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)

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

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

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

2. **DETAILS**

Introduction

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

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

2.3 Review of Assumptions

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

2.3.1 Pay

The latest estimates of pay inflation are:-

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

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

2.3.2 Prices

The current assumptions regarding price inflation incorporated into the MTFS are

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

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

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

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

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

2.3.3 Inflation > 1.5%:

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

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

The cash limiting strategy is not without risks but if 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 <u>Income</u>

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

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

2.3.5 Growth

There is no further provision for growth at this stage.

2.3.6 Taxicards and Freedom Passes

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

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

2.3.7 Collection Fund

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

2.4 Revenuisation

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

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

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

2.5 Capital Financing Costs

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

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

2.6 Council Tax Base

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

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

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

2.7 Proposed Amendments to Previously Agreed Savings

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

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

2.8 Provisional Local Government Finance Settlement 2014/15

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

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

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

4. SAVINGS PROPOSALS 2015-19 AND SERVICE PLANNING

Controllable budgets and Savings Targets for 2015-19

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

TARGETS ALLOCATED TO DEPARMENTS TO BE MET FROM SAVINGS AND INCOME	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	99	1,691	2,180	1,445	5,415
Children, Schools & Families	50	1,872	1,839	1,063	4,824
Environment & Regeneration	363	4,329	4,866	2,290	11,848
Community & Housing	220	2,935	4,136	2,590	9,881
Total Savings/Income Proposals	732	10,827	13,021	7,388	31,968
Cumulative	732	11,559	24,580	31,968	

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

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

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

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

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

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

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

4.8 Rejected Savings

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

4.9 Service Plans

4.9.1 Draft Service Plans are included in Appendix 10.

4.14 Equality Assessments

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

4.11 Summary

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

5. **CAPITAL PROGRAMME 2015-19: UPDATE**

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

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

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

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

6. CONSULTATION UNDERTAKEN OR PROPOSED

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

8. TIMETABLE

8.1 In accordance with current financial reporting timetables.

9. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

9.1 All relevant implications have been addressed in the report.

10. **LEGAL AND STATUTORY IMPLICATIONS**

10.1 All relevant implications have been addressed in the report.

11. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

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

12. CRIME AND DISORDER IMPLICATIONS

12.1 Not applicable

13. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

13.1 Not applicable

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

Appendix 1: Draft Savings proposals 2015-19

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

Appendix 3: Council Tax Base 2015/16

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

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

Appendix 6: Update of MTFS 2015-19

Appendix 7: Draft Departmental Budget Summaries 2015/19

Appendix 8: Glossary and Acronyms

Appendix 9: Standard Subjective Analysis

Appendix 10: Draft Service Plans

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

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SAVINGS ANALYSIS All Savings - All Departments

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

Total Savings

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

Total Savings by Type

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

SAVINGS ANALYSIS - OVERVIEW AND SCRUTINY COMMISSION

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

SAVINGS ANALYSIS - CHILDREN & YOUNGER PEOPLE PANEL

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

SAVINGS ANALYSIS SUSTAINABLE COMMUNITIES PANEL

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

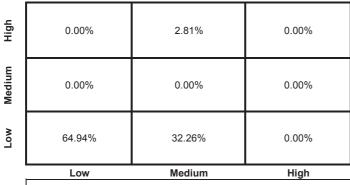
SAVINGS ANALYSIS - HEALTHIER COMMUNITIES & OLDER PEOPLE PANEL

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

SUMMARY OF TOTAL RISKS

2015/16 RISKS

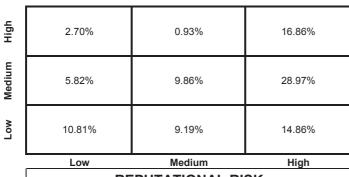
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2017 /18 RISKS

DELIVERABILITY RISK

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

LOW	MEGIUIII	riigii	
	REPUTATIONAL RISK		

2018 /19 RISKS

DELIVERABILITY RISK

L	Low	Medium	High
Low	11.85%	0.00%	42.07%
Medium	14.63%	0.00%	-39.29%
High	0.00%	0.00%	70.73%

