

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).
 2. 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)
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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 £000	2015/16 £000	2016/17 £000	2017/18 £000
Revised Gap after October & November Cabinets	732	10,663	23,941	31,968

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 Inflation > 1.5%:

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

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

The cash limiting strategy is not without risks but if 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. increase	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £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	
<u>Budget 2014/15</u>	£
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
<u>Latest Details from London Councils</u>	
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 Revenues

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 £000	2016/17 £000	2017/18 £000	2018/19 £000
Revenues	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 of investment income)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £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 Conservators	10,708.8	10,880.0	1.6%

- 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.

- 5.2 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	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£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	2016/17	2017/18	2018/19
	£'000	£000	£000	£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

DELIVERABILITY RISK	High	0.00%	2.81%	0.00%
	Medium	0.00%	0.00%	0.00%
	Low	64.94%	32.26%	0.00%
		Low	Medium	High
REPUTATIONAL RISK				

2016 /17 RISKS

DELIVERABILITY RISK	High	2.70%	0.93%	16.86%
	Medium	5.82%	9.86%	28.97%
	Low	10.81%	9.19%	14.86%
		Low	Medium	High
REPUTATIONAL RISK				

2017 /18 RISKS

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

2018 /19 RISKS

DELIVERABILITY RISK	High	0.00%	0.00%	70.73%
	Medium	14.63%	0.00%	-39.29%
	Low	11.85%	0.00%	42.07%
		Low	Medium	High
REPUTATIONAL RISK				

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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)
O&S	CSD7	<u>Division</u> Description	Infrastructure & Transactions 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 time critical processes.								
		Equalities Implications	None								
O&S	CSD8	<u>Division</u> Description	Infrastructure & Transactions 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 Infrastructure & Transactions Services Savings						31	383	150	0		

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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)
	CSD10	<p><u>Division</u> Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p><u>Customer Services</u></p> <p>Ending of Risk Based Verification</p> <p>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</p> <p>None</p> <p>None</p> <p>None</p>	53	22			L	L	SNS2
	CSD11	<p><u>Division</u> Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p><u>Customer Services</u></p> <p>Terminate the Experian trace and search system contract</p> <p>Will have to procure there own service</p>	12	10			L	L	SNS2
	CSD12	<p><u>Division</u> Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p><u>Customer Services</u></p> <p>Rationalisation of Divisional Budgets (E02180 DJ04 £6k, DE03 £5k, AB02 £4k</p> <p>None</p> <p>None</p>	24	15			L	L	SNS1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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>Service Implication</u> <u>Staffing Implications</u> <u>Business Plan implications</u> <u>Impact on other departments</u> <u>Equalities Implications</u>	<u>Customer Services</u> Reduce Customer Access Point Assistant by 0.6FTE None due to improved channel migration 0.6 redundancy None None	566	15			L	L	SS1
	CSD14	<u>Division</u> Description <u>Service Implication</u> <u>Staffing Implications</u> <u>Business Plan implications</u> <u>Impact on other departments</u> <u>Equalities Implications</u>	<u>Customer Services</u> Reduction of 1 FTE Revenues Officer Automated processes will be implemented in 15/16 which will reduce manual intervention on some changes 1 FTE Redundancy unless there is a vacant post within the next 10 months	1240		30		L	L	SS1
	CSD15	<u>Division</u> Description <u>Service Implication</u> <u>Staffing Implications</u> <u>Business Plan implications</u> <u>Impact on other departments</u> <u>Equalities Implications</u>	<u>Customer Services</u> Increase in Court Costs (council tax) - Increase from £110.00 to £115.00	-930		40		L	M	SI1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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)
	CSD19	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Communications</u> My Merton and staff reductions - Delete 1 FTE - Communication Asisstant	256	25		49	M	M	SS1
Total Communication Services Savings				3	57	73	49			
	CSD20	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Increased income None Directly None Consistent with Business Plan None None	14	16	16	16	L	L	SI1
	CSD21	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Rephase existing Savings None Directly None Consistent with Business Plan None None		42			L	L	sp1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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)
	CSD22	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Treasury Management/Interest income None Directly None Consistent with Business Plan None None		60			M	M	SI2
	CSD23	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Cut Running costs budgets Some reduction in level of departmental support None Not significant Some reduction in level of departmental support None	102	30	3		L	M	SNS2
	CSD24	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Consultancy Budget The ability to engage specialist external skills will be reduced Ability to use interim staff will be reduced Deliverables will need to be revised to accommodate this There will be a substantial reduction in the ability to advise on more complex projects None	206	100			L	M	SNS2

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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)
	CSD25	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Increased Charge to Pension Fund None Directly None Consistent with Business Plan None None			20		L	L	SNS2
	CSD26	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Delete 1 Business Partner Reduction in level of departmental support Reduction of 1 post Deliverables will need to be revised to accommodate this Reduction in the level of support The reduction will be carried out in a manner that is consistent with the council's equalities policies.	233			78	L	M	SS2
	CSD27	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Further Restructuring Reduction in level of departmental support TBD but in the order of 2 to 4 posts Deliverables will need to be revised to accommodate this Reduction in the level of support as core central legal responsibilities will have to form an increasing proportion of the work carried out. The reduction will be carried out in a manner that is consistent with the council's equalities policies.	2,391			100	H	H	SS2
Total: Resources Savings					14	268	97	116		

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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)
	CSD28	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> COT review	425	38			M	M	SS2
	CSD29	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Recruitment and DBS review	425	50			M	M	SS1
	CSD30	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Schools COT support (delivery of schools buy-back service)	425			152	H	H	SS2

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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)
	CSD31	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Review of HR business support Less business support for HR Reduction in posts Less business support for HR Possibly less efficiency of response Impacts upon a largely female workforce	90	19			L	L	SS1
	CSD32	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Review of HR business support (printing and stationery) Less business support for HR Reduction in posts Less business support for HR Possibly less efficiency of response Impacts upon a largely female workforce	20		5		L	L	SNS1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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)
	CSD33	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> HR transactional service income generation None None None None None	20				H	M	SI1
	CSD34	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Learning & Development admin support Reduction in transactional support shared with LBS Reduction in posts Reduction in transactional support Possible reduction in responsiveness Impacts on a female workforce	169			18	M	M	SS2

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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)
	CSD40	<p><u>Division</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p align="center"><u>Business Improvement</u></p> <p>Secure additional income generated through gazetteer maintenance and Street Naming/Numbering</p> <p>Move to cost-neutral gazetteer maintenance</p> <p>Sustains 1 existing FTE</p> <p>None</p> <p>Requires agreement with E&R where income from gazetteer is largely generated.</p> <p>None</p>	0	30			M	H	SI1
	CSD41	<p><u>Division</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p align="center"><u>Business Improvement</u></p> <p>Consolidation of systems support</p> <p>Seeks to achieve economies of scale with minimal impact on services through centralisation</p> <p>TBC - rationalisation of functions will be sought</p> <p>Widen support responsibilities within the Business Systems Team</p> <p>Migrates technical support arrangements to CS. May offer some dept savings.</p> <p>None</p>	0	20			M	M	SS1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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)
	CSD44	<p><u>Division</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p><u>Corporate Governance</u></p> <p>Stop web casting meetings, Remove scrutiny support fund and reduce other supplies and services</p> <p>Reduce support to members</p> <p>none</p> <p>reduction in capacity</p> <p>none</p>	68	0	35	0	0	L	M	SNS2

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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)
	CSD45	<u>Division</u>	<u>Corporate Governance</u>								
		Description	share audit and investigation service	465	0	60	20	0	M	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	none								
Total Corporate Governance Savings					0	135	30	0			

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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)
	CSD47	<u>Division</u>	<u>Policy Unit</u>								
		Description	Delete 1 post	275		50			L	L	SS1
		Service Implication	Small reduction in capacity								
		Staffing Implications	Delete 1 post								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Total Policy Unit Savings					3	50	81	0			

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	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)
	CSD48	Division	Other								
		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 Other Savings/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			

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	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Commissioning, Strategy and Performance</p> <p>Reduction in commissioning of early intervention and prevention services.</p> <p>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.</p> <p>Reductions in staffing, both in-house and voluntary organisations. Potential risk to sustainability of some local VCS organisations. Potential for increased workloads in children's social care services.</p> <p>Reduced service offer for children and families in Merton.</p> <p>None.</p> <p>Likely to have a disproportionate impact on disadvantaged groups within the community.</p>	700		400			Medium	High	SS2 & SP2
C&YP	CSF2014-06	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Youth Service</p> <p>Young people will be signposted to VCS youth provision.</p> <p>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.</p> <p>Redundancy of both in house and commissioned services staff, circa 12 FTEs.</p> <p>Reduced service offering. Potential impact on youth justice and crime.</p> <p>Possible property implications.</p> <p>Likely to have a disproportionate impact on young people from disadvantaged groups within the community.</p>	480		480			Medium	High	SS2 & SP2

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

APPENDIX 1

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	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Public Health</p> <p>Children's centres deliver the widest outcomes for under fives and getting a good start in life is key to narrowing inequalities in health outcomes.</p> <p>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 children and families.</p> <p>None.</p> <p>Continued offer to improve health outcomes for children, young people and families.</p> <p>Realignment of Public Health spend but still focussed on health outcomes in line with health and wellbeing strategy priority 1.</p> <p>None.</p>			400			Low	Medium	SG1
C&YP	CSF2014-08	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Schools</p> <p>Increased income from schools and/or reduced LA service offer to schools</p> <p>The LA provides some statutory services for schools and '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.</p> <p>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.</p> <p>Changes in the LA's relationship with schools</p> <p>None.</p> <p>Potential for lesser LA support to schools could impact negatively on equalities and disadvantaged groups</p>	688 917		400			Medium	Medium	SI1/SNS2

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

APPENDIX 1

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	CSF2014-09	<p>Service Description</p> <p>Service Implication Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments Equalities Implications</p>	<p>Early Years</p> <p>We are working on the detailed proposals which will in essence reduce the service to paid-for childcare (parents and DSG) with a very limited targeted service for highly vulnerable families.</p> <p>If the entire saving was made from staffing, it would equate to an estimated 9 FTEs in 2016/17 and 10 FTEs in 2017/18.</p> <p>There will be a pressure on CSF children social care services if early intervention on 0-5 year olds is radically reduced.</p> <p>Many vulnerable families will not receive an early intervention service.</p>	3,640		254	296		Medium	High	SS2
Total Children, Schools and Families Savings					0	1,934	296	0			

Savings Type

- 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

Draft

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
Total Environment and Regeneration Savings					363	0	0			

Savings Type

SI1	Income - increase in current level of charges
SI2	Income - increase arising from expansion of existing service/new service
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

Panel

O&S	Overview & Scrutiny
C&YP	Children & Young People
CC	Corporate Capacity
HC&OP	Healthier Communities & Older People
SC	Sustainable Communities

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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 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 None	(367)	10	10	5	Medium	Low	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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 Description	Leisure & Culture Development Team Various Budgets - Reduction in supplies & services &/or increased income over expenditure	175		16		Low	Low	SNS1
		Service Implication	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.							
		Staffing Implications	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	Leisure & Culture Morden Leisure Centre	233			100	Low	Low	SP1
		Service Implication	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							
		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							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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&R5	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	E&R6	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

