				8	8	8		Economic Development Strategy
maintain an accurate record of o support the council's account	he property asse	s of the council a	nd to provide as	sset valuations			posed rent reviews		30	2	5		21	21	21		Housing Strategy
ncome, managing the councils	asset base to ens	ure that it has the	accommodation	on necessary			nmercial properties		94		94		394	394	394		Medium Term Financial Strategy
o support its services at a stan- of council land by Gypsies and	dard it can afford. Travellers and lea	To support regen	eration, deal wi	ith occupation	An	ticipated non fi	nancial resources	201	3/14	201	4/15	20	15/16	2016/17	2017/18	2018/19	Asset Management Plan
rogramme of property sales to	maximise capital	receipts. Commu	nity Right to Bio	d -to manage		Staff ((FTE)		6	(6		6	6	6		
applications for community assence ased efficiency the possible significantly driving economic downers. This may impact on the	lity of acting for o	ther authorities or	n specialisms ar Joh closer work	ind most													
Objectives	-							Borfore	nance Target	(T) 9 Bravia	ional Barfari	manaa Tara	oto (DT)				
 complete Asset Valuations to drive programme of property 	timetable agreed	with Director of C	orporate Services	ces Ltarget		Performanc	e indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	, ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator no met
 critically examine operational 	property to ensur	the council has	the minimum	necessary		Capital	receipts	£5m	£1m	£5m	TBC	TBC	2010/19(F1)	High	Quarterly	Business critical	Loss of income
to support the business plan maximise revenue income by					% V:		op. owned by council	5	4.0	3.5	3.5	3.3		Low	Quarterly	Outcome	Loss of income
 provide timely advice to inforr ensure team is arranged to st 	n regeneration pr	jects				, ,	tenants Inc. businesses	9.8	9.0	8.5	8.5	8.5		Low	Quarterly	Outcome	Loss of income
- onoure tourn to unungou to ot	pport objectives.					Asset Va	luations	150	150	150	150	150		High	Annual	Business critical	Breach statutory duty
														-			
														н			
DEPARTMENTAL BUDGET AND RESOURCES							2	015/16 Exp	enditure					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	2,169	2,295	1,182		1,18								■Employees				■Government grants
mployees	271	280	270		27												
remises ransport	258	289	270	270	27	270							■Premises				■ Reimbursements
upplies & Services	222	240	155	155	15	155	<u> </u>		1				==				- Kellibulsellielits
rd party payments	27	12	0) (1		1		■Transport				
ransfer payments upport services	518	0 598	<u>0</u> 444	. 444	44	444			1			١	=C				■Customer & client receipts
epreciation	873	873	444		44	444			1				■Supplies & Serv	vices		V	1
evenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						■3rd party payme			N .	Recharges
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					/	asrd party payme	ents			1
overnment grants	4,567	4,724	4,530	4,530	4,53	4,530	<u> </u>						=Tf				/
eimbursements	18	58	5	è		5 5	5						■Transfer payme	ents		/	■Reserves
ustomer & client receipts	4,046	4,088	4,042										■Support service				
echarges eserves	502	577 1	483 0	483	48:	483							Support service	es .			■Capital Funded
apital Funded		·		`		`							■Depreciation				
ouncil Funded Net Budget	-2398	-2429	-3348	-3348	-334	-3348	0						■Depreciation				
apital Budget £'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						Outminut y v	2015/16	o. onungeo		
riests House 'H Smiths Dilapidations	0	0	96.000	300,000) (0							2013/16			
Diaposiono	+ "	0	86,680	+ '	 	1	, U										
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2016/17

2017/18

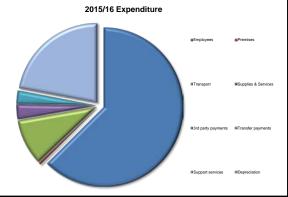
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Property	Property APPENDIX 10 OVER THE FOUR YEAR PERIOD Property APPENDIX 10 OVER THE FOUR YEAR PERIOD								
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	FNDI)	RISK						
Pro	oject 1	Project Title:	Integrated Project Team		Likelihood	Impact	Score					
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											
Pre	oject 3	Project Title:										
Start date		Project Details:										
End date												
Pro	oject 4	Project Title:										
Start date		Project Details:										
End date												
Pro	oject 5	Project Title:										
Start date		Project Details:										
End date												
Pro	oject 6	Project Title:										
Start date		Project Details:										
End date												
Pro	oject 7	Project Title:										
Start date		Project Details:										
End date												
Pro	oject 8	Project Title:										
Start date		Project Details:										
End date												
Pro	oject 9	Project Title:										
Start date		Project Details:										
End date												
Pro	ject 10	Project Title:										
Start date		Project Details:										
End date		,,										