Low	Medium	High
R	EPUTATIONAL RI	SK

P a n e I	Ref		cion 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)
	CSD1	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments	Infrastructure & Transactions Increase FM's external fee income target associated with schools service level agreements and associated project works None None as additional work will be absorbed by existing resources within the FM team None None	0	31				L	L	SI2
	CSD2	Equalities Implications <u>Division</u> Description	None Infrastructure & Transactions Energy Savings (Subject to agreed investment of	твс		150	150		M	L	SNS1
Page 64		Service Implication Staffing Implications Business Plan implications	£1.5M) None None Will contribute towards improving performance in respect to business plan targets for the reduction of CO2 emissions from the Councils buildings.								
		Impact on other departments Equalities Implications	None None								
O&S	CSD3	<u>Division</u> Description	Infrastructure & Transactions Rationalise IT Service Delivery support & maintenance contracts.	Various - see cell note		86			L	L	SNS2
		Service Implication	Implementing saving should have minimal impact on service delivery as a detailed analysis and risk assessment will be completed prior to termination of any support and maintenance contract.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

P a n e I	Ref	Descrip	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Infrastructure & Transactions								
O&S	CSD4	Description	Rationalise Facilities Management Building Repairs &	617		15			L	L	SNS2
		a	Maintenance budgets.								
		Service Implication	Requests for building repairs and maintenance works will be assessed and where possible grouped together								
			with planned maintenance activities to reduce cost.								
			with planned maintenance activities to reduce cost.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	Some delays may be experienced in respect to the								
		·	time taken to complete non urgent repair and								
			maintenance works.								
		Equalities Implications	None								
		Division	Infrastructure & Transactions								
O&S		Description	Increase income generation from external bookings at	-12		40			M	L	SI2
│		a t t	Chaucer centre.								
20		Service Implication	None								
Page		Staffing Implications	None								
		Business Plan implications Impact on other departments	None None								
65		Equalities Implications	None								
		Division	Infrastructure & Transactions								
O&S	CSD6	Description	Reduction in the number of vehicles operated by	10		5			1	1	SNS1
000	ООВО	Description	Infrastructure & Transactions division from three to						_	-	01401
			two.								
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

P a n e I	Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Infrastructure & Transactions						_	_	
O&S	CSD7	Description	Restructure Post & Print section and delete 2 FTE posts.	382		47			L	L	SS2
		Service Implication	The reduction in resources will increase the time taken								
			to process both incoming and outgoing items of post,								
			which may become critical during peak periods such as Council Tax billing.								
		Staffing Implications	Delete 2 FTE posts which will result in two staff								
			redundancies.								
		Business Plan implications	None								
		Impact on other departments	Reduction in current level of service may impact some								
		mipact on outer departments	time critical processes.								
		Equalities Implications	None								
age		Division	Infrastructure & Transactions								
Page 66	CSD8	Description	Restructure IT Service Delivery section and delete 1 FTE post.	489		40			L	L	SS2
		Service Implication	The reduction in resources will have a direct impact on the sections ability to support and maintain the Councils IT infrastructure and equipment								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	Requests for IT works and services will be assessed and prioritised for completion on the basis of business need.								
		Equalities Implications	None								
Total In	frastructur	e & Transactions Services Savings			31	383	150	0			

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

P a n e I	Ref	Descript	cion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	<u>Customer Services</u>								
	CSD10	Description	Ending of Risk Based Verification	53		22			L	L	SNS2
		Service Implication	The service currently assesses new HB claims with a low, medium or high rating for error. With Universal Credit being rolled out from February 15 the Council will receive fewer new claims and over the period of the roll out will reduce down to a low amount. We will revert back to manual verification of all evidence for the reduced number of new claims								
		Staffing Implications	None								
Ι τ]	Business Plan implications	None								
rage		Impact on other departments Equalities Implications	None								
80 6		Division Description	<u>Customer Services</u> Terminate the Experian trace and search system contract	12		10			L	L	SNS2
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Will have to procure there own service								
	CSD12	Division Description	Customer Services Rationalisation of Divisional Budgets (E02180 DJ04 £6k, DE03 £5k, AB02 £4k	24	15				L	L	SNS1
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None None								