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
SC	E&R8	Service/Section Description	Parking Services In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR.	(5,446)	1,700	-1,540	-500	Medium	High	SI2
		Service Implication	Improvement of traffic enforcement efficiency and compliance by motorists							
		Staffing Implications	Expansion of FTEs in PCN processing and Debt Registration teams by up to 100%							
		Business Plan implications	Increase in fines from PCNs and expenditure and a need for more accommodation							
		Impact on other departments	Corporate Services: increasing accommodation will require Facilities input along with support from Business Improvement and IT infrastructure							
		Equalities Implications	None							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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	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							
		Staffing Implications	none							
		Business Plan implications	none							
		Impact on other departments	change to charges for skip approval applications will impact on Traffic & Highways administration							
		Equalities Implications	none							
SC	E&R10	Service/Section Description	Parking Services Back office reorganisation	1,177	80			Low	Low	SS1
		Service Implication	Review the current back office structure							
		Staffing Implications	Reduction in staff							
		Business Plan implications	Improve efficiencies by reducing revenue expenditure							
		Impact on other departments	None							
		Equalities Implications	None							
SC	E&R11	Service/Section Description	Parking Services Enforcement of pavement parking	(5,446)	60			Medium	High	SI2
		Service Implication	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.							
		Staffing Implications	None							
		Business Plan implications	There will be an increase in PCN fines for contraventions but that will change as compliance by the motorist improves							
		Impact on other departments	None							
		Equalities Implications	This will improve as it is often the public with disabilities and children in buggies that are adversely affected by pavement parking							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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	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
		Service Implication								
		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	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
		Service Implication								
		Staffing Implications	None							
		Business Plan implications	In line with Reg.Services TOM							
		Impact on other departments	None							
		Equalities Implications	None							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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 departments	None							
		Equalities Implications	None							
SC	E&R16	Service/Section Description	Waste Services - Joint procurement 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 Description	Street Cleansing 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							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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&R18	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	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 Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM Impact on recycling target 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	137	70			Low	Medium	SNS2
SC	E&R19	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Waste Services Align income budget to levels of income being generated from the sale of Textiles. None as collected by contractor DM Recycling None None None None	N/A	50			Low	Low	SI2
SC	E&R20	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	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 . Fluctuating resource availability for education and encouragement activities Training and support to existing internal staff Cleaner borough Legal services - cost of prosecution for non payment Full Qualities Impact assessment needs to be undertaken and approved	(242)	20	-3	-2	Low	Low	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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&R21	Service/Section Description	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
		Service Implication								
		Staffing Implications	TUPE and impact on transfer station.							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
SC	E&R22	Service/Section Description	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
		Service Implication	Reduction of 1 driver							
		Staffing Implications								
		Business Plan implications	Impact on Cleaner borough							
		Impact on other departments	Parks							
		Equalities Implications	None							
SC	E&R23	Service/Section Description	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
		Service Implication								
		Staffing Implications	None							
		Business Plan implications	Impact on Cleaner borough							
		Impact on other departments	Parks - How would this waste be collected							
		Equalities Implications	None							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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&R24	Service/Section Description	Greenspaces Reduction in current levels of staffing in the Greenspaces grounds maintenance and horticulture and sports teams.	1,723	130			Medium	High	SS2
		Service Implication	Reduction in maintenance standards in some parks							
		Staffing Implications	Reduction in staff by 4 FTEs							
		Business Plan implications	Staff establishment is projected to decline over the period of the plan							
		Impact on other departments	None directly							
		Equalities Implications	All sections of the community affected							
SC	E&R25	Service/Section Description	Greenspaces Joint procurement of greenspace services as part 2 of the Phase C SLWP procurement contract with LB Sutton	3,689		160		Medium	Medium	SP1
		Service Implication	Potential harmonising of services.							
		Staffing Implications	TUPE arrangement to be in place to transfer to new contractor.							
		Business Plan implications	To be confirmed							
		Impact on other departments	Impact on Parks and allied services							
		Equalities Implications	To be confirmed prior to award of contract							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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 departments	Impacts for Parking Services who will manage the controls/FPNs							
		Equalities Implications	Yes - possible adverse implications for park users on low incomes							
SC	E&R27	Service/Section Description	Greenspaces Additional property rental income	(341)	44			Medium	Low	SI1
		Service Implication	Re-letting of vacant parks properties within commercial property market. Rent review and increase for existing service tenancy properties.							
		Staffing Implications	No direct impact upon staff establishment							
		Business Plan implications	Integral to commercialisation agenda							
		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							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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	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.	1575 (884)		157		Medium	High	SS2, SNS1, SNS2, SP1
		Service Implication	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 .							
		Staffing Implications	Still to be determined through the shared services report. Likely impact on management levels, enforcement and admin functions and working arrangements.							
		Business Plan implications	consistent with Transformation Plan							
		Impact on other departments	unknown at present							
		Equalities Implications	unknown at present							
SC	E&R29	Service/Section Description	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	(56)	40			Low	High	SI2
		Service Implication	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.							
		Staffing Implications	No changes although there will be additional pressure on existing staff to deliver.							
		Business Plan implications	Potential impact on performance figures especially in relation to major schemes. Reduced ability to deliver regeneration projects in the borough.							
		Impact on other departments	none							
		Equalities Implications	none							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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 Business Plan implications Impact on other departments Equalities 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. 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 Joint enforcement investigations will be severely hindered. none	190	80			Low	High	SS2
SC	E&R31	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Senior Management & Support Deletion of the 2 management support posts and absorption into existing resources. Less resource available to support service managers. 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 None	755	70			Low	Low	SS1

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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	<p>Service/Section Description Service Implication</p> <p>Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p>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. None Consistent with transformation Plan 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).</p>	N/A	20	5		Medium	Low	SI2
SC	E&R33	<p>Service/Section Description</p> <p>Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p>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 Will work closely with Business managers in EandR and across Council 2 year Fixed term contract due to commence early 2015 funded from Transformation budgets alongside Marketing Manager. Consistent with transformation Plan Will work with other income generating staff across the council None anticipated</p>	N/A	250			High	Low	SI1/SI2
SC	E&R34	<p>Service/Section Description Service Implication</p> <p>Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p>Traffic & Highways Alternative delivery model of highway safety inspection service Further review of Highway Safety Inspection Service 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. Reduction in Service Delivery with a focus on maintaining Statutory Duties. Increase in Third Party insurance claims May have an impact on vulnerable road users such as the elderly and the disabled.</p>	99		30		Medium	Medium	SS2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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	<p>Service/Section Description Service Implication</p> <p>Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p>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.</p> <p>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.</p> <p>We will require input from Procurement Team</p> <p>None</p>	335	25	25		Medium	Medium	SP1
SC	E&R36	<p>Service/Section Description Service Implication</p> <p>Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p>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</p> <p>Increase in whole Life costing of Highway asset. Increase with dis-satisfaction with the Council</p> <p>Increase in Third Party insurance claims</p> <p>None</p>	650	60			High	High	SNS2
SC	E&R37	<p>Service/Section Description Service Implication</p> <p>Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p>Traffic & Highways Introduction of Lane rental approach to Highways works to assist in reducing congestion.</p> <p>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 .</p> <p>Will require external support and advice to develop and implement the scheme</p> <p>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)</p> <p>Legal Services</p> <p>None</p>	N/A		50		Medium	Medium	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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&R41	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	E&R42	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

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

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)
O&S	E&R43	Service/Section Description	Safer Merton Reductions in staffing across Safer Merton	840		70		High	High	SS2
		Service Implication	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.							
		Staffing Implications	2-3 FTEs to be deleted							
		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.							
		Impact on other departments	Council wide							
		Equalities Implications	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 .							
Total Environment and Regeneration Savings					4,196	810	-212			

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

Savings Type

- 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

Panel

- O&S** Overview & Scrutiny
C&YP Children & Young People
HC&OP Healthier Communities & Older People
SC Sustainable Communities

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

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	CH19	<p>Service Description</p> <p>Adult Social Care Placements Income</p> <p>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.</p> <p>Service Implication None</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p>	(11,666)	220	0	0	0	L	M	SI2
HC&OP	CH20	<p>Service Description</p> <p>Access and Assessment Employees</p> <p>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.</p> <p>Service Implication Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments.</p> <p>Staffing Implications Redundancies - Some staff would be subject to redundancy</p> <p>Business Plan implications 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.</p> <p>Impact on other departments The primary impact is on service users and partners, such as the NHS.</p> <p>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.</p>	6,200	0	511	500	483	L	H	SS2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

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	CH21	<p>Service Description Direct Provision Employees Staff Savings - 11 FTE to be deleted</p> <p>Service Implication 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.</p> <p>Staffing Implications Redundancies - Some staff would be subject to redundancy</p> <p>Business Plan implications 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.</p> <p>Impact on other departments Equalities Implications The primary impact is on service users. 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.</p>	1,706	0	274	0	0	L	H	SS2
HC&OP	CH22	<p>Service Description Commissioning Employees Staff Savings - 4 FTE to be deleted</p> <p>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.</p> <p>Staffing Implications Redundancies - Some staff would be subject to redundancy</p> <p>Business Plan 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.</p> <p>Impact on other departments Equalities Implications 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.</p>	996	0	156	0	0	L	H	SS2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

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	CH23	<p>Service</p> <p>Directorate</p> <p>Description Staff Savings - 0.46 FTE to be deleted</p> <p>Service Implication None, post now funded by Public Health</p> <p>Staffing Implications None</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p>	657	0	21	0	0	L	L	SS2 / SNS1
HC&OP	CH24	<p>Service</p> <p>Learning Disabilities - High Cost Packages</p> <p>Description Review of High Cost Packages using the progression model</p> <p>Service Implication 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 client group.</p> <p>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.</p> <p>Business Plan implications All reviews will be based around promoting independence using the progression model which is in line with the business plan.</p> <p>Impact on other departments None</p> <p>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.</p>	1,618	0	100	0	0	H	H	SNS2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

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	CH25	<p>Service Description Learning Disabilities - Medium Cost Packages Review of Medium Cost Support Packages (£400 - £1,500 per week) using the progression model</p> <p>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.</p> <p>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.</p> <p>Business Plan implications All reviews will be based around promoting independence using the progression model which is in line with the business plan.</p> <p>Impact on other departments Equalities Implications None</p> <p>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.</p>	7,019	0	400	0	0	H	H	SNS2
HC&OP	CH26	<p>Service Description Learning Disabilities - Direct Payments Review of all Direct Payments in Learning Disabilities using the progression model.</p> <p>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 packages in this group.</p> <p>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.</p> <p>Business Plan implications All reviews will be based around promoting independence using the progression model which is in line with the business plan.</p> <p>Impact on other departments Equalities Implications None</p> <p>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.</p>	704	0	£50	£0	£0	H	H	SNS2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

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	CH27	<p>Service Description Mental Health - Care Packages Review of support packages within all areas of Mental Health services.</p> <p>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.</p> <p>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.</p> <p>Business Plan implications All reviews will be based around promoting independence using the recovery model which is in line with the business plan.</p> <p>Impact on other departments None; the impact will primarily be on service users.</p> <p>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.</p>	1,554	0	76	0	0	H	H	SNS2
HC&OP	CH28	<p>Service Description Older People - Home Care Review of Home Care within support packages</p> <p>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.</p> <p>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.</p> <p>Business Plan implications All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p>Impact on other departments None</p> <p>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.</p>	4,455	0	387	0	0	H	H	SNS2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

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	CH29	<p>Service Description Older People - Managing Crisis Managing crisis (including hospital discharge) admissions to residential care.</p> <p>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.</p> <p>Staffing Implications This would require more intensive work from staff.</p> <p>Business Plan implications Any new processes would be based around promoting independence using the enablement model which is in line with the business plan.</p> <p>Impact on other departments None; the impact will primarily be on service users</p> <p>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.</p>	5,267	0	125	0	0	H	H	SNS2
HC&OP	CH30	<p>Service Description Older People - Direct Payments Review of Direct Payments support packages</p> <p>Service Implication 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</p> <p>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.</p> <p>Business Plan implications All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p>Impact on other departments None</p> <p>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.</p>	2,338	0	345	0	0	H	H	SNS2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

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	CH31	<p>Service Description Physical Disabilities - Direct Payments Review of all Direct Payments for clients with physical disabilities using the progression model.</p> <p>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.</p> <p>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.</p> <p>Business Plan implications All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p>Impact on other departments None</p> <p>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.</p>	1,414	0	134	0	0	H	H	SNS2
HC&OP	CH32	<p>Service Description Physical Disabilities - Home Care Review of Home Care within support packages</p> <p>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.</p> <p>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.</p> <p>Business Plan implications All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p>Impact on other departments None</p> <p>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.</p>	595	0	48	0	0	H	H	SNS2

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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	CH33	<p>Service Description Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Physical Disabilities - High Cost Packages Review of PD Residential and 1-1 packages</p> <p>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</p> <p>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.</p> <p>All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p>None</p> <p>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.</p>	856	0	£60	0	0	H	H	SNS2
HC&OP	CH34	<p>Service Description Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Substance Misuse Placements Actively manage throughput in residential rehab placements</p> <p>A reduction in the placements available for Substance misuse clients</p> <p>This would require more intensive work from staff.</p> <p>This would have an impact on the services provided for this client group</p> <p>None</p> <p>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.</p>	128	0	6	0	0	H	H	SNS2

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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	CH35	<p>Service Description CSF Supporting People contracts We would reduce funding for contracts within the Supporting People area which support vulnerable young people</p> <p>Service Implication There would be reduced support available for young people - both in terms of the numbers we could support and the range of support we would be able to offer to those we could accommodate.</p> <p>Staffing Implications None</p> <p>Business Plan implications Less resources to be called off by those services which support vulnerable young people.</p> <p>Impact on other departments There is a potential impact on the CSF department.</p> <p>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.</p>	162	0	0	100	0	H	H	SP2
HC&OP	CH36	<p>Service Description Single homeless contracts (YMCA, Spear, Grenfell) Reduce funding for contracts within the Supporting People area which support single homeless people</p> <p>Service Implication 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</p> <p>Staffing Implications None</p> <p>Business Plan implications The risk is that this could increase pressure on the Housing Needs budget.</p> <p>Impact on other departments There is a potential internal pressure within the department on the HNES</p> <p>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.</p>	734	0	£0	£56	£200	H	H	SP2

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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	CH37	<p>Service Description Direct Provision Residential and supported living management - staff reductions</p> <p>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.</p> <p>Staffing Implications Redundancies - Some staff would be subject to redundancy. Fewer posts and potentially more responsibility for remaining staff.</p> <p>Business Plan implications Emphasis is on providing core services as outlined in the business plan</p> <p>Impact on other departments None</p> <p>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.</p>	1,266	0	0	£200		M	H	SS2
HC&OP	CH38	<p>Service Description Assessment and Commissioning 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)</p> <p>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.</p> <p>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.</p> <p>Business Plan implications We would continue to follow the appropriate model of promoting independence for the client group.</p> <p>Impact on other departments None</p> <p>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.</p>	34,392	0	£17	£720	£0	H	H	SNS2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

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	CH39	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Extra Care Sheltered Housing</p> <p>A review of, and reduction in, the extra care sheltered housing provision.</p> <p>This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service.</p> <p>There would be potential redundancies within the in-house provision</p> <p>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.</p> <p>None</p> <p>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.</p>	753	0	£0	£0	£450	H	H	SP2 / SS2
Total Adult Social Care Savings				220	2,710	1,576	1,133				
HC&OP	CH40	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Housing Strategy</p> <p>Housing Strategy officer - deletion of 1 FTE</p> <p>Delays in completing key research that provide essential</p> <p>Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014</p> <p>Delayed production of statutory strategies</p> <p>Reduced joint working on future cross departmental strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.</p> <p>Reduced monitoring of Equalities data in relation to the housing needs service and strategy service</p>	94	0	43	0	0	L	M	SS2

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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)	
		Service	Environmental Health Housing								
HC&OP	CH41	<p>Description Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications Impact on other departments</p> <p>Equalities Implications</p>	<p>Environmental health Technical officer deletion of 1 FTE</p> <p>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.</p> <p>Increase in case loads for EHH officers and redundancy costs.</p> <p>Reduction in response times. DFG applications at risk. Number of statutory notices served at risk.</p> <p>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 may also notice an impact.</p> <p>The service users approaching the Council for assistance with disrepair issues and Disabled Facility Grant requests are more likely to be from vulnerable backgrounds i.e. older people, disabled people. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	218	0	33	0	0	L	H	SS2