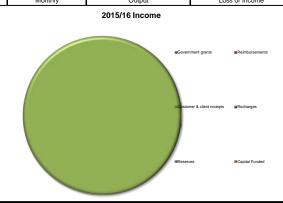
	Safer Merton						Dia	nning Assur	mntions					The Cornorate strategies your
Cllr Edith Joan Mad	Sater Merton cauley Cabinet Member for Engageme	ent & Equality	Antici	pated demand	20	013/14	201			015/16	2016/17	2017/18	T ARREND	The Corporate strategies your selvce contributes to
	ription of your main activities and obje			of new ASB cases	_	540	60			600	600	600	600	Adult Treatment Plan
	of the statutory, voluntary and business se	-		opulation		06,038	208,			11,569	214,229	216,806	-550	Anti Social Behaviour
	& disorder and increase safety & the per			sessment cases (domestic abus		158	15			158	158	158	158	Central Government
within the borough. The team of	consists of Voluntary Sector and Police a	and Health funded		ng at the One Stop Shop		191	23			230	230	230	230	Children & Young person's Plan
staff. The delivery of Crime and interventions such as	d Disorder reduction is achieved through a	a range of		on financial resources		013/14	2014			015/16	2016/17	2017/18	2018/19	Community Plan
 Tackling anti social behaviour 				aff (FTE)	_	22	2			20				Crime & Disorder (partnership plan)
Managing Neighbourhood Wa	atch													
 Drugs and alcohol abuse The provision of school officer 	rs CCTV and offender work													
Other support and commissione	ed services are part of the teams remit as	as well as ensuring										l l	E	Merton & Mitcham N'bourhood Renewal
that the council is compliant with	th legislation. th the council, and delivered by Police of	ffinancial banks			Perfo	rmance Targe	ts (T) & Provi	sional Perfo	rmance Ta	rgets (PT)				Main impact if indicator not
staff, voluntary sector and the c		incers, joint nealth	Perforr	ance indicator	2013/14(TP) 2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT) 2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
The Statutory duty of the counc	cil consists of:			ameras operational	94	95	95	95	95	95	High	Quarterly	Outcome	Reputational risk
A duty to establish a crime and Complete an annual strategic	nd disorder partnership : assessment and agree a plan with partn	ners in response		ut drunk & rowdy behaviour (AF	RS) 41	40	40	39	39	38	Low	Annual	Perception	Reputational risk
. Respond to and deal with crim	ne and disorder through evidence based	l analytical work		orried about ASB (ARS)	44	43	43	42	42	41	Low	Annual	Perception	Reputational risk
Delivering Anti-Social Behavior Constitution and Demonstration	our actions and interventions			orried about crime (ARS)	50	50	50	49	49	48	Low	Annual	Perception	Reputational risk
Specific duties around Domes	Suc violence.			sessment cases (domestic abus		129	141	153	153	153	High	Monthly	Business critical	Breach statutory duty
				Stop Shop sessions	45	46	46	46	46	46	High	Quarterly	Business critical	Reduced service delivery
				ncy Problem Solving meetings	33	27	27	27	27	27	High	Quarterly	Business critical	Reduced service delivery
				ied about drug users (ARS)	33	32	32	31	31	30	Low	Annual	Perception	Reputational risk
			% of residents feeling wel	informed about tackling ASB (ARS) 35	31	31	33	33	34	High	Annual	Perception	Reputational risk
		OGET AND RESOURCES					2015/16 Exp	enditure					2015/16 Income	
Revenue £'000s		Budget Budget	Budget Budg									_		
		2014/15 2015/16	2016/17 2017/							■Employees				■Government grants
Expenditure Employees	1,668 1,544 863 799	1,526 1,490 840		,490 0										g
Premises	2 5	2 2	2	2						■Premises				
Transport	7 1	7 7	7	7										■Reimbursements
Supplies & Services	179 159	179 143		143						■Transport				
3rd party payments Transfer payments	162 118	129 129	129	129					1					
Support services	330 337	0 0 230 230	230	230					1	■Supplies & Se	rvices			■Customer & client receipts
Depreciation	125 125	139 139		139			3			=очррноо ч оо				
Revenue £'000s		Budget Budget	Budget Budg				//			■3rd party payr	nonte			■Recharges
		2014/15 2015/16	2016/17 2017/						,	a Siu party payri	ients			
Income Government grants	337 270 217 195	278 278 70 70		278 0					,					
Reimbursements	84 48	202 202	202	202					,	■Transfer paym	ents			Reserves
Customer & client receipts	123 114	6 6		6										
Recharges	0 0	0 0	0	0						■Support service	es			0.715.11
Reserves Capital Funded	-87 -87	0 0	0	0										■Capital Funded
Council Funded Net Budget	1,331 1,274	1,248 1,212	1,212 1	212 0						■Depreciation				
3														
Capital Budget £'000s		Budget Budget 2014/15 2015/16	Budget Budg 2016/17 2017/							Summary	of major budget etc	c. changes		
	10,167	0 300,000	300,000	0 0							2015/16			
			,	EV01=£3	6K									
<u> </u>	0 10,167	0 300,000	300,000	0 0							2016/17			
1,600														
1,400 -														
1,200 -			 9											
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\$ 1,000 -			\								2017/18			
0,			\											
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0														
2013	2014 2015	2016	2017 20	8										
	— Budget	-	Actual											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	Safer Merton Muse systems autoout								
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME			_					
Pre	oject 1	Project Title:	Risk limitation of future grant loss		Likelihood	Impact	Score					
Start date	2013-14	Project Details:	CCTV Review - This includes planning and funding of the system going forward. A coordinated and cohesive approach across numerous partner agencies and departments in the council will be a key	More efficient way of working	4	2	8					
End date	on going	,,	requirement in delivering successful outcomes									
Pre	oject 2	Project Title:	ASB changes									
Start date	2014-15	Project Details:	ASB legislation changes from October 2014 requires changes in protocols and strategy for partnership delivery	To meet legislative requirements	4	3	12					
End date	on going	Decised Titles	·									
Pro	oject 3	Project Title:										
Start date		Project Details:										
End date												
Pro	oject 4	Project Title:										
Start date		Project Details:										
End date												
Pre	oject 5	Project Title:										
Start date		Project Details:										
End date		Project Details.										
Pro	oject 6	Project Title:										
Start date		Decised Date le										
End date		Project Details:										
Pro	oject 7	Project Title:										
Start date		Decinal Date le										
End date		Project Details:										
Pro	oject 8	Project Title:										
Start date		Decinal Date le										
End date		Project Details:										
Pro	oject 9	Project Title:										
Start date												
End date		Project Details:										
Pro	ject 10	Project Title:										
Start date												
End date		Project Details:										