P a n e I	Ref		tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD13	<u>Division</u> Description	Customer Services Reduce Customer Access Point Assistant by 0.6FTE	566	15				L	L	SS1
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None due to improved channel migration 0.6 redundancy None None								
	CSD14	<u>Division</u> Description	Customer Services Reduction of 1 FTE Revenues Officer	1240		30			L	L	SS1
		Service Implication Staffing Implications	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								
Page	,	Business Plan implications Impact on other departments Equalities Implications	the next to months								
69	CSD15	<u>Division</u> Description	Customer Services Increase in Court Costs (council tax) - Increase from £110.00 to £115.00	-930		40			L	М	SI1
		Service Implication									
		Staffing Implications									
		Business Plan implications									
		Impact on other departments									
		Equalities Implications									

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

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

P a n e I	Ref	Descript	cion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	<u>Resources</u>								
	CSD22	Description	Treasury Management/Interest income			60			М	М	SI2
		Service Implication	None Directly								
		Staffing Implications	None								
		Business Plan implications	Consistent with Business Plan								
		Impact on other departments	None								
		Equalities Implications	None								
		Division	Resources								
	CSD23	Description	Cut Running costs budgets	102		30	3		L	М	SNS2
1	J	Service Implication	Some reduction in level of departmental support								
Page		Staffing Implications	None								
		Business Plan implications	Not significant								
	1	Impact on other departments	Some reduction in level of departmental support								
		Equalities Implications	None								
		Division	Resources								
	CSD24	Description	Consultancy Budget	206		100			L	М	SNS2
		Service Implication	The ability to engage specialist external skills will be reduced								
		Staffing Implications	Ability to use interim staff will be reduced								
		Business Plan implications	Deliverables will need to be revised to accommodate this								
		Impact on other departments	There will be a substantial reduction in the ability to advise on more complex projects								
		Equalities Implications	None								

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

P a n e I	Ref	Descript	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	<u>Human Resources</u>								
	CSD28	Description	COT review	425		38			М	M	SS2
		Service Implication	Reduced business suppotr								
		Staffing Implications	Reduced staffing levels								
		Business Plan implications	Less transactional support								
		Impact on other departments	Less transactional support								
		Equalities Implications	Proposals affect a female workforce								
		Division	<u>Human Resources</u>								
l -	CSD29	Description	Recruitment and DBS review	425		50			М	M	SS1
Page		Service Implication	Reduction in HR managerial support								
Je		Staffing Implications	Reduction in staffing								
/4		Business Plan implications	Reduction in transactional support								
-		Impact on other departments	Reduction in transactional support								
		Equalities Implications	Impacts on a largely female workforce								
		Division	<u>Human Resources</u>								
	CSD30	Description	Schools COT support (delivery of schools buy-back service)	425			152		Н	Н	SS2
		Service Implication	Removal of dedicated COT support for schools								
		Staffing Implications	Post reductions								
		Business Plan implications	No dedicated COT service								
		Impact on other departments	No dedicated COT service								
		Equalities Implications	Impacts on female workforce								

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	<u>Human Resources</u>								
	CSD31	Description	Review of HR business support	90	19				L	L	SS1
		Service Implication	Less business suppor for HR								
		Staffing Implications	Reduction in posts								
		Business Plan implications	Less business suppor for HR								
		Impact on other departments	Possibly less effincy of response								
		Equalities Implications	Impacts upon a largely female workforce								
		Division	Human Resources								
	CSD32	Description	Review of HR business support (printing and stationery)	20		5			L	L	SNS1
-	1	Service Implication	Less business suppor for HR								
a		Staffing Implications	Reduction in posts								
Page		Business Plan implications	Less business suppor for HR								
5	Ī	Impact on other departments	Possibly less efficiency of response								
	1	Equalities Implications	Impacts upon a largely female workforce								