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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	CH42	<p>Service Description</p> <p>Housing Options Housing options adviser deletion of 1.5 FTE</p> <p>Service Implication 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.</p> <p>Staffing Implications This will lead to redundancy costs for the Council and possible increases in caseloads for remaining staff.</p> <p>Business Plan implications 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.</p> <p>Impact on other departments Increased homelessness has impacts in both CSF and adult social care. Increased rough sleeping will impact on crime and disorder.</p> <p>Equalities Implications BME communities are over represented nationally in homeless statistics and this may lead to a further increase in episodes of homelessness for these groups. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	543	0	53	0	0	M	H	SS2

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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	CH43	<p>Service</p> <p>Housing Needs and Enablement Service and Environmental Health Housing</p> <p>Description Further Staff reductions. This will represent a reduction in staff from any areas of the HNES & EHH.</p> <p>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.</p> <p>Staffing Implications Redundancies - Some staff would be subject to redundancy. This would also lead to an increased workload for the remaining staff.</p> <p>Business Plan implications This would impact services across the division - impacting our ability to prevent homelessness, maintain standards in private sector accommodation and maintain our statutory housing strategies.</p> <p>Impact on other departments Increased homelessness has impacts in both children and adult social care. Increased rough sleeping will impact on crime and disorder.</p> <p>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. There would also be an equalities implication in terms of the staff who would be impacted by any redundancies.</p>	1,102	0	0	100	62	H	H	SS2
Total Housing General Fund Savings					129	100	62			
HC&OP	CH44	<p>Service</p> <p>Library & Heritage Service</p> <p>Description Deletion of all administrative support 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.</p> <p>Service Implication</p> <p>Staffing Implications Deletion of 1xFTE</p> <p>Business Plan implications None identified provided that new online hall booking system is installed correctly and does not impact on current income levels.</p> <p>Impact on other departments Single point of contact for Bookstart enquiries will be dispersed to a library team with a lead contact.</p> <p>Equalities Implications Support will be provided in libraries and by telephone for customers who cannot make online bookings.</p>	59	0	26	0	0	M	M	SS2

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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	CH45	<p>Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p> <p>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. None identified.</p>	2	0	2	0	0	L	M	SNS1
HC&OP	CH46	<p>Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p> <p>Library & Heritage Service Withdrawal from annual CIPFA public library user survey (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. Some impact on benchmarking and ability to measure customer satisfaction but nothing specific. None identified. Reduced information on customer satisfaction although some information can be retrieved through other sources.</p>	3	0	3	0	0	L	M	SNS1

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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	CH47	<p>Service Description Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments Equalities Implications</p>	<p>Library & Heritage Service</p> <p>Reduction in volunteering contract</p> <p>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.</p> <p>Some impact on staff meaning that they will have to undertake more administrative processes in the volunteer recruitment process.</p> <p>Volunteering recruitment and retention are key service priorities. It is felt that the changes being proposed would lead to improved recruitment time for volunteers but will increase capacity challenges.</p> <p>None identified.</p> <p>None identified.</p>	38	0	20	0	0	M	M	SNS1
HC&OP	CH48	<p>Service Description Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments Equalities Implications</p>	<p>Library & Heritage Service</p> <p>Reduction in media fund</p> <p>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.</p> <p>None identified.</p> <p>Stock borrowing and active usage are key service objectives. These reductions will likely lead to less choice and could lead to a reduction in usage and customer satisfaction.</p> <p>None identified.</p> <p>Reduced customer choice will be mitigated somewhat by improving procurement methods.</p>	239	0	45	0	0	M	M	SNS1

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

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	CH49	<p>Service Description Library & Heritage Service Additional staff savings</p> <p>Service Implication Savings to be delivered through process re-engineering and redistributing responsibilities across service structure.</p> <p>Staffing Implications Deletion of 1.5xFTE</p> <p>Business Plan implications No specific implications but could have an effect on usage, customer satisfaction and income.</p> <p>Impact on other departments None identified.</p> <p>Equalities Implications More customer support will be provided online and via self-service. Recruitment of additional volunteers will attempt to mitigate any service reductions.</p>	1,070	0	0	38	0	M	M	SS2
HC&OP	CH50	<p>Service Description Library & Heritage Service Deletion of Projects & Procurement Manager post</p> <p>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.</p> <p>Staffing Implications Deletion of 0.6xFTE</p> <p>Business Plan implications The post is crucial to ensuring that efficiency savings are delivered but is proposed to be deleted upon completion of these works.</p> <p>Impact on other departments None identified.</p> <p>Equalities Implications None identified.</p>	184	0	0	22	0	M	M	SS2
Total Libraries Savings					96	60	-			
Total Community & Housing Savings				220	2,935	1,736	1,195			

Savings Type

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	Children & Young People
O&S	Overview and Scrutiny
HC&OP	Healthier Communities & Older People
SC	Sustainable Communities

SAVINGS REJECTED BY CABINET 2013/14

SUMMARY

Service Area	2013/14	2014/15	2015/16	2016/17	TOTAL
	£000	£000	£000	£000	£000
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 Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF06	Service Description	CSF Children Social Care & Youth Inclusion 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 Implications	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 Families 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 Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
SC	EN46	<p>Service/Section Description Parks, Greenspaces & Cemeteries 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) Service Implication Increased revenue from parking fees.Could however lead to a reduction in park usage and non parking income. Staffing Implications No Business Plan implications Yes. Integral to current service plan projects Impact on other departments Yes, especially Parking Services Equalities Implications Yes</p>	1,565		44				Medium	Medium	SI2
Sub-total: Environment and Regeneration Rejected Savings 2013/14				0	122	120	80				
Total				0	147	120	80				
Total - Cumulative				0	147	267	347				

SAVINGS REJECTED BY CABINET 17 February 2014

SUMMARY

Service Area	2015-16 £000	2016-17 £000	2017-18 £000	Total £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	

SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

P a n e l	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	CS69	Infrastructure & Transactions								
		Description	Cease Councillors courier service and send items electronically or via the standard postal system.			5		Low	Low	SNS2
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
Total Corporate Services Savings					0	5	0			

SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

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	CSF03	<p>Service Description Service Implication</p> <p>Staffing Implications Business Plan implications Impact on other departments</p> <p>Equalities Implications</p>	<p>All Divisions</p> <p>Further reductions in staffing across CSF. 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.</p> <p>Approximately 8 staff FTE redundant.</p> <p>Reduced service offering. Significantly increased risk.</p> <p>Unlikely to be significant but will need to be assessed in light of detailed proposals at the time.</p> <p>Will lead to a reduction in service to disadvantaged groups within the community.</p>	22,661				239	High	High	SS2
Total Children, Schools and Families Savings					0	0	0	239			

SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

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	Building & Development Control Deletion of two enforcement officer posts	184	80			Low	High	SS2
		Service Implication	Although a non-statutory service, this will lead to a sharp decrease in the sections ability to respond to enforcement complaints.							
		Staffing Implications	Loss of 2 FTE's.							
		Business Plan implications	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.							
		Impact on other departments	Ability to progress joint actions to improve areas will be reduced.							
		Equalities Implications	None							
SC	EV04	Service/Section Description	Building & Development Control Outsourcing of certain administrative functions	204	30			Medium	Medium	SS2
		Service Implication	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							
		Staffing Implications	1FTE although depends on which functions are outsourced and the cost of those services							
		Business Plan implications	Loss of control of functions could lead to a slow down in business processes.							
		Impact on other departments	None envisaged if successful							
		Equalities Implications	None							

SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

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 Description	Building & Development Control 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 departments	Reduced performance will slow respond times for other council projects i.e. Schools							
		Equalities Implications	None							
SC	EV06	Service/Section Description	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							

SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

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 Description	Building & Development Control 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 provide an acceptable level of service.							
		Staffing Implications	Loss of one professionally qualified team leader.							
		Business Plan implications	Significantly reduced ability to progress planning applications on time, with resulting complaints and restriction on economic development in the borough. Potential service performance failure with resulting Gov't intervention							
		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							
	EV10	Service/Section Description	Greenspaces To be determined through TOM, which will generate a series of business cases for volunteering channel shift and commercialisation of service.	2,763	130	100		Medium	High	SP1
		Service Implication	To be determined through TOM; working with volunteering channel shift to mitigate impact and maintain current level of service delivery; increase income through further commercialisation to offset budget reduction.							
		Staffing Implications	To be determined through TOM							
		Business Plan implications	To be determined through TOM							
		Impact on other departments	To be determined through TOM							
		Equalities Implications	To be determined through TOM							
Total Environment and Regeneration Savings: 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 Conservators	10,708.8	10,880.0	1.6%

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:-

Council Tax: Whole area	2014/15	2015/16 MTFS Council 5/3/14	2015/16 MTFS Cabinet 20/10/14	2015/16 Based on CTB 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:-
- 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.
 - 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.
 - 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) Summary

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

	Approx. Change in Council Tax Base	Approx. Change in Council 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

Approved and Indicative Programme as at October 2014 Monitoring with Proposed Changes

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	22,561,950	12,414,490	3,792,000	3,848,780	2,575,000	1,600,000	0	0	0	0
Total 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
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	461,420	365,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
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
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

	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 Services												
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	2,007,000	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 Labing	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 Improvements		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	2,185,300	1,000,000	1,000,000	1,750,000	925,000	900,000	875,000	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

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	0	0
Dundonald expansion	788,000	4,218,860	1,117,000	0	0	0	0	0	0	0
Gorrige Park expansion	9,620	0	0	0	0	0	0	0	0	0
Hillcross School Expansion	3,216,520	1,623,830	0	0	0	0	0	0	0	0
Holy Trinity Expansion	61,000	0	0	0	0	0	0	0	0	0
Joseph Hood Permanent Expansn	83,350	0	0	0	0	0	0	0	0	0
Liberty expansion	2,620	0	0	0	0	0	0	0	0	0
Merton Abbey	3,621,050	889,710	0	0	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

	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										
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

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 Description	Waste and Street Cleansing Operations 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	3fte			
		Business Plan implications	None			
		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 Description	Waste and Street Cleansing Operations 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

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £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
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)	0	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,487)	(2,000)	(2,000)	(2,000)
Council Tax inc. WPC	(77,051)	(77,435)	(77,821)	(78,208)
Collection Fund – (Surplus)/Deficit	421	0	0	0
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
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)
Gap	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	
SUBJECTIVE ANALYSIS OF ESTIMATES				
	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Expenditure				
Employees	90,272	1,085	608	91,965
Premises	8,808	87	(367)	8,527
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	81,237
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				
Government Grants	(250,308)	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	(1,126)	146,427
Corporate Provisions	18,125	(0)	(15,671)	2,452
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
WPCCL Levy	(293)	0	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	(3,136)	0
Other Variations: Contingency/Other				
Major Items: Corporate Provisions		£000	fte	
Corporate borrowing and Investment		104	0.0	
Further provision for revaluation/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 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Corporate Services	11,285	251	(306)	11,229
Education Services	48,040	853	(4)	48,889
Children's Services				
Environment and Regeneration	22,853	363	(371)	22,845
Adult Social Care	61,333	832	(445)	61,720
Cultural Services				
Housing General Fund				
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
<i>Corporate Provisions/Appropriations</i>	18,125	0	(15,671)	2,453
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)
	(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 revaluation/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

CORPORATE ITEMS ANALYSIS

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Expenditure				
Cost of Borrowing including Minimum Revenue Provision	14,103	0	117	14,220
Further provision for revaluation/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
WPC	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)
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 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £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				
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	0	0
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

SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2015/16 Estimate £000
	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	
Customer Services	2,465	30	(52)	2,443
Infrastructure & Transactions	(0)	77	(172)	(95)
Business Improvement	69	14	51	134
Corporate Governance	1,610	18	(268)	1,361
Resources	1,942	73	178	2,194
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 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Expenditure				
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	0	0	0
Recharges	(9,752)	0	(238)	(9,990)
Reserves	0	0	0	0
GROSS INCOME	(11,815)	0	(581)	(12,396)
NET EXPENDITURE	(0)	77	(172)	(95)

Other Variations are analysed as follows:

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
Number of Permanent Staff	137.4	136.4
Number of Fixed term contracts	2.0	7.0
Total FTE	139.4	143.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £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

Other Variations are analysed as follows:

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 Re-engineering, Business Improvement and Programme Office.