Street Cleaning				Pla	nning Assur	nptions					The Corporate strategies your
Cllr Judy Saunders Cabinet Member for Performance & Implementation	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18	A Pare MI	Service contributes to
Enter a brief description of your main activities and objectives below	Population	206	,038	208	,822	211	,569	214,229	216,806	TBC	Anti Social Behaviour
Street Cleaning: to improve the street scene by maintaining the public highway,	Housing Properties	80,	890	81	000	81,	400	81,800	82,100 TBC		Performance Management Framewo
collecting fly tips, removing litter, detritus, graffiti, fly posting and keeping gullies clean.	Kilometers of Roads	3	75	3	75	3	75	375	375	375	Waste Management Plan
Enforcement: to improve the street scene by education, advice and enforcement,											Community Plan
reducing fly tipping, litter, dog fouling, abandoned vehicles, graffiti and fly posting; and collecting stray dogs.	Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
Winter Gritting: delivering an efficient service in accordance with Highways section	Staff (FTE)	10	03	1	03	1	03	103	103	103	
priorities.	Transport	2	26		26	2	26	26	26	26	
Objectives											
fulfil the council's statutory responsibilities in respect of street cleansing maximise efficiencies through co-ordinated and partnership working											
provide value for money services that meet the needs of residents and businesses	Performance indicator		nance Target	s (T) & Prov	isional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator no
champion the needs of the service users			2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rolarity	reporting cycle	marcator type	met
improve our customer information and improve feedback	% Residents satisfied with street cleanliness	58	60	56	57	58	59	High	Annual	Perception	Reputational risk
 protect and care for the welfare and development of our employees, the environment, our customers and the local community in which we operate 	% Sites surveyed below standard for litter	8.5	7.5	9.5	9	8.5	8	Low	Quarterly	Perception	Reputational risk
provide a safe and supportive environment for all our employees and strive for	% Sites surveyed below standard for Detritus	12.5	12	15	14.5	14	13.5	Low	Quarterly	Perception	Reputational risk
outstanding health and safety performance	% Sites surveyed below standard for graffiti	5.5	5.0	4.5	4.0	4	4	Low	Quarterly	Perception	Reputational risk
 provide a customer focussed approach to service design and improvement 	% Sites surveyed below standard for weeds	14.50	14.00	13.50	13.00	12.5	12	Low	Quarterly	Perception	Reputational risk
 improve levels of satisfaction with services provided. 	Number of fly tips reported	3300	3200	3700	3600	3500	3400	Low	Monthly	Outcome	Reputational risk
	Days lost through sickness per FTE	12	10	15	14	13	12	Low	Quarterly	Outcome	Increased costs
	% Sites surveyed below standard for flyposting		1 4	1 1	1 1	1	1 1	Low	Quarterly	Perception	Reputational risk
	% Sites surveyed below standard for flyposting % of FPNs issued that have been paid	1 New		65%	68%	70%	72%	High	Monthly	Output	Loss of income