FULL TIME EQUIVALENTS

Number of Permanent Staff
Number of Fixed term contracts
Total FTE

	2014/15	2015/16
Number of Permanent Staff	30.9	31.5
Number of Fixed term contracts	11.0	21.0
Total FTE	41.9	52.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Expenditure				
Employees	1,541	0	(60)	1,481
Premises	0	0		0
Transport	3	0		3
Supplies and Services	928	14	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	0	0	0	0
Recharges	(2,638)	0	0	(2,638)
Reserves	0	0	0	0
GROSS INCOME	(2,722)	0	0	(2,722)
NET EXPENDITURE	69	14	51	134

Other Variations are analysed as follows:

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)

	2014/15	2015/16
Number of Permanent Staff	134.5	123.8
Number of Fixed term contracts	0.0	7.0
Total FTE	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				
Government Grants	(170)	0	170	0
Other Reimbursements and Contributions	(4,412)	0	33	(4,379)
Customer and Client Receipts	(530)	0	0	(530)
Interest	0	0	0	0
Recharges	(2,085)	0	91	(1,994)
Reserves	0	0		0
GROSS INCOME	(7,197)	0	294	(6,903)
NET EXPENDITURE	1,610	18	(268)	1,361

Other Variations are analysed as follows:

Major Items	£000	fte
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 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £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				
Government Grants	0	0	0	0
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

Other Variations are analysed as follows:

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 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Expenditure				
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				
Government Grants	0	0	0	0
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)

Other Variations are analysed as follows:

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 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Expenditure				
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	0		0	0
Customer and Client Receipts	0		0	0
Interest	0		0	0
Recharges	(0)		0	(0)
Reserves	0		0	0
GROSS INCOME	(97,758)	0	4,112	(93,647)
NET EXPENDITURE	5,195	24	0	5,219

Other Variations are analysed as follows:

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

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
Number of Permanent Staff	445.5	461.8
Number of DSG Staff	75.4	73.7
Number of Fixed term contracts	0.0	0.0
Total FTE	520.9	535.6

SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £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	0	0	0	0	0	0
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

Other Variations are analysed as follows:

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: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT**SERVICE AREA ANALYSIS**

	2014/15		Other	2015/16	2015/16	2015/16
	Estimate	Inflation	Variations	Estimate	DSG	LA
	£000	£000	£000	£000	Estimate	Estimate
					£000	£000
Senior Management	1,296	11	38	1,345	0	1,345
Childrens Social Care	13,128	33	(685)	12,476	96	12,380
Commissioning, Strategy and Performance	13,260	94	168	13,522	4,266	9,256
Education	34,728	124	96	34,948	21,833	13,115
Schools	(21,200)	0	59	(21,141)	(26,195)	5,054
Other Childrens, Schools and Families	6,828	591	320	7,739	0	7,739
TOTAL NET EXPENDITURE	48,040	853	(4)	48,889	0	48,889

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Senior Management

This budget contains provision for the Senior Management of Children, Schools and Families 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 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £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	0
Other Reimbursements and Contributions	0	0	0	0	0	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	0	0	0	0	0	0
NET EXPENDITURE	1,296	11	38	1,345	0	1,345

Other Variations are analysed as follows:

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, SCHOOLS AND FAMILIES DEPARTMENT

Children's Social Care

This budget contains the funding for central social work; family and adolescent service; 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 £000	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	0	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	96	12,380

Other Variations are analysed as follows:

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)

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
Expenditure						
Employees	2,258	0	14	2,272	203	2,069
Premises	532	2	(11)	523	125	398
Transport	40	0	(3)	37	5	32
Supplies and Services	6,349	64	(145)	6,268	2,030	4,238
Third Party Payments	5,862	28	372	6,262	3,752	2,510
Transfer Payments	0	0	0	0	0	0
Support Services	595	0	0	595	32	563
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	15,636	94	227	15,957	6,147	9,810
Income						
Government Grants	(106)	0	32	(74)	0	(74)
Other Reimbursements and Contributions	(310)	0	27	(283)	(28)	(255)
Customer and Client Receipts	(1,960)	0	(118)	(2,078)	(1,853)	(225)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(2,376)	0	(59)	(2,435)	(1,881)	(554)
NET EXPENDITURE	13,260	94	168	13,522	4,266	9,256

Other Variations are analysed as follows:

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

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
Expenditure						
Employees	10,106	0	598	10,704	3,206	7,498
Premises	734	3	176	913	150	763
Transport	3,112	44	(5)	3,151	58	3,093
Supplies and Services	13,956	58	162	14,176	12,465	1,711
Third Party Payments	9,435	19	97	9,551	6,440	3,111
Transfer Payments	19	0	0	19	0	19
Support Services	2,156	0	0	2,156	106	2,050
Depreciation and Impairment Losses	191	0	(19)	172	0	172
GROSS EXPENDITURE	39,709	124	1,009	40,842	22,425	18,417
Income						
Government Grants	(250)	0	(66)	(316)	(146)	(170)
Other Reimbursements and Contributions	(2,337)	0	(949)	(3,286)	(79)	(3,207)
Customer and Client Receipts	(2,394)	0	102	(2,292)	(367)	(1,925)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(4,981)	0	(913)	(5,894)	(592)	(5,302)
NET EXPENDITURE	34,728	124	96	34,948	21,833	13,115

Other Variations are analysed as follows:

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)

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £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	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(143,157)	0	(3,858)	(147,015)	(147,015)	0
NET EXPENDITURE	(21,200)	0	59	(21,141)	(26,195)	5,054

Other Variations are analysed as follows:

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

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £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

Other Variations are analysed as follows:

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

CHANGE BETWEEN YEARS			
2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £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

TOTAL EXPENDITURE

ENVIRONMENT AND REGENERATION DEPARTMENT

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 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £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	0	0	0
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

Other variations are analysed as follows:

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

ENVIRONMENT AND REGENERATION DEPARTMENT

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 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £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	(11,292)
Recharges	(497)	0	(141)	(638)
Reserves	0	0		0
GROSS INCOME	(14,684)	0	1,461	(13,223)
NET EXPENDITURE	25,561	242	(8,754)	17,049

Other variations are analysed as follows:

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

ENVIRONMENT AND REGENERATION DEPARTMENT

Public Protection: Regulatory Services Partnership, Parking Control.

FULL TIME EQUIVALENTS (FTE)	2014/15	2015/16
Permanent Staff		
Fixed Term Contract		
TUPE Staff		
Total FTE	136	130

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £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)	(1,215)
Customer and Client Receipts	(14,387)	0	(1,140)	(15,527)
Recharges	0	0	0	0
Reserves	(106)	0	106	(0)
GROSS INCOME	(14,592)	0	(2,258)	(16,850)
NET EXPENDITURE	(5,741)	25	(2,095)	(7,811)

Other variations are analysed as follows:

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)

ENVIRONMENT AND REGENERATION DEPARTMENT

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
Permanent Staff		
Fixed Term Contract		
TUPE Staff		
Total FTE	117	180

SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £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

Other variations are analysed as follows:

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

ENVIRONMENT AND REGENERATION DEPARTMENT

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 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £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
GROSS INCOME	(277)	0	277	0
NET EXPENDITURE	1,248	0	(1,248)	0

Other variations are analysed as follows:

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

ENVIRONMENT AND REGENERATION DEPARTMENT

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 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £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

Other variations are analysed as follows:

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



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 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £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

	2014/15	2015/16
Number of FTE Staff	531.05	466.32
Number of FTE PCT TUPE staff	24.24	22.74
Number of Fixed Term contract	0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £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	0	0
Recharges	(3,109)	0	(156)	(3,265)
Reserves	(67)	0	67	0
GROSS INCOME	(25,859)	0	327	(25,532)
NET EXPENDITURE	61,333	832	(445)	61,720

Other Variations are analysed as follows:

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, Mitcham'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		Other	2015/16
	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	0	0
Customer and Client Receipts	(803)	0	0	(803)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(2,676)	0	(82)	(2,758)
NET EXPENDITURE	39	8	(29)	18

Other Variations are analysed as follows:

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 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £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)
NET EXPENDITURE	3,193	16	(149)	3,060

Other Variations are analysed as follows:

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 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £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	0	(5)
Customer and Client Receipts	(97)	0	(50)	(147)
Interest	0	0	0	0
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

Other Variations are analysed as follows:

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

	2014/15	2015/16
Number of FTE Staff	420.19	360.79
Number of FTE PCT TUPE staff	24.24	22.74
Number of Fixed Term Contract	0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £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				
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)	56,090

Other Variations are analysed as follows:

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 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £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

Other Variations are analysed as follows:

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 responsibilities .

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 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £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	0
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

Other Variations are analysed as follows:

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

BUSINESS PLAN - GLOSSARY OF TERMS
<p>ANNUAL MINIMUM REVENUE PROVISION</p> <p>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.</p>
<p>ASSET MANAGEMENT PLAN / REVIEW</p> <p>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.</p>
<p>BALANCES</p> <p>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.</p>
<p>BORROWING STRATEGY</p> <p>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.</p>
<p>BUDGET</p> <p>Statement of the spending plans for the year.</p>
<p>CAPITAL EXPENDITURE</p> <p>Expenditure on the acquisition of a fixed asset or expenditure, which adds to, and not merely maintains, the value of an existing fixed asset.</p>
<p>CAPITAL FINANCING REQUIREMENT (CFR)</p> <p>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.</p>
<p>CAPITAL PROGRAMME</p> <p>Is documentation which summarises the outcome of priority allocations contained in the capital strategy and details individual schemes for approval by Council / Cabinet.</p>
<p>CAPITAL PROGRAMME BOARD</p> <p>The Capital Programme Board ensures:</p> <ul style="list-style-type: none"> • 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.
<p>CAPITAL PROJECTS / SCHEMES</p> <p>Capital Projects / Schemes is the level at which Member approval is obtained.</p>
<p>CAPITAL RECEIPTS</p> <p>Proceeds from the sale of fixed assets and repayments of capital grants and loans. These are divided into reserved and usable parts.</p>

BUSINESS PLAN - GLOSSARY OF TERMS Continued...**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.

BUSINESS PLAN - GLOSSARY OF TERMS Continued...	
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.

BUSINESS PLAN - GLOSSARY OF TERMS Continued...	
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.

BUSINESS PLAN - GLOSSARY OF TERMS Continued...
<p>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.</p>
<p>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</p>
<p>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.</p>
<p>INVESTMENT STRATEGY The investment of the Authority's cash balances to optimise its strategic and operational needs.</p>
<p>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.</p>
<p>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.</p>
<p>LEVY An amount levied by a local authority or other statutory body which is paid by the Council.</p>
<p>LIABILITIES An entity's obligations to transfer economic benefits as a result of past transactions or events.</p>
<p>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</p>
<p>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:</p> <ul style="list-style-type: none"> • 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.

BUSINESS PLAN - GLOSSARY OF TERMS Continued...
<p>MINIMUM REVENUE PROVISION</p> <p>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.</p>
<p>NON-DOMESTIC RATE (NDR)</p> <p>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.</p>
<p>NON-SPECIFIED INVESTMENTS</p> <p>A body which has been provided with a government issued guarantee for wholesale deposits within specific timeframes.</p>
<p>OPERATIONAL BOUNDARY</p> <p>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.</p>
<p>PENSION FUND</p> <p>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).</p> <p>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.</p>
<p>PERFORMANCE MANAGEMENT FRAMEWORK</p> <p>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 :</p> <ul style="list-style-type: none"> • what the organisation is trying to achieve (golden thread), • the planning, monitoring and review cycle • their responsibilities.
<p>PRECEPTS</p> <p>An amount collected by the Council as part of the Council Tax on behalf of another statutory body.</p>
<p>PRIVATE FINANCE INITIATIVE (PFI)</p> <p>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.</p>
<p>PROCUREMENT BOARD</p> <p>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.</p>

BUSINESS PLAN - GLOSSARY OF TERMS Continued...
<p>PROFILE</p> <p>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.</p>
<p>PROVISIONS</p> <p>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.</p>
<p>PRUDENTIAL CODE OF BORROWING</p> <p>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.</p>
<p>RESCHEDULING OF DEBT</p> <p>The switching of debt between the short term and the longer term and vice versa to obtain favourable borrowing rates.</p>
<p>RESERVES</p> <p>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.</p>
<p>REVENUE EXPENDITURE</p> <p>Expenditure incurred on day to day running costs and confined to accounts within one financial year.</p>
<p>REVENUE MONITORING</p> <p>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</p>
<p>RISK MANAGEMENT</p> <p>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.</p>
<p>SECTION 151 OFFICER</p> <p>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.</p>
<p>SECURITISATION</p> <p>'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.</p>

BUSINESS PLAN - GLOSSARY OF TERMS Continued...**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.

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM
BUSINESS RATE RETENTION SCHEME**

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.

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM
BUSINESS RATE RETENTION SCHEME Continued ...**

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 updated 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.

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM
BUSINESS RATE RETENTION SCHEME Continued ...**

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 (NDR1)

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.

BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...	
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 <i>baseline funding level</i> . The baseline funding levels are updated 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 <i>safety net payments</i> - 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 <i>individual authority business rates baseline</i> against its <i>baseline funding level</i> . <i>Tariffs</i> and <i>top-ups</i> 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 <i>individual authority business rates baseline</i> than its <i>baseline funding level</i> , and which therefore pays a <i>tariff</i> .
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 <i>individual authority business rates baseline</i> than its <i>baseline funding level</i> , and which therefore receives a <i>top-up</i> .

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM
BUSINESS RATE RETENTION SCHEME Continued ...****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.

3 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
- 5** 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
- 6** 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,

9 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 property-based 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

Departments

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) Service description – 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) Corporate strategies – 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) Performance indicators – 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.
 - 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
 - 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

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:
 - Improved customer satisfaction
 - Improved reputation
 - Improved resident wellbeing
 - Income generation
 - Income loss
 - More efficient way of working
 - To meet budget savings
 - To meet legislative requirements
- **Risk** - managers are asked to consider the risks that could prevent them from 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

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

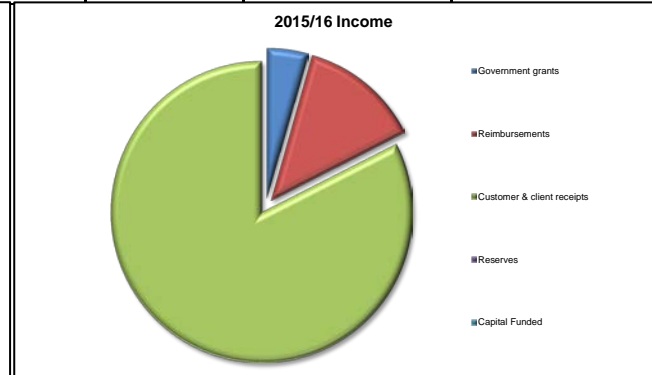
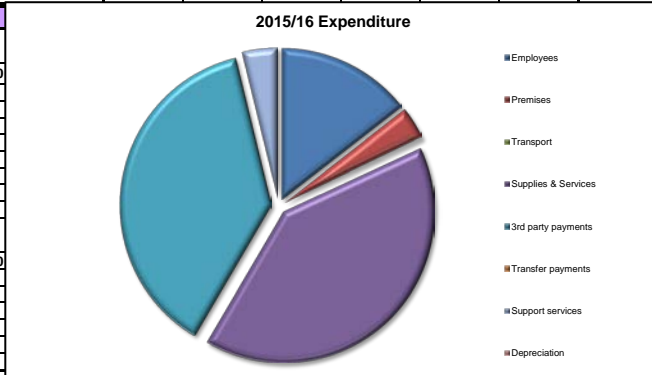
Children's Social Care

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME						
		Likelihood	Impact	Score	Risk			
Project 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. 2015-16 - Claim Transforming Families performance by results funding.			2	3	6
End date	2015-16							
Project 2		Project Title:	Social Care Information System procurement & implementation	To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes				
Start date	2013-14	Project Details:	Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects; led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.			3	3	9
End date	2015-16							
Project 3		Project Title:	Preparation for new inspection regime	To meet legislative requirements				
Start date	2013-14	Project Details:	To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management & associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division.			4	3	12
End date	2014-15							
Project 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							
Project 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							
Project 6		Project Title:	Post-reorganisation review of staffing structure & processes	To improve safeguarding, contain services within limited budgets, & for staff retention				
Start date	2013-14	Project Details:	To review allocation of staffing between teams, caseloads & throughput, recruitment & retention implications. Associated process refinement across assessment, application of thresholds, EIP, specialist & enhanced services. Joint work with legal on 26 week limit.			3	2	6
End date	2014-15							
Project 7		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
Project 8		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
Project 10		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								

Commissioning, Strategy and Performance		Planning Assumptions						The Corporate strategies your service contributes to			
Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
Enter a brief description of your main activities and objectives below		Increased demand for primary school		2fe	2fe	1fe	2fe	0fe	0fe		
The Commissioning, Strategy & Performance Division provides strategic services for the Children, Schools & Families Department (CSF): <ul style="list-style-type: none"> policy, planning & performance management; commissioning, procurement & contract management; access to resources for looked after children/pupils with SEN; pupil place planning; school admissions; school expansion & overall CSF capital programme management; some departmental business support. Main activities include: i) leading on strategic & operational planning for CSF; ii) leading on local Children's Trust & partnership development; iii) production of management information for internal performance management & external reporting inc statutory returns; iv) production of policy documents & procedural guidance for professional staff; v) commissioning operational services & leading on joint commissioning with partners; vi) managing schools' Private Finance Initiative contract & other service contracts; vii) procuring placements for looked after children/pupils with SEN; viii) planning sufficient school places; ix) co-ordination of pupil admissions to Merton schools; x) project managing school expansions & other capital schemes.		Increased demand for secondary school				0-1fe	4fe (cumulative)	6fe (cumulative)	15fe (cumulative)		
		Increased demand for special school places									
		Overall non financial		Impact of birth rate - increase of 40% in births between 2002 & 2011							
Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Staff (FTE)		49	56	56	56	56					
Contractors		Commissioning of a range of services to support CSF functions									
Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(T)	2016/17 (PT)	2017/18(PT)	2018/19(PT)				
% 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
% major capital projects green/amber to time		90	90	90	90			High	Quarterly	Business critical	Increased costs
% spend on approved capital programme				80	80			High	Quarterly	Business critical	Increased costs
% fostered LAC in external agency foster care placements		38	36	35	34			High	Quarterly	Business critical	Increased costs
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

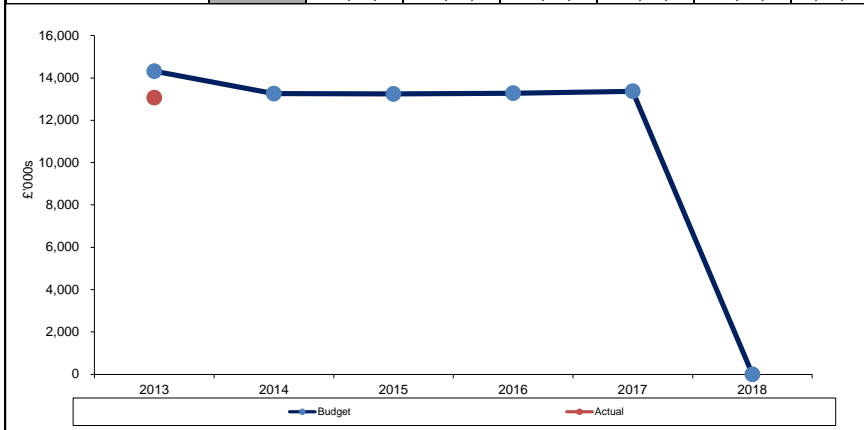
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	17,078	16,183	15,636	15,620	15,661	15,751	0
Employees	2,268	2,126	2,258	2,259	2,259	2,260	
Premises	951	896	532	526	527	528	
Transport	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	0	
Capital Funded	0	0	0	0	0	0	
Council Funded Net Budget	14,316	13,072	13,259	13,241	13,280	13,368	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
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
Total	0	12,010,383	25,265,200	18,263,560	23,789,140	20,874,360	20,103,800

2015/16

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



2016/17

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

2018/19

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

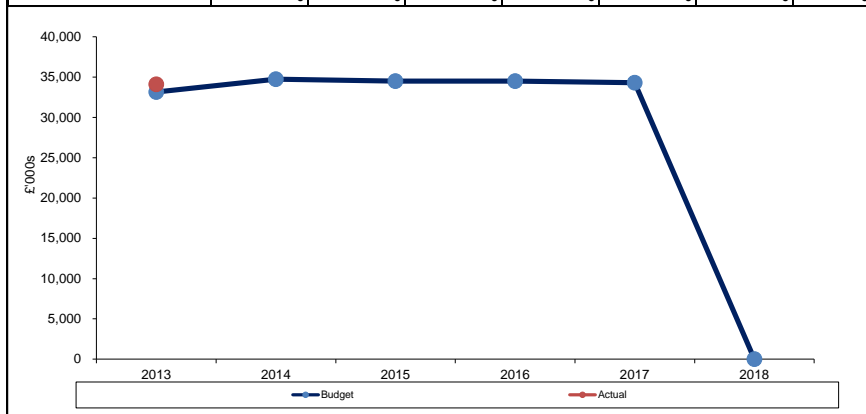
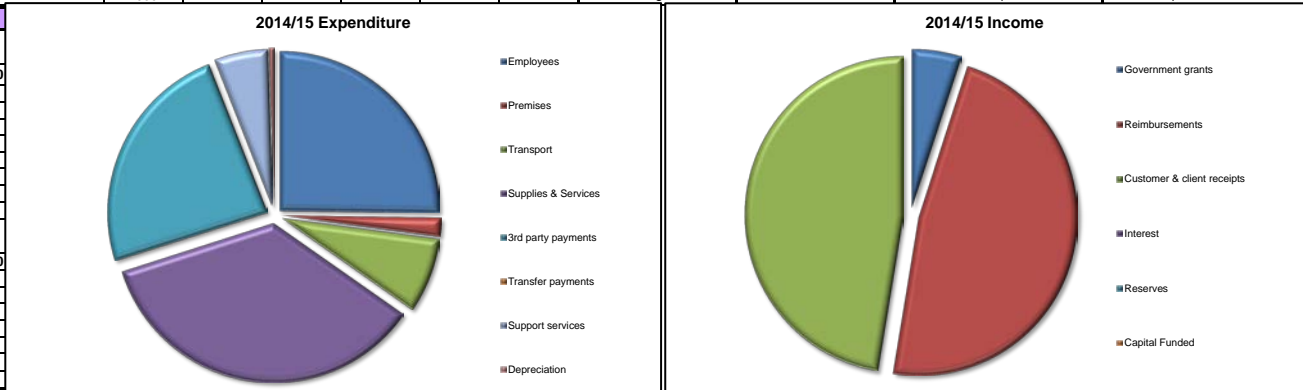
Commissioning, Strategy and Performance

APPENDIX 10
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score			
Project 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 older LAC and care leavers accommodation.	More efficient way of working	3	2	6
End date	2015-16						
Project 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 processes; planning & delivery of construction contracts.	To meet legislative requirements	4	3	12
End date	2019-20						
Project 3		Project Title:	Schools' PFI				
Start date	2014-15	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	2015-16						
Project 4		Project Title:	Release of Assets				
Start date	2013-14	Project Details:	To address a range of issues related to CSF property & accommodation, including implementation of flexible working for CSP services in the Civic Centre; review of asset release possibilities inc school caretakers' houses.	More efficient way of working	3	3	9
End date	2015-16						
Project 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 with schools with lower FSM registrations than would be expected from analysis of deprivation factors.	Improved resident well being	3	1	3
End date	2015-16						
Project 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 external statutory returns.	More efficient way of working	2	2	4
End date	2015-16						
Project 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 Plan	More efficient way of working	2	2	4
End date	2015-16						
Project 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 exploration inc domiciliary care; overnight respite care	To meet legislative requirements	3	2	6
End date	2016-17						

Education	Planning Assumptions						2018/19	2019/20		
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18				
Cilrs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education Enter a brief description of your main activities and objectives below Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by: · monitoring, analysing & evaluating pupil & school performance · developing skills in planning, teaching, assessment, leadership & management · working with schools to reduce inequality & improve achievement for vulnerable groups · strengthening partnership working and school to school support · Special Education Needs & Disabilities Integrated Service (SENDIS) will improve outcomes for CYP with SEND by: · building early help capacity in schools & settings, families & the community · 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 receive a joined up service Early Years Services will improve outcomes for all children aged 0-5 by: · managing 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 · delivering Children's Centre services through a locality model with a focus on early help & targeted 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 · developing the work force to work more holistically with vulnerable families and young children introducing a more robust performance management framework Youth Inclusion will improve outcomes for Young People by: · 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 · leading on the council's partnership with the police & CAMHS for education	Forecast increase in population 5-19				2400		Children & Young person's Plan			
	Increase in compulsory education to 18						Community Plan			
	Forecast increase in targeted SEND services					200 - 400		Corp Equality Scheme		
	Forecast increase in population 0 - 4					780		Performance Management Framework		
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
	Staff (FTE)	236	251	247	247	237	Social Inclusion Strategy			
	School to school support						LAC strategy			
	Voluntary Services						Youth crime			
	Voluntary Services						Family poverty			
							Health & wellbeing			
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	% 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
	% secondary school attendance (LA only)	new	94.5	95			High	Quarterly	Outcome	Increased costs
	% primary school attendance (LA only)	new	95	96			High	Quarterly	Outcome	Breach statutory duty
	% 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
	Youth service participation rate	2000	2000	2000			High	Annual	Output	Reputational risk

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



2015/16
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
2016/17
Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £17,000
2017/18
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) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Education

APPENDIX 10
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
Project 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 and improving teaching. New outstanding teacher courses for primary and secondary teachers.	Improved resident well being	2
End date	2016-17				
Project 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 Teaching Schools	Improved resident well being	2
End date	2016-17				
Project 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 / 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.	Improved resident well being	3
End date	2015-16				
Project 4		Project Title:	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 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.	To meet legislative requirements	4
End date	2015-16				
Project 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 statutory duty for age 19-25. Develop plan and manage process within available funding streams.	To meet legislative requirements	3
End date	2015-16				
Project 6		Project Title:	Youth transformation phases 2 & 3		
Start date	2013-14	Project Details:	Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision	Improved resident well being	4
End date	2015-16				
Project 7		Project Title:	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 family support in collaboration with schools and EWS	To meet legislative requirements	3
End date	2015 -2016				

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Community and Housing Department

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

Adult Social Care

APPENDIX 10

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Risk		
							Likelihood	Impact	Score
Project 1		Project Title:	Below inflation uplift to third party suppliers	To meet budget savings and service design requirements			4	2	8
Start date	2015-16	Project Details:	Continue the below inflation uplift. This will be a total of 8 years at 0% or below inflation uplift (2015-16 & 2016-17 Ref: CH1).						
End date	2016-17								
Project 2		Project Title:	Brokerage efficiencies	To meet budget savings and service redesign requirements			4	2	8
Start date	2015-16	Project Details:	Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need (2015-16 to 2017-18 Ref: CH3).						
End date	2017-18								
Project 3		Project Title:	Procurement efficiencies	To meet budget savings and service redesign requirements			4	2	8
Start date	2015-16	Project Details:	Delivering efficiencies through contract negotiations ((2015-16 - 2017-18 Ref: CH10).						
End date	2017-18								
Project 4		Project Title:	Remodelling and re-procuring the domiciliary care service	To meet budget savings and service redesign requirements			3	2	6
Start date	2015-16	Project Details:	Remodelling and re-procuring the domiciliary care service, following the end of the 3 year contract starting in 2012 (2015-16 to 2017-18 Ref: CH2)						
End date	2017-18								
Project 5		Project Title:	Supporting People	To meet budget savings and service redesign requirements			4	2	8
Start date	2015-16	Project Details:	Review and restructuring of Supporting People contracts. (2015-16 Ref: CH11)						
End date	2015-16								
Project 6		Project Title:	Staffing Reductions (Commissioning)	To meet budget savings and service redesign requirements			4	3	12
Start date	2015-16	Project Details:	Staffing reductions within the Commissioning Team (2015-16 Ref:?)						
End date	2015-16								
Project 7		Project Title:	Promoting Independence	To meet budget savings and service redesign requirements			4	2	8
Start date	2015-16	Project Details:	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enables to regain and maintain independence (2015-16 to 2016-17 Ref: CH2).						
End date	2016-17								
Project 8		Project Title:	Staffing Reductions (Direct Provision)	To meet budget savings and service redesign requirements			4	2	8
Start date	2015-16	Project Details:	Staffing reductions within the Direct Provision Team (2015-16 Ref: CH7).						
End date	2015-16								
Project 9		Project Title:	Voluntary Sector Organisations	To meet budget savings and service redesign requirements			4	3	12
Start date	2016-17	Project Details:	Realise benefits of new prevention programme in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme through reduced grants to the voluntary sector (2016-17 Ref: CH5).						
End date	2016-17								
Project 10		Project Title:	Staffing Reductions (Access and Assessment)	To meet budget savings and service redesign requirements			4	3	12
Start date	2016-17	Project Details:	Reduction in management and staffing costs within Access and Assessment (2016-17 Ref:CH4).						
End date	2016-17								