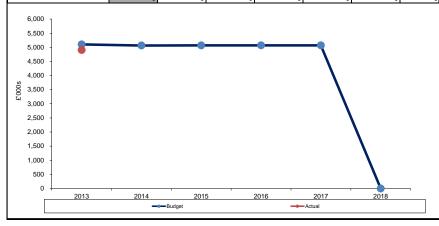
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Expenditure	5,337	5,143	5,296	5,299	5,301	5,303	(
Employees	3,347	3,313	3,313	3,313	3,313	3,313	
Premises	34	20	24	24	24	24	
Transport	492	424	492	492	492	492	
Supplies & Services	161	143	160	160	160	160	
3rd party payments	152	92	139	142	144	146	
Transfer payments	0		0	0	0	0	
Support services	1,057	1,057	1,168	1,168	1,168	1,168	
Depreciation	94	94	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	236	231	231	231	231	- (
Government grants	0	0	0	0	0	0	
Reimbursements	0	0	0	0	0	0	
Customer & client receipts	231	236	231	231	231	231	
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	5.106	4.907	5.065	5.068	5.070	5,072	0





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

Summary of major budget etc. changes 2015/16



2017/18

2016/17

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIM Street Cleaning		ENIDIN	/ 40	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	ENDI)		
Pro	oject 1	Project Title:	Introduce mobile working		Likelihood	Impact	Score
Start date	2014-15	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	r roject 2 ctaller					
Pre	oject 2	Project Title:	Introduce timed commercial waste collections in town centres				
Start date	2013-14	- Project Details:	Introduce time banded waste collections in town centres starting with Wimbledon town centre now completed. We are expanding this year to Mictham and Morden Town centres.	To meet legislative requirements	2	2	4
End date	2015-16	·					
Pre	oject 3	Project Title:	Review Street Cleansing equipment				
Start date	2014-15	Project Details:	Chewing Gum equipment as well as review Mechanicals sweeping resource with a view to consider	Improve residents satisfaction	2	2	4
End date	2015-16		more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) being finalised.				
Pro	oject 4	Project Title:	Street Champions Initiative				
Start date	2014-15	Project Details:	Re-launch street champions initiative	Improve residents satisfaction	2	2	4
End date	2015-16	·					
Pro	oject 5	Project Title:	Increase Enforcement Capacity				
Start date End date	2014-15	- Project Details:	We have develop and launched a pilot programme to increase enforcement potentially utilising additional private contractor capacity. We are considering whether this should be extended.	Improve residents satisfaction	3	1	4
	-110	D :	Out the advantage of the state	M. (6)			
Start date	oject 6 2015-16	Project Title: Project Details:	South London waste partnership (phase C) The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including: waste collection, street cleansing, grounds and parks maintenance, winter gritting and fleet maintenance as	More efficient way of working	2	2	4
End date	2017-18	Floject Details.	well as commercial waste collection.				
Pro	oject 7	Project Title:	Litter bin type and provision	More efficient way of working			
Start date	2014-15	Project Details:	Review of existing litter bin provision and type considering different options for greater capacity and reduced emptying		1	2	3
End date	2015-2016						
Pro	oject 8	Project Title:	Optimisation of Mechanical equipment	More efficient way of working			
Start date	2015-16	Project Details:	Undertake a review of existing work of mechanical vehicles and with a view to optimise routes.		2	2	4
End date	2015-16						
Pro	oject 9	Project Title:					
Start date		Project Details:					
End date							

Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk

Traffic & Highways

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

Network Maintenance and Improvement	303	.DKIII	303	.SKIII	303.	.DKIII	303.5KIII	303.38111			Local implementation Plan
Number of Streetwork Permits issued	11,	650	18,	,000	18,	000	18,000				Capital Programme
Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Lo	cal Development Framework
Staff (FTE)	3	38	3	38	Merger of 7	Γ&H and fM					
Performance indicator	Perforn		ts (T) & Prov		rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type		Main impact if indicator not
1 of official of maloator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	· orany	reporting eyele	maioator typo		met
Avg days taken to repair out of light Lamp Columns	New	3	3	3	3	3	Low	Quarterly	Quality		Reduced customer service
% response to Emergency Callouts (within 2 hrs)	100	100	100	100	100	100	High	Monthly	Quality		Increased costs
% Streetworks permitting determined	98	98	98	98	98	98	High	Monthly	Quality		Loss of income
% Streetworks inspections completed	32	35	37	38	38	38	High	Quarterly	Unit cost		Loss of income
% jobs completed where no Fixed Penalty Notice issued	96	98	99	99	99	99	High	Monthly	Outcome		Reduced customer service
% of Condition Surveys completed on time	90%	92%	95%	95%	95%	95%	High	Annual	Quality		Increased costs
Carriageway Condition - Unclassified Roads non principal Defectivenes Condition Indicator	New	21%	20%	19%	19%	19%	Low	Annual	Quality		Increased costs
Footway condition - Defectiveness Condition Indicator	New	21%	20%	19%	19%	19%	Low	Annual	Quality		Increased costs
•											