Adult Social Care

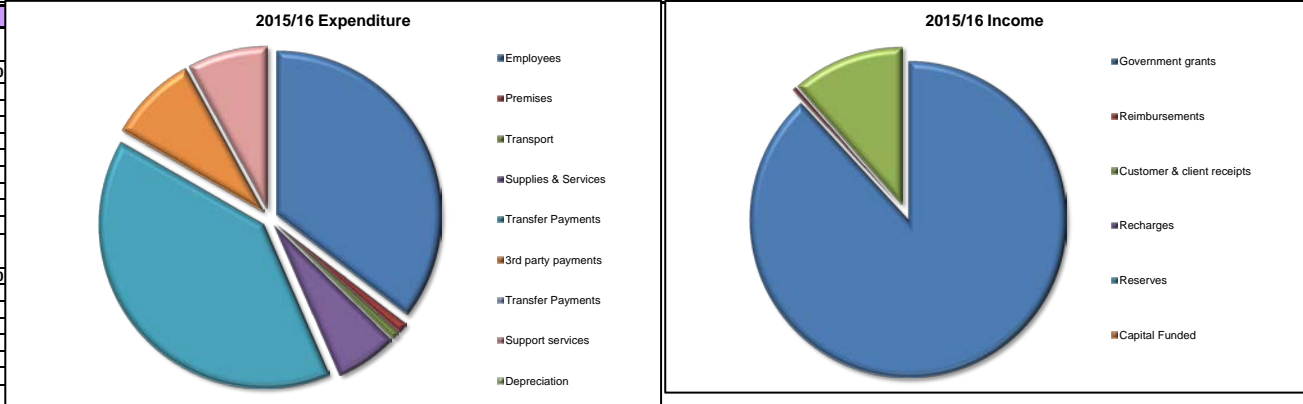
APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME				
		Likelihood	Impact	Score	Risk	
Start date	2016-17	Project Title: Additional Staff Savings - Access & Assessment Project Details: Additional staff savings - 12 FTE to be deleted from Access and Assessment (2016-17 Ref: CH20).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17					
Start date	2016-17	Project Title: Additional Staff Savings - Direct Provision 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	2016-17					
Start date	2016-17	Project Title: Additional Staff Savings - Commissioning 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					
Start date	2016-17	Project Title: Directorate 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					
Start date	2016-17	Project Title: Learning Disabilities - High Cost/ Medium Cost/Direct Payment Packages Project Details: Review of high cost (>£1.5k) and medium cost (£400 - £1.5k) packages using the progression model (2016-17 Ref: CH24/CH25/CH26).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17					
Start date	2016-17	Project Title: Mental Health - Care Packages Project Details: 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					
Start date	2016-17	Project Title: Older People - Home Care/Direct Payments 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					
Start date	2016-17	Project Title: Older People - Managing Crisis Project Details: Managing crisis (including hospital discharge) admissions to residential care (2016-17 Ref: CH29).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17					
Start date	2016-17	Project Title: Physical Disabilities - Direct Payments/Home Care/High Cost Packages Project Details: Review of all Direct Payments, home care within support packages and high cost packages using the progression model (2016-17 Ref: CH31/ CH32/ CH33).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17					
Start date	2016-17	Project Title: Substance Misuse Placements 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					

Housing Needs and Enabling Services	Planning Assumptions							The Corporate strategies your service contributes to			
Clr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Housing Strategy			
Enter a brief description of your main activities and objectives below	Housing advice, options, private tenants & landlords advice	10400	11000	11000	12000	12000	12000				
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.	Housing register applicants	7625	6500	7400	8350	7300	8250				
	Housing options casework	1000	1000	1000	1150	1150	1150				
	Demand for temporary accommodation	265	320	350	360	360	360				
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.	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
	Housing Needs Staff (FTE)	26.5	26.5	24.5	22	19	17.5				
	Environmental Health (Housing)	0	7.03	6.03	5.03	5.03	5.03				
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 associations - Carry out a statutory duty to enforce Environmental Health (Housing) legislation - Provide grant assistance for improvements and adaptations	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	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	Increased costs
	Highest no. of adults in B&B	7	10	10	10	10	10	Low	Monthly	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
	No. of enforcement/improvement notices	57	60	55	55	55	55	High	Quarterly	Outcome	Reduced enforcement
	Number of Disabled Facilities Grants approved	52	75	75	60	60	60	High	Quarterly	Outcome	Customer hardship

APPENDIX 10

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	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
Total	0	2,153,040	2,676,150	1,456,890	784,000	340,000	340,000

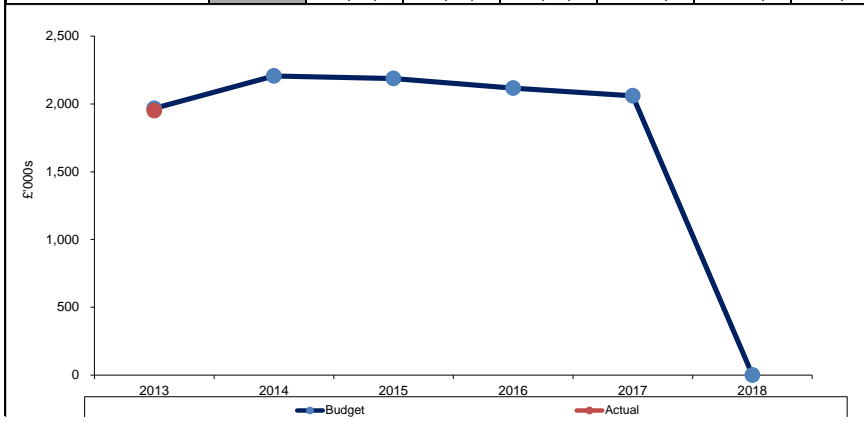
Summary of major budget etc. changes

2015/16
 Savings £35k Reduction of Homelessness Prevention grant
 Environmental Health Housing savings of £69k to include deletion of 1x FTE post

2016/17
 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)

2018/19



PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score	Risk		
Project 1		Project Title:	Deliver on-line self-assessment tools				
Start date	2014-15	Project Details:	Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre-assessment.	More efficient way of working	3	1	3
End date	2015-16						
Project 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
End date	2018-19						
Project 3		Project Title:	CHMP 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						
Project 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						
Project 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						
Project 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	2016-17						
Project 7		Project Title:					
Start date		Project Details:					0
End date							
Project 8		Project Title:					
Start date		Project Details:					0
End date							
Project 9		Project Title:					
Start date		Project Details:					0
End date							
Project 10		Project Title:					
Start date		Project Details:					0
End date							

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

Libraries

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score	Risk		
Project 1		Project Title:	E-communications				
Start date	2013-14	Project Details	Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Issue a quarterly customer e-newsletter; 3. Develop a library application for mobile phones; 4. Continue to develop library website.	More efficient way of working	2	1	2
End date	2015-16						
Project 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						
Project 3		Project Title:	Stock efficiency program				
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.	More efficient way of working	2	1	2
End date	2015-16						
Project 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						
Project 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 with under represented groups to shape services accordingly.	Improved customer satisfaction	2	1	2
End date	2017-18						
Project 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						
Project 7		Project Title:	Assisted digital support				
Start date	2013-14	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve residents skills.	Improved resident well being	2	1	2
End date	2016-17						
Project 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						
Project 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						
Project 10		Project Title:	London Libraries Consortium				
Start date	2013-14	Project Details	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.	More efficient way of working	2	2	4
Projects	2017-18						

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

Merton Adult Education

APPENDIX 10
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
Project 1		Project Title:	Introduction of New 24+ Loans		
Start date	2013-14	Project Details:	Devise and implement an awareness raising campaign to promote the take up of the new 25+ Advanced Loans	To meet legislative requirements	3
End date	2014-15				
Project 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
End date	2014-15				
Project 3		Project Title:	Widening Participation in Learning		
Start date	2013-14	Project Details:	Update and implement the college widening participation strategy focused on increasing participation amongst disadvantaged localities within the borough.	Improved resident well being	2
End date	2015-16				
Project 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
End date	2015-16				
Project 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
End date	2014-15				
Project 6		Project Title:	Increase the use of the E Learning Portal Moodle		
Start date	2014-15	Project Details:	Provide training and awareness raising for tutors in how to access and use the Moodle on line system for managing resources and communicating with students	More efficient way of working	2
End date	2015-16				
Project 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
End date	2015-16				
Project 8		Project Title:	Option Appraisal on the Future of the Service and Consultation		
Start date	2014-15	Project Details:	Production of Merton Adult Education option appraisal and public consultation on the options	Income loss	3
End date	2015-2016				
Project 9		Project Title:			
Start date		Project Details:			
End date					
Project 10		Project Title:			
Start date		Project Details:			
End date					

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

Public Health

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	Risk
Project 1		Project Title:	Integrated sexual health service		
Start date	2014-15	Project Details:	Commissioning an integrated tier 2 sexual health service which either combines existing provision in 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
End date	2017-18				
Project 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
End date	2015-16				
Project 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 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.	Improved resident well being	3
End date	2015-16				
Project 4		Project Title:	LiveWell		
Start date	2014-15	Project Details:	LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions, linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.	Improved resident wellbeing	2
End date	2014-15				
Project 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 contract to manage the boroughs leisure centres, complements the public health led activity and has an important role to play in reducing the stark health inequalities between east and west Merton.	Improved resident wellbeing	2
End date	2014-15				
Project 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
End date					
Project 7		Project Title:	National Child Measurement Programme		
Start date		Project Details:	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management classes for families.	Improved Health and Wellbeing	0
End date					
Project 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 Health Checks every five years to detect early signs of heart disease and risk factors.	Improved Health and Wellbeing	2
End date					
Project 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 alcohol needs is being commissioned to inform development of a prevention strategy/action plan.	Select one major outcome	0
End date					
Project 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, providing data analysis, needs assessment and evidence of best practice.	Select one major outcome	0
End date					

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Corporate Services Department

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

Business Improvement

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME						
		Likelihood	Impact	Score	Risk			
Project 1		Project Title:	Customer Contact programme	More efficient way of working				
Start date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4	
End date	31/03/2016							
Project 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	
End date	31/03/2016							
Project 3		Project Title:	Social Care Information System	To meet legislative requirements				
Start date	01/06/2014	Project Details:	Procure and implement a Social Care Information system to support adults social and children and families integrated care.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	3	3	
End date	31/12/2015							
Project 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							
Project 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							
Project 6		Project Title:						
Start date		Project Details:			0	0	0	
End date								
Project 7		Project Title:						
Start date		Project Details:			0	0	0	
End date								
Project 8		Project Title:		Select one major outcome				
Start date		Project Details:					0	
End date								
Project 9		Project Title:		Select one major outcome				
Start date		Project Details:					0	
End date								
Project 10		Project Title:		Select one major outcome				
Start date		Project Details:					0	
End date								

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

Corporate Governance

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME				
		Likelihood	Impact	Score	Risk	
Project 1	Project Title: Support new intake of councillors	Improved customer satisfaction				
Start date	01/04/2013	1	1	1	1	
End date	31/03/2015					
Project Details: To prepare information and support for new intake of councillors following May 2014 council elections. To ensure smooth introduction of any consequent changes to decision making structure or process.						
Project 2	Project Title: 2013/17 Implement individual electoral registration	To meet legislative requirements				
Start date	01/04/2013	3	3	9	9	
End date	31/12/2016					
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.						
Project 3	Project Title: 2013/17 Administer statutory elections, referendums and ballots.	To meet legislative requirements				
Start date	01/04/2013	3	3	9	9	
End date	31/03/2017					
Project Details: Administer London borough council and European Parliament elections in 2014, Parliamentary general election in 2015, GLA elections in 2016, and Willow BID ballot in 2014, together with any other referendums and ballots that may be required						
Project 4	Project Title: Prepare for and implement changes to single fraud initiative	To meet legislative requirements				
Start date	01/02/2014	2	2	4	4	
End date	31/03/2015					
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						
Project 5	Project Title: Committee report workflow	More efficient way of working				
Start date	01/06/2014	2	1	2	2	
End date	01/10/2014					
Project Details: To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as well as sign off by Directors and Cabinet Members.						
Project 6	Project Title: Scrutiny Improvement Programme	Improved reputation				
Start date	01/04/2014	2	1	2	2	
End date	31/03/2015					
Project Details: To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities.						
Project 7	Project Title: LLC service delivery	To meet legislative requirements				
Start date	01/04/2014	3	1	3	3	
End date	31/03/2015					
Project Details: Review of LLC service delivery; dependent on national directive						
Project 8	Project Title:	Select one major outcome				
Start date					0	
End date						
Project Details:						
Project 9	Project Title:	Select one major outcome				
Start date					0	
End date						
Project Details:						
Project 10	Project Title:	Select one major outcome				
Start date					0	
End date						
Project Details:						

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

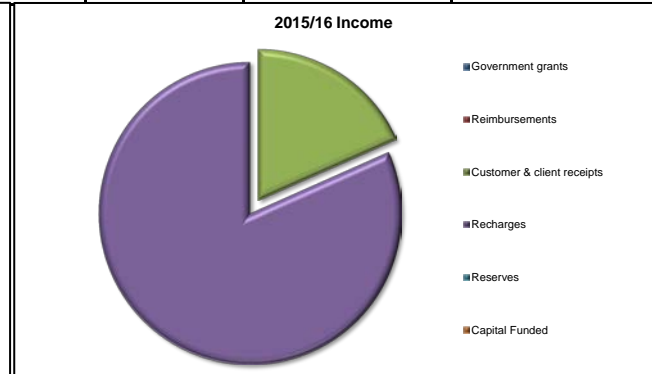
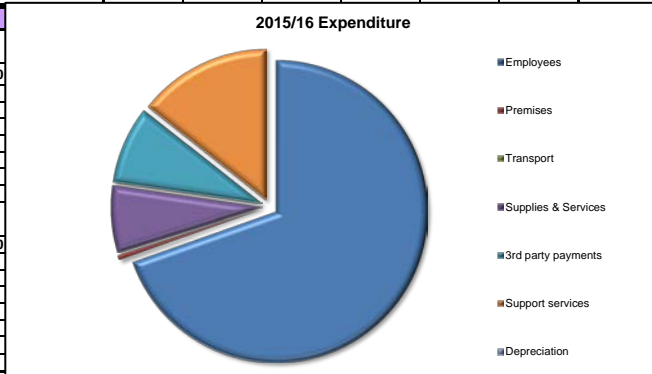
Customer Services