2015/16

12,673

16,710

363 5km

2016/17

12,673

16,710

363 5km

2017/18

12,673

16,710

363 Ekm

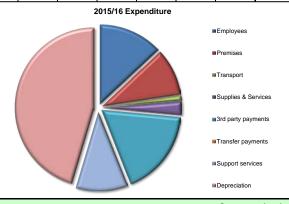
	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	12,708	12,455	12,127	11,856	11,792	11,808	0
Employees	1,857	1,645	1,831	1,543	1,544	1,544	
Premises	1,224	1,158	1,138	1,138	1,108	1,108	
Transport	131	113	131	131	131	131	
Supplies & Services	399	350	326	327	307	307	
3rd party payments	2,152	2,144	2,058	2,074	2,059	2,075	
Transfer payments	0	0	0	0	0	0	
Support services	1,294	1,394	1,259	1,259	1,259	1,259	
Depreciation	5,651	5,651	5,384	5,384	5,384	5,384	
Revenue £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
Nevenue 2 0003	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Income	2,957	2,705	2,787	2,787	2,797	2,797	0
Government grants	0		0	0	0	0	
Reimbursements	954	526	837	837	847	847	
Customer & client receipts	1,444	1,639	1,453	1,453	1,453	1,453	
Recharges	559	540	497	497	497	497	
Reserves							
Capital Funded							
Council Funded Net Budget	9,751	9,750	9.340	9,069	8.995	9,011	0

	0,701	0,.00	3,040	0,000	0,000	0,0	
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		326,474	216,730	135,000	150,000	156,000	175,000
Highways Gen Planned Works		451,089	714,630	434,600	419,000	419,000	419,000
Footways Planned Works		1,060,859	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Street Lighting		628,532	410,000	200,000	462,000	290,000	509,000
Street Scene		306,921	80,000	375,190	60,000	60,000	100,000
Highways Planned Road Works		1,590,625	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000
Transport For London		2,350,921	2,295,050	1,310,000	1,271,000	n/k	n/k



----Actual

■Budget



Planning Assumptions

2014/15

12,673

16,640

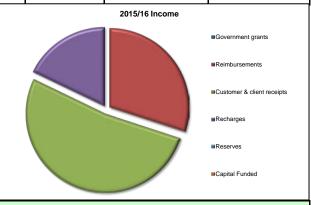
363 5km

2013/14

12,673

16,570

363 5km



APPEND

The Corporate strategies your

e v Ce contributes to Road Safety Plan

Local Transport Plan

Summary of major budget etc. changes 2015/16

2016/17

EN29=£252K

Anticipated demand

Street lights

Number of trees to be maintained

Growth = £464k - To mitigate budget pressure of reduced ability to capitalise revenue expenditure. Funded from introduction of ANPR

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

2017/18

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Traffic & Highv				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	NDI)		_
Pro	oject 1	Project Title:	Flood and Water Management Schemes		Likelihood	Impact	Score
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy	To meet legislative requirements	1	1	1
End date	2015-16	Floject Details.	Development and adoption of Local Plood Risk Management Strategy				
Pro	oject 2	Project Title:	Delivery of Mitcham Town Centre scheme				
Start date End 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				
FIG	-	Project fille.	Nide London				
Start date	2015-16	Project Details:	Delivery of London - Surrey Cycle Road Race	Improved customer satisfaction	1	1	1
End date	2015-16						
Pro	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						
Pro	oject 5	Project Title:	On-line self Service System	Improved customer satisfaction			
Start date	2015-16	Project Details:	Move to on-line self service system		2	2	4
End date	2016-17						
Pro	oject 6	Project Title:	4 Year work Programme				
Start date	2015-16	Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough		2	1	3
End date	2019-20						
Pro	oject 7	Project Title:	Street Lighting Investment - Conversion to LED	Improved resident well being			
Start date	2015-16	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs		2	2	4
End date	2018-19	·					
Pro	oject 8	Project Title:		Improved resident well being			
Start date		Project Details:			2	2	4
End date							
Pro	oject 9	Project Title:					
Start date		Project Details:					
End date		·					
Pro	ject 10	Project Title:					
Start date		Project Details:					
End date							

			Pla	ınning Assuı	mptions					The Corporate strategies your
Anticipated demand	201	13/14	201	4/15	201	15/16	2016/17	2017/18	A PARA MI	Selv ce contributes to
CSF Passenger Journeys - Contractors	95	0000	95	000	95	0000	95000	95000		Capital Programme
CSF Passenger Journeys - In-House	70000		70	70000		0000	70000	70000		Children & Young person's Plan
C&H Passenger Journeys - Contractors	48000		50000		50000		50000	50000		Adult Treatment Plan
C&H Passenger Journeys - In-House	85	000	85	000	70	0000	70000	70000		Customer Services Strategy
Anticipated non financial resources	2013/14		2014/15		2015/16		2016/17	2017/18	2018/19	
No. of Commissioned Taxi Framework contractors	,	34	,	34	,	34	34	34		
Staff	(68		33		63	63	63		
No.Transport Fleet vehicles	1	92	1	92	1	92	192	192		
Performance indicator	Perforn		. ,			, ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
i chomiane maleator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	i Gainty	reporting cycle	malcator type	met
Spot checks on contractors	50	50	50	50	50	50	High	Monthly	Business critical	Reduced customer service
	CSF Passenger Journeys - Contractors CSF Passenger Journeys - In-House C&H Passenger Journeys - Contractors C&H Passenger Journeys - In-House Anticipated non financial resources No. of Commissioned Taxi Framework contractors Staff No.Transport Fleet vehicles Performance indicator	CSF Passenger Journeys - Contractors 95	CSF Passenger Journeys - Contractors 95000	Anticipated demand 2013/14 201 CSF Passenger Journeys - Contractors 95000 95 CSF Passenger Journeys - In-House 70000 70 C&H Passenger Journeys - Contractors 48000 50 C&H Passenger Journeys - In-House 85000 855 Anticipated non financial resources 2013/14 201 No. of Commissioned Taxi Framework contractors 34 33 Staff 68 68 No.Transport Fleet vehicles 192 11 Performance Indicator Performance Targets (T) & Province (T) 2014/15(T) 2014/15(T) 2015/15(FT) 2	Anticipated demand 2013/14 2014/15	CSF Passenger Journeys - Contractors 95000 95000 95000 95000 95000 95000 95000 95000 95000 95000 95000 95000 95000 95000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000 950000000000	Anticipated demand 2013/14 2014/15 2015/16	Anticipated demand 2013/14 2014/15 2015/16 2016/17	Anticipated demand 2013/14 2014/15 2015/16 2016/17 2017/18	Anticipated demand 2013/14 2014/15 2015/16 2016/17 2017/18 A 2 4 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5

Objectives

- Ensuring that the service provided by cTransport is effective ,value for money while still
- meeting customers expectations.

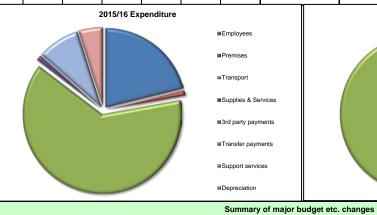
 | Procurement of goods & services for the workshop area. Ensuring value for money and compiling with authorities standing orders
 | Procurement of replacement vehicles for the whole of the authority.

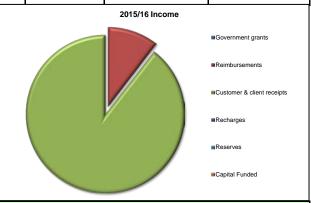
 We will ensure legal compliance with regards to all stautory requirements for road tranposrt
- services including operators licence requiements.

No.Transport Fleet vehicles	1	92	1	92	1	92	192	192		
Performance indicator	Perforn	nance Target	ts (T) & Prov	isional Perfo	rmance Targ	jets (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)	rolanty	Reporting cycle maleator type	Reporting Cycle	met
Spot checks on contractors	50	50	50	50	50	50	High	Monthly	Business critical	Reduced customer service
Parents/carers satisfaction with taxi journeys	0	75%	75%	80%	80%	80%	High	Annual	Perception	Reduced customer service
% MOT vehicle pass rates	95	95	95	95	95	95	High	Quarterly	Outcome	Reduce customer service
Average % passnger vehicles in use	65	65	70	70	70	70	High	Quarterly	Unit cost	Increased costs
% in-house journey that meet timescales	85	85	85	85	85	85	High	Quarterly	Outcome	Incresed costs
% Client user satisfaction	97	97	97	97	97	97	High	Annual	Outcome	Reduce update of service
Sickness - average days per FTE	16	12	10	10	8	8	High	Quarterly	Unit cost	Increased costs

	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	8,665	9,017	8,572	8,687	8,687	8,687	0
Employees	1,806	2,176	1,837	1,835	1,835	1,835	
Premises	91	97	91	88	88	88	
Transport	5,740	5,686	5,378	5,492	5,492	5,492	
Supplies & Services	97	92	89	95	95	95	
3rd party payments	0	5	0	0	0	0	
Transfer payments	0	0	0	0	0	0	
Support services	541	574	752	752	752	752	
Depreciation	387	387	425	425	425	425	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	8,771	8,555	8,572	8,687	8,687	8,687	C
Government grants	0		0	0	0	0	
Reimbursements	911	839	911	911	911	911	
Customer & client receipts	7,868	7,716	8,572	7,776	7,776	7,776	
Recharges	0	0	0	0	0	0	
Reserves							
Capital Funded							
Council Funded Net Budget	-106	462	0	0	0	0	0