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
		Likelihood	Impact	Score		
Project 1		Project Title:	Customer Service review	More efficient way of working		
Start date	01/04/2013	Project Details:	As part of the implementation of the customer contact electronic solution processes and resourcing will be reviewed	3	2	6
End date	31/03/2015					
Project 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					
Project 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					
Project 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					
Project 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					
Project 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 multi agency and include Job Centre Plus, voluntary sector and neighbouring authorities	2	2	4
End date	31/03/2016					
Project 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					
Project 8		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						
Project 9		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						
Project 10		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						

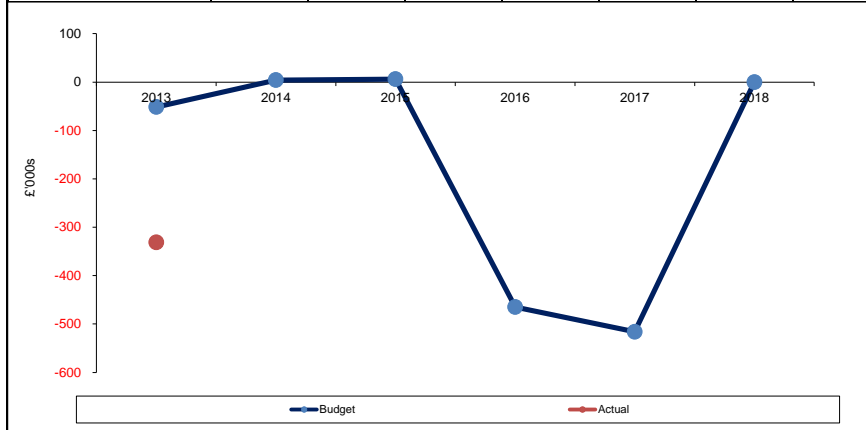
Human Resources	Planning Assumptions									
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
Enter a brief description of your main activities and objectives below	Employees in Merton for HR, payroll, advice, L&D, EAP etc	4,600	4,400	4,400	4,400	4,200	4,000	Workforce Development Plan		
1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR business partner support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members	New recruits to be appointed	180	160	160	160	150	140	Economic Development Strategy		
	HR FTE	46.4	45.4	45.4	41.4	40.4	35	Workforce Development Plan		
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
	Select anticipated resources									
	Select anticipated resources									
	Select anticipated resources									
	Select anticipated resources									
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
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

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	3,425	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
	0	0	0	0	0	0	0

Summary of major budget etc changes	
Year	Details
2015/16	Existing: CS49 Introduction of new application tracking system £5k New/b/f: £270K HR business partner review
2016/17	Existing :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	CS75 Review of COT staffing in light of 4 borough shared service opportunities £58k
2018/19	New: HR transactions information systems £50k



Year	Details
2015/16	Existing: CS49 Introduction of new application tracking system £5k New/b/f: £270K HR business partner review
2016/17	Existing :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	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) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Human Resources

APPENDIX 10

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

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

Infrastructure and Transactions

APPENDIX 10

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		
				Likelihood	Impact	Score
Project 1		Project Title:	Implementation of IT Strategy & Plan	More efficient way of working		
Start date	01/11/2014	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.	3	2	6
End date	31/03/2017					
Project 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 Management System (EDRMS).	1	2	2
End date	31/03/2018					
Project 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 service in the event of a major incident or IT equipment failure.	2	3	6
End date	31/03/2015					
Project 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 manner possible.	2	2	4
End date	31/12/2015					
Project 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 statutory requirements.	1	2	2
End date	30/06/2016					
Project 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					
Project 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 the authority.	2	2	4
End date	01/04/2015					
Project 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 development and use of E-Billing and electronic invoicing.	1	2	2
End date	31/03/2017					
Project 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 longer term strategic management of property and assets across the authority.	2	2	4
End date	31/03/2015					
Project 10		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						

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

Resources

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Evaluation of future funding levels	To meet legislative requirements		
Start date	01/04/2013	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.	2	2	4
End date	31/03/2018					
Project 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
End date	01/12/2015					
Project 3		Project Title:	Develop and implement whole life costing for capital projects	More efficient way of working		
Start date	01/09/2014	Project Details:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the temple to selected schemes	3	2	6
End date	31/03/2016					
Project 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					
Project 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 borrowing or any other suitable methods of funding capital expenditure.	2	2	4
End date	31/03/2016					
Project 6		Project Title:	Fully implement the new performance/risk management IT system	More efficient way of working		
Start date	01/04/2014	Project Details:	Implementation of a cloud based system for the management and governance of performance and risk information known as Covalent. The earlier phases of the project are now complete, this financial year the three final phases will be completed: 1) The transfer of risk registers will be completed by the end of May 2014 2) The roll out of the system for use in monitoring local performance indicators 3) the provision of screen icons to senior management for performance and risk information.	2	2	4
End date	31/03/2015					
Project 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					
Project 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 develop and implement the new financial system.	3	2	6
End date	31/03/2015					
Project 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					
Project 10		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						

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

Legal Services

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Shared service	Improved customer satisfaction		
Start date	01/04/2014	Project Details:	To embed the newly expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings	2	2	4
End date	31/03/2016					
Project 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					
Project 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					
Project 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					
Project 5		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						
Project 6		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						
Project 7		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						
Project 8		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						
Project 9		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						
Project 10		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						

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Environment and Regeneration Department

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

Commercial Services (Waste Operations)

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Market Testing of Pest Control Service	To meet budget savings					
Start date	2014-15	Project Details:	Market testing has been completed. We are entering into a full procurement exercise for the Pest Control service.				2	2	4
End date	2014-15								
Project 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								
Project 3		Project Title:	South London waste partnership (phase C)	More efficient way of working					
Start date	2015-16	Project Details:	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 well as commercial waste collection.				0	0	0
End date	2017-18								
Project 4		Project Title:							
Start date		Project Details:					0	0	0
End date									
Project 5		Project Title:							
Start date		Project Details:							0
End date									
Project 6		Project Title:		Select one major outcome					
Start date		Project Details:							0
End date									
Project 7		Project Title:		Select one major outcome					
Start date		Project Details:							0
End date									
Project 8		Project Title:		Select one major outcome					
Start date		Project Details:							0
End date									
Project 9		Project Title:		Select one major outcome					
Start date		Project Details:							0
End date									
Project 10		Project Title:		Select one major outcome					
Start date		Project Details:							0
End date									

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Risk		
		Likelihood	Impact	Score			
Project 1		Project Title:	Commercialisation of Building Control		Income generation		
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	3	2	6	
End date	2014-15						
Project 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						
Project 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						
Project 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						
Project 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							
Project 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						
Project 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 perspectiv e and to investigate any further incom oportunities.	6	1	6	
End date	2014/15						
Project 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 embedding new working practices.	5	1	5	
End date	2014/15						
Project 9		Project Title:			Select one major outcome		
Start date		Project Details:				0	
End date							
Project 10		Project Title:			Select one major outcome		
Start date		Project Details:				0	
End date							

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

Regulatory Services Partnership

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Development of shared 'regulatory' service		To meet budget savings	2	3	6
Start date	2012-13	Project Details:	Provision of Environmental Health, Trading Standards and Licensing services with the London Boroughs of Creighton and Richmond with Merton acting as the lead/host borough.					
End date	2014-15							
Project 2		Project Title:	Implementation of 'Flexible Working' across section		More efficient way of working	2	1	2
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.					
End date	2015-16							
Project 3		Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'		Improved resident well being	2	2	4
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					
End date	2016-17							
Project 4		Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'		Improved resident well being	2	2	4
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					
End date	2016-17							
Project 5		Project Title:	Investigation of contaminated land at Marlowe Square		Improved resident well being	5	2	10
Start date	2013-14	Project Details:	Assess outcomes of wide scale soil sampling activities and develop action plan for treatment/remediation as necessary to reduce the risk of harm to local residents					
End date	2015-16							
Project 6		Project Title:	Introduce hard charging to determine core service costs		More efficient and cost effective way of working	2	1	2
Start date	2014-15	Project Details:	Introduce hard charging to determine core service costs and menu of optional additional services.					
End date	2015-16							
Project 7		Project Title:	Establish commissioning model		More efficient and cost effective way of working	2	1	2
Start date	2014-15	Project Details:	Establish commissioning model to facilitate negotiation between shared service and constituent boroughs.					
End date	2015-16							
Project 8		Project Title:						0
Start date								
End date								
Project 9		Project Title:						0
Start date								
End date								
Project 10		Project Title:						0
Start date								
End date								

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

Future Merton

APPENDIX 10
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score			
Project 1		Project Title:	Local Plan: Estate Regeneration				
Start date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. 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
End date	2024/25						
Project 2		Project Title:	Rediscover Mitcham				
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage c£2.5m)	Improved resident well being	2	2	4
End date	2016-17						
Project 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 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+	Quality place making to support a growing population whilst identifying regeneration opportunities and inward investment.	4	1	4
End date	2019-20						
Project 4		Project Title:	Wimbledon Stadium				
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>	Improved efficiency of investment into the borough and make it a more attractive place to live and work	3	1	3
End date	2016-17						
Project 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 Businesses, PV roll-out and District Heat & Power feasibility	Income generation	2	2	4
End date	2018-19						
Project 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 opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)	Promoting Merton and achieving greater inward investment in terms of Jobs and infrastructure.	2	2	4
End date	2022-23						
Project 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 Partner selection (2015/16-2016/17) Physical project delivery c2017/18	Increasing Merton's housing 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						
Project 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 Support Service. Merton Micro Loan and Business Loan Fund.	Improved economic resilience, supporting jobs and business growth	2	1	2
End date	2015-16						
Project 9		Project Title:	Smarter travel: road safety				
Start date	2013-14	Project Details:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.	Improved resident well being	2	2	4
End date	2015-16						
Project 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						

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

Leisure & Cultural Development

APPENDIX 10

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Increasing participation in culture, sport and physical activity	Improved resident well being				
Start date	2014	Project Details:	Develop with partners joint community programmes in the east of the borough in accordance with the Culture & Sport Framework			2	2	4
End date	2018-19							
Project 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							
Project 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							
Project 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 replacement of the existing Wimbledon Park Watersports Centre.			4	2	8
End date	2017-18							
Project 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 Customer Contact Programme to ensure service needs are appropriately embedded within that initiative.			2	2	4
End date	2016-17							
Project 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 strands of commercial and community activities.			2	2	4
End date	2016-17							
Project 7		Project Title:	St Mark's Academy School - Community Use	Improved resident well being				
Start date	2012	Project Details:	Work with St Mark's Academy School to increase their sports facilities; develop a community leisure facility increasing community use and transferring the management of the BMX track to the school.			2	1	2
End date	2016-17							
Project 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 framework.			2	1	2
End date	2017-8							
Project 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 required			2	2	4
End date	2018-19							
Project 10		Project Title:	External Funding & Inward Investment Opportunities	Income generation				
Start date	2012	Project Details:	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at Wimbledon Park, etc.			2	1	2
End date	2018-19							

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

Parking

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Tackling Traffic Congestion	More efficient way of working	2	2	4
Start date	2014-15	Project Details:					
End date	2015-16						
Project 2		Project Title:	Cashless parking	Improved customer satisfaction	1	1	1
Start date	2013-14	Project Details:					
End date	2014-15						
Project 3		Project Title:					
Start date		Project Details:					
End date							
Project 4		Project Title:					
Start date		Project Details:					
End date							
Project 5		Project Title:					
Start date		Project Details:					
End date							
Project 6		Project Title:					
Start date		Project Details:					
End date							
Project 7		Project Title:					
Start date		Project Details:					
End date							
Project 8		Project Title:					
Start date		Project Details:					
End date							
Project 9		Project Title:					
Start date		Project Details:					
End date							
Project 10		Project Title:					
Start date		Project Details:					
End date							

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

Parks and Green Spaces

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
Project 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
End date	2017-18					
Project 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
End date	2017-18					
Project 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 events	Income generation	2	2
End date	2018-19					
Project 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
End date	2015-16					
Project 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
End date	2017-18					
Project 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
End date	2016-17					
Project 7		Project Title:	Management of paddling pools			
Start date	2013-14	Project Details:	Investment in new water play facilities.	More efficient ways of working	2	2
End date	2015-16					

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

Property

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Integrated Project Team	Income generation	2	2	4
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				
End date	on going						
Project 2		Project Title:	Asset Management Plan	Income generation	1	2	2
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				
End date	on going						
Project 3		Project Title:					
Start date		Project Details:					
End date							
Project 4		Project Title:					
Start date		Project Details:					
End date							
Project 5		Project Title:					
Start date		Project Details:					
End date							
Project 6		Project Title:					
Start date		Project Details:					
End date							
Project 7		Project Title:					
Start date		Project Details:					
End date							
Project 8		Project Title:					
Start date		Project Details:					
End date							
Project 9		Project Title:					
Start date		Project Details:					
End date							
Project 10		Project Title:					
Start date		Project Details:					
End date							