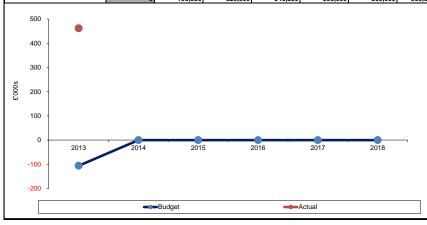
Council Funded Net Budget	-106	462	0	0	0	0	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Replacement Fleet Vehicles		89,100	590,000	500,000	500,000	500,000	500,000
Other		14,236	30,000	46,890	0	0	0
	0	103.336	620.000	546.890	500.000	500.000	500.000





2015/16

Existing passenger Taxi framework expires in Oct 2015 - New passenger framework working with neighbouring boroughs Sutton, Kingson and Richmond due to commence August 2015



2017/18

2016/17

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Transport ADDENDIV 40									
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME APPENDIX 1 Likelihood Imp						
Pro	oject 1	Project Title:	New Joint Passenger Transport Framework		Likelihood	Impact	Score			
Start date	2015-16	Project Details:	Joint Passenger Transport Framework with neighboroughing boroughs Sutton and Kingston.	More efficient way of working, reducing costs and sharing routes	2	2	4			
End date	2019-20									
Pro	oject 2	Project Title:	Benchmarking - Internal Services							
Start date	2014-15	Project Details:	To carry out benchmarking excersises on internal services to find alternative options, value for money and possible savings to client departments	To imporve service and reduce costs	2	2	4			
End date	2015-16									
Pro	oject 3	Project Title:								
Start date		Project Details:					0			
End date										
Pro	oject 4	Project Title:								
Start date		Project Details:					0			
End date										
Pro	oject 5	Project Title:								
Start date		Project Details:					0			
End date										
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		Project Details:					0			
End date										
Pro	oject 9	Project Title:								
Start date		Project Details:					0			
End date		. Tojost Dotano.								
Pro	oject 10	Project Title:								
Start date		Project Details:					0			
End date										

Waste Management					Pla	nning Assur	nptions					The Corporate strategies your
Cllr Judy Saunders Cabinet Member for Performance & Implement	ation	Anticipated demand	201	3/14	2014			15/16	2016/17	2017/18		X service contributes to
Enter a brief description of your main activities and objectives be		Population	206	5,038	208,	822	21	1,569	214,229	216,806	tbc	Waste Management Plan
s a unitary authority, Merton is responsible for both household waste collection a	nd disposal.	Anticipated free bulky waste requests per annum			150	00	15	5600	15900	16000	16100	Performance Management Framewor
lousehold Reuse and Recycling Centres - Merton is required to provide facilities	for the	Total household waste tonnage	71,	000	71,0			1,000	71,000	71,000	71,000	London wide strategy
isposal of excess household and garden waste free of charge. Objectives		Anticipated number of Garden waste customers					6	012	6312	6612	6912	Climate Change Strategy
provide efficient and accessible services to all of our customers, including those	with specific	Anticipated non financial resources	201	3/14	2014	l/15	20	15/16	2016/17	2017/18	2018/19	-
eeds. to advise our customers on the services provided and to keep improving our ser	riona in lina	Staff (FTE)	1	07	110).5	1	07.5	107.5	107.5	107.5	
rith advise our customers on the services provided and to keep improving our ser vith customer needs.	rices in line	Transport	3	31	3	1		29	29	29	29	
promote public awareness of waste minimisation and encourage re-use and rec	cling through	·										
nformation, education and empowerment.												
		Desfermence in disease	Perforn	nance Target	ts (T) & Provi	sional Perfo	rmance Tar	gets (PT)	Delevito	Demonting availa	lu diseten tema	Main impact if indicator no
		Performance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	met
		% Household waste recycled	42	42	40	41	43	43	High	Monthly	Business critical	Reputational risk
		% Residents satisfied with refuse collection	72	74	72	74	76	77	High	Annual	Perception	Reputational risk
		Residual waste kg per household pa	512	504	496	483	483	483	Low	Monthly	Outcome	Increased costs
		% Municipal solid waste landfilled	48	47	46	46	46	46	Low	Monthly	Outcome	Increased costs
		Number of missed bins per 100,000	60	55	50	45	45	45	Low	Monthly	Outcome	Reduced customer service
		Total waste arising per household Kg	874	873	872	868	868	868	Low	Monthly	Outcome	Reputational risk
		Days lost from sickness per FTE	12	10	15	14	13	12	Low	Quarterly	Outcome	Increased costs
		% Residents satisfied with recycling facilities	73	75	75	76	77	78	High	Annual	Perception	Reputational risk
									High	Annual	Output	Reduced customer service
DEPARTMENTAL BUDGET AND	RESOURCES			20	015/16 Expe	nditure					2015/16 Income	
Budget Actual Budget	Budget	Budget Budget Budget		20	, ,	unul C					2010/10 111001116	
2013/14 2013/14 2014/15	2015/16	2016/17 2017/18 2018/19						■Employees				-0
penditure 16,370 15,392 14,053	13,833	14,029 14,224 0										■Government grants
ployees 3,620 4,049 3,532	3,504	3,577 3,648						■Premises				
mises 231 120 182 nsport 1,386 1,189 1,387	180 1,321											■ Reimbursements
oplies & Services 740 692 890	890							■Transport				
party payments 8,368 7,301 6,073	5,949				N .		\	= Transport				1
nsfer payments 2 0 2	2	2 2			NII.		1					■Customer & client receipts
port services 1,321 1,339 1,360 preciation 702 702 627	1,360 627	1,360 1,360 627 627			V			■Supplies & Se	vices			1
Pridate Astrol Budget	Budget	Budget Budget Budget					=					# Resheraes
venue £'000s Budget Actual Budget 2013/14 2013/14 2014/15	2015/16	2016/17 2017/18 2018/19						■3rd party payrr	ents			■Recharges
come 1,170 1,268 1,374	1,374	1,374 1,374 0					/					
overnment grants 288 288 288 288 288 288 288 288 288 28	288						/	■Transfer paym	ents			Reserves
eimbursements 138 16 140 ustomer & client receipts 274 461 308	140 308											
echarges 598 631 638	638							■Support service	es			
eserves -128 -128 0	0	0 0										■Capital Funded
apital Funded			1					■Depreciation				
ouncil Funded Net Budget 15,200 14,124 12,679	12,459	12,655 12,850 0										
pital Budget £'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										
103,384 215,400	49,000	25,500 25,500 25,500							2015/16			
		EN14=	100K; EN16=£	66K;								
		 										
		 										
		 										
0 103,384 215,400	49,000	25,500 25,500 25,500							2016/17			
0 103,304 215,400	49,000	20,000 20,000 20,000							2010/11			
16,000 7												
10,000												
14,000												
14,000												
	•											
12,000	•											
12,000 -	•	_							2017/40			
12,000 -	•								2017/18			
12,000 -	•	EV08=£	250K						2017/18			
12,000 -	•	EV08=£	250K						2017/18			
12,000 - 10,000 - 8,000 -	•	EV08=£	250K						2017/18			
12,000 -	•	EV08=£	250K						2017/18			
12,000 - 10,000 - 8,000 -		EV08=£	250K						2017/18			
12,000 - 10,000 - 8,000 -		EV08=£	250K									
12,000 - 8,000 - 6,000 -		EV08=£	250K						2017/18			
12,000 - 2 10,000 - 8 8,000 - 6,000 -		EV08=£	250K									
12,000 - 10,000 - 8,000 - 6,000 - 4,000 -		EV08=£	250K									
12,000 - 2,000 - 4,000 - 2,000 -		EV08=£	250K									
12,000 - 2,10,000 - 6,000 - 4,000 - 2,000 -	2016	2017 2018	250K									

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Waste Management ADDENDIV 10									
	MAJOR EXPECTED OUTCOME	PPENDIX 10								
Pr	oject 1	Project Title:	South London waste partnership (phase B)		Likelihood	Impact	Score			
Start date	2012-13	Project Details:	The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness. Interim service	More efficient way of working	2	4	8			
End date	2014-15	,,	commencing on 1 April 2014							
Pr	oject 2	Project Title:	Mobile technology including GPS and in cab monitors	More efficient way of working						
Start date	2014-15	Project Details:	Procurement and introduction of the GPS, driver behavioural management, route optimisation system. This project has been delayed as planned to introduce during 2014-15. Will not start to be implemented until 2015-16, therefore planned savings need to be deferred.		3	2	6			
End date	2015-16									
Pr	oject 3	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 4	Project Title:	LWARB efficiency review of Domestic waste collections	More efficient way of working						
Start date	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	Floject Details.	future. Phase one completed need to agree if we move forward with phase 2.							
Pr	oject 5	Project Title:	South London waste partnership (phase C)							
Start date	2014-15	Project Details:	The SLWP inlcudes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including: waste collection, street cleansing, grounds and parks maintenance, winter gritting and fleet maintenance as	More efficient way of working	3	2	6			
End date	2017-18		well as commercial waste collection.							
Pr	oject 6	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	3	2	6			
End date										
Pr	oject 7	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	,	waste streams, to achieve better pricing from materials in the medium term.							
Pr	oject 8 I	Project Title:								
Start date		Project Details:					0			
End date		,								
Pro	oject 10	Project Title:								
Start date		Droingt Dataile					0			
End date		Project Details:								