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

Safer Merton

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Risk limitation of future grant loss	More efficient way of working	4	2	8
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 requirement in delivering successful outcomes				
End date	on going						
Project 2		Project Title:	ASB changes	To meet legislative requirements	4	3	12
Start date	2014-15	Project Details:	ASB legislation changes from October 2014 requires changes in protocols and strategy for partnership delivery				
End date	on going						
Project 3		Project Title:					
Start date		Project Details:					
End date							
Project 4		Project Title:					
Start date		Project Details:					
End date							
Project 5		Project Title:					
Start date		Project Details:					
End date							
Project 6		Project Title:					
Start date		Project Details:					
End date							
Project 7		Project Title:					
Start date		Project Details:					
End date							
Project 8		Project Title:					
Start date		Project Details:					
End date							
Project 9		Project Title:					
Start date		Project Details:					
End date							
Project 10		Project Title:					
Start date		Project Details:					
End date							

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

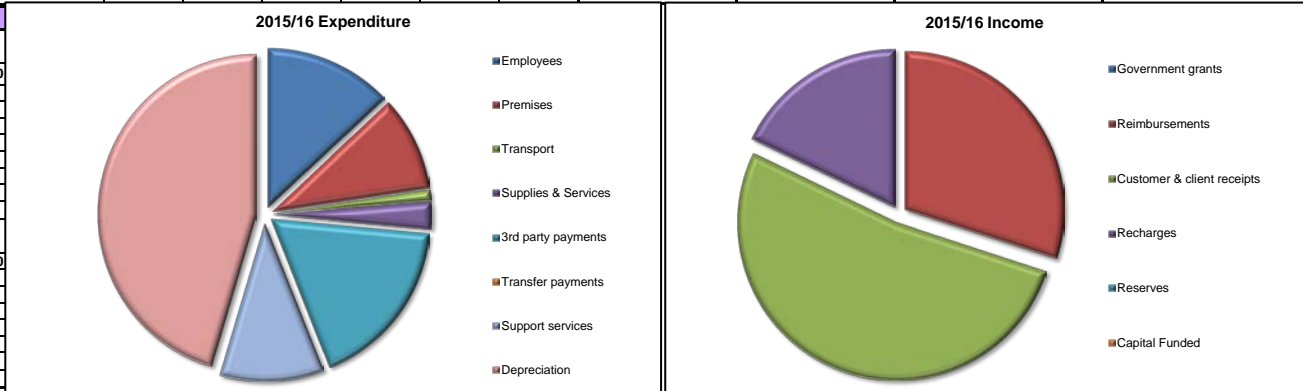
Street Cleaning

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score	Risk		
Project 1		Project Title:	Introduce mobile working				
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						
Project 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 Mitcham and Morden Town centres.	To meet legislative requirements	2	2	4
End date	2015-16						
Project 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 more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) being finalised.	Improve residents satisfaction	2	2	4
End date	2015-16						
Project 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						
Project 5		Project Title:	Increase Enforcement Capacity				
Start 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
End date	2015-16						
Project 6		Project Title:	South London waste partnership (phase C)				
Start date	2015-16	Project Details:	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 well as commercial waste collection.	More efficient way of working	2	2	4
End date	2017-18						
Project 7		Project Title:	Litter bin type and provision				
Start date	2014-15	Project Details:	Review of existing litter bin provision and type considering different options for greater capacity and reduced emptying	More efficient way of working	1	2	3
End date	2015-2016						
Project 8		Project Title:	Optimisation of Mechanical equipment				
Start date	2015-16	Project Details:	Undertake a review of existing work of mechanical vehicles and with a view to optimise routes.	More efficient way of working	2	2	4
End date	2015-16						
Project 9		Project Title:					
Start date		Project Details:					
End date							

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

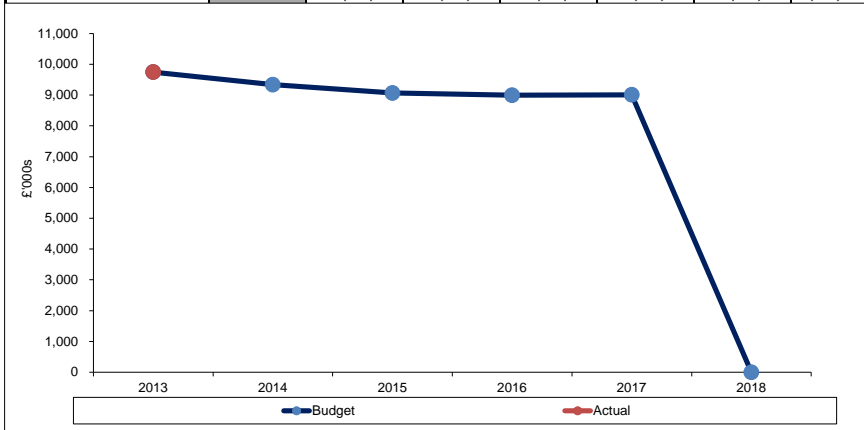
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	12,708	12,455	12,127	11,856	11,792	11,808	0
Employees	1,857	1,645	1,831	1,543	1,544	1,544	
Premises	1,224	1,158	1,138	1,138	1,108	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 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,957	2,705	2,787	2,787	2,797	2,797	0
Government grants	0	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



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
		0	6,715,421	6,499,510	4,954,790	4,862,000	3,425,000

Summary of major budget etc. changes 2015/16

EN29=£252K
Growth = £464k - To mitigate budget pressure of reduced ability to capitalise revenue expenditure. Funded from introduction of ANPR.



2016/17
2017/18
2018/19
EN27=£10K; EN30=£20K; EN31=£30K; EN32=£10K

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

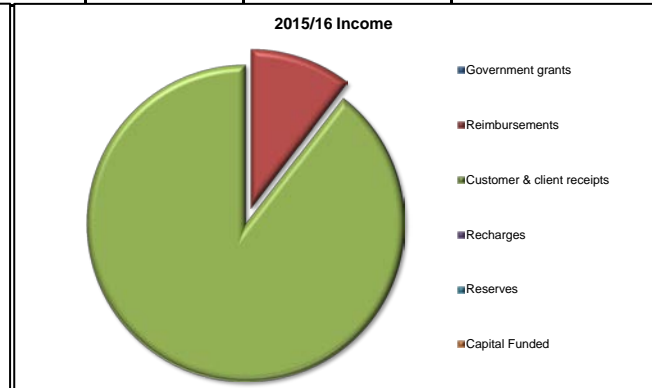
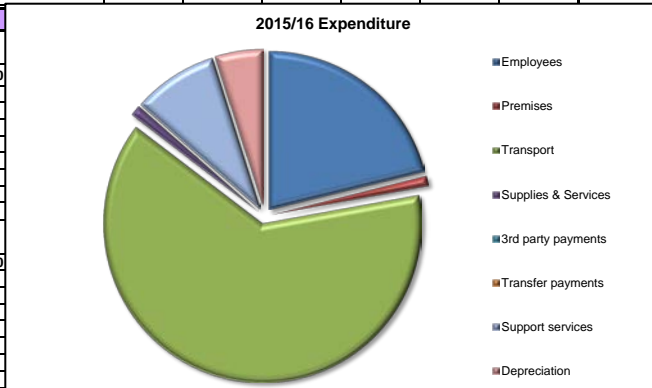
Traffic & Highways

APPENDIX 10
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
Project 1		Project Title:	Flood and Water Management Schemes		
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy	To meet legislative requirements	1
End date	2015-16				
Project 2		Project Title:	Delivery of Mitcham Town Centre scheme		
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre	Improved customer satisfaction	4
End date	2015-16				
Project 3		Project Title:	Ride London		
Start date	2015-16	Project Details:	Delivery of London - Surrey Cycle Road Race	Improved customer satisfaction	1
End date	2015-16				
Project 4		Project Title:	Mobile Working		
Start date	31/01/2015	Project Details:	Implement Mobile working solution across Traffic and Highway	More efficient way of working	2
End date	31/03/2015				
Project 5		Project Title:	On-line self Service System		
Start date	2015-16	Project Details:	Move to on-line self service system	Improved customer satisfaction	2
End date	2016-17				
Project 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
End date	2019-20				
Project 7		Project Title:	Street Lighting Investment - Conversion to LED		
Start date	2015-16	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs	Improved resident well being	2
End date	2018-19				
Project 8		Project Title:			
Start date		Project Details:		Improved resident well being	2
End date					
Project 9		Project Title:			
Start date		Project Details:			
End date					
Project 10		Project Title:			
Start date		Project Details:			
End date					

Transport	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
To provide a comprehensive and effective Home to School and Vulnerable Adults transport service, in support of the user departments such as Children Schools & Families and Community & Housing using the in-house fleet and taxi providers.	CSF Passenger Journeys - Contractors	95000	95000	95000	95000	95000		Capital Programme			
	CSF Passenger Journeys - In-House	70000	70000	70000	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	85000	85000	70000	70000	70000		Customer Services Strategy			
Providing self drive vehicles for the in-house departments (Waste Operations, Leisure, Parking etc.) who require vehicles to carryout their services.	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	63	63	63	63					
	No.Transport Fleet vehicles	192	192	192	192	192					
Full fleet management is provided to support the council fleet of vehicles. This includes all servicing , repairs maintenance and Operators Licence requirements.	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	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
Providing health & safety and vehicle related in-house training to all council staff and external organisations	% MOT vehicle pass rates	95	95	95	95	95	95	High	Quarterly	Outcome	Reduce customer service
	Average % passenger 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	Increased costs
	% Client user satisfaction	97	97	97	97	97	97	High	Annual	Outcome	Reduce update of service
Procurement of vehicles for the authority ensuring depts get the vehicles to suit their services, and provide assistance on vehicle specifications.	Sickness - average days per FTE	16	12	10	10	8	8	High	Quarterly	Unit cost	Increased costs
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 complying with authorities standing orders Procurement of replacement vehicles for the whole of the authority. We will ensure legal compliance with regards to all statutory requirements for road transport services including operators licence requirements.											

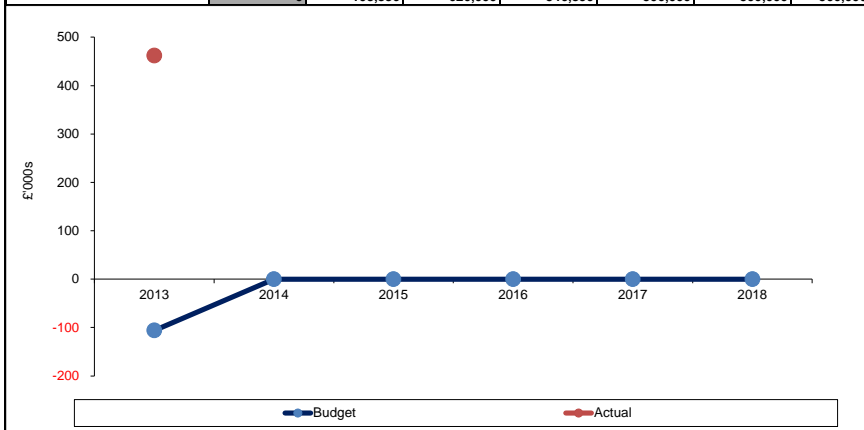
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	8,665	9,017	8,572	8,687	8,687	8,687	0
Employees	1,806	2,176	1,837	1,835	1,835	1,835	
Premises	91	97	91	88	88	88	
Transport	5,740	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	0
Government grants	0	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



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
Total	0	103,336	620,000	546,890	500,000	500,000	500,000

Summary of major budget etc. changes 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



2016/17
2017/18
2018/19

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

Transport

APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	New Joint Passenger Transport Framework	More efficient way of working, reducing costs and sharing routes	2	2	4
Start date	2015-16	Project Details:	Joint Passenger Transport Framework with neighboring boroughs Sutton and Kingston.				
End date	2019-20						
Project 2		Project Title:	Benchmarking - Internal Services	To improve service and reduce costs	2	2	4
Start date	2014-15	Project Details:	To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments				
End date	2015-16						
Project 3		Project Title:					0
Start date		Project Details:					
End date							
Project 4		Project Title:					0
Start date		Project Details:					
End date							
Project 5		Project Title:					0
Start date		Project Details:					
End date							
Project 6		Project Title:					0
Start date		Project Details:					
End date							
Project 7		Project Title:					0
Start date		Project Details:					
End date							
Project 8		Project Title:					0
Start date		Project Details:					
End date							
Project 9		Project Title:					0
Start date		Project Details:					
End date							
Project 10		Project Title:					0
Start date		Project Details:					
End date							

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

Waste Management

APPENDIX 10

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	South London waste partnership (phase B)	More efficient way of working		2	4	8
Start date	2012-13	Project Details:	The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness. Interim service commencing on 1 April 2014					
End date	2014-15							
Project 2		Project Title:	Mobile technology including GPS and in cab monitors	More efficient way of working		3	2	6
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.					
End date	2015-16							
Project 3		Project Title:	Double shift garden waste collection vehicles reduce 2 x vehicles	More efficient way of working		3	2	6
Start date	2015-16	Project Details:	Issues with disposal licences may cause a delay to the commencement date of this project.					
End date	2016-17							
Project 4		Project Title:	LWARB efficiency review of Domestic waste collections	More efficient way of working		2	2	4
Start date	2014-15	Project Details:	Review of existing service to ensure we have the most efficient service and consider options for the future. Phase one completed need to agree if we move forward with phase 2.					
End date	2014-15							
Project 5		Project Title:	South London waste partnership (phase C)	More efficient way of working		3	2	6
Start date	2014-15	Project Details:	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 well as commercial waste collection.					
End date	2017-18							
Project 6		Project Title:	SLWP HRRC Procurement	More efficient way of working		3	2	6
Start date	2013-14	Project Details:	The planned re-procurement of the HWRC contract / return of Garth Road Transfer Station					
End date	2014-15							
Project 7		Project Title:	Waste Framework procurement	More efficient way of working		3	2	6
Start date	2014-15	Project Details:	A project for procurement of a Framework Agreement for non-guaranteed tonnages across different waste streams, to achieve better pricing from materials in the medium term.					
End date	2014-15							
Project 8		Project Title:						0
Start date		Project Details:						
End date								
Project 10		Project Title:						0
Start date		Project Details:						
End date								