P a n e I	Ref	Descrip	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	<u>Human Resources</u>								
	CSD33	Description	HR transactional service income generation		20				Н	М	SI1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		Division	<u>Human Resources</u>								
		Description	Learning &Development admin support	169			18		M	M	SS2
, τ	י	Service Implication	Reduction in transactional support shared with LBS								
Page		Staffing Implications	Reduction in posts								
		Business Plan implications	Reduction in transactional support								
6	5	Impact on other departments	Possible reduction in responsiveness								
		Equalities Implications	Impacts on a female workforce								

P a n e I	Ref	Descrip	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	<u>Human Resources</u>								
	CSD35	Description	Learning and Development budget	630		18	134		M	М	SP1
		Service Implication	Targeted L&D offer								
		Staffing Implications	None								
		Business Plan implications	Need to ensure underpins TOM's/business plan								
		Impact on other departments	Need to ensure targeted L&D activity								
		Equalities Implications	Ensure equal access to L&D								
Total H	IR Savings	I			39	111	304	0			
		Division	Business Improvement								
	CSD36	Description	Business Systems Team Restructure Phase 1	1,125	10				L	М	SS2
Page	J	Service Implication	Reduction in avaialbility for any support work other than non-essential fix-on-fail and potential decrease in								
ge	_	Staffing Implications	Reduction: 1FTE 15/16; 2 FTE 17/8								
	! !	Business Plan implications	Incorporated within business plan - assumes reduction in number/customisation of IT Systems through IT								
		Impact on other departments	Reduction in capacity for adhoc improvement and requires les customised automation in line of business								
		Equalities Implications	None								
		<u>Division</u>	Business Improvement								
	CSD37	Description	PO Restructure	209		64			L	М	SS2
		Service Implication	Reduction in level of coordination, assurance and support for corporate transformation/change.								
		Staffing Implications	Loss of 1.5 FTE; Regrading of 1.5 FTE								
		Business Plan implications	OCPB reserves secured for short term transformation needs. Reduced support available for change/transfmoraiton coordination beyond 16/7								
		Impact on other departments	Reduced coordination of change projects - interdependencies, benefits, critical paths and delivery assurance support not available.								
		Equalities Implications	None								

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Business Improvement								
	CSD38	Description	Reduction in support budget								
		Service Implication	Reduced resource for hardware/software costs			5			L	L	SNS1
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
_	1	Equalities Implications	None								
Hage	,	Division	Business Improvement								
е /	CSD39	Description	Business Systems Team Restructure Phase 2	1,125		50			н	М	SS2
0/8	5	Service Implication	Reduction in availability/increase in response times for 'fix-on-fail' supprot								
		Staffing Implications	Reduction by 1 FTE								
		Business Plan implications	Availability for support calls will be reduced and response times affected. Increase in single points of failure for system support likely.								
		Impact on other departments	Availability for support calls will be reduced and response times affected. Increase in single points of failure for system support likely.								
		Equalities Implications	None								

P a n e I	Ref	Descript	cion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Business Improvement								
	CSD40	Description	Secure additional income generated through gazetteer maintenance and Street Naming/Numbering	0		30			М	н	SI1
		Service Implication	Move to cost-neutral gazetteer maintenance								
		Staffing Implications	Sustains 1 existing FTE								
		Business Plan implications	None								
Page	J	Impact on other departments	Requires agreement with E&R where income from gazetter is largely generated.								
e /9	ı	Equalities Implications	None								
		Division	Business Improvement								
	CSD41	Description	Consolidation of systems support	0		20			M	М	SS1
		Service Implication	Seeks to achieve economies of scale with minimal impact on services through centralisation								
		Staffing Implications	TBC - rationalisation of functions will be sought								
		Business Plan implications	Widen support responsibilities within the Business Systems Team								
		Impact on other departments	Migrates technical support arrangements to CS. May offer some dept savings.								
		Equalities Implications	None								

P a n e I	Ref	Descript	cion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Business Improvement								
	CSD42	Description	Restructure functions delete 1 AD and other elements of management	0			170		М	М	SS1
		Service Implication	Seeks to achieve economies of scale with minimal impact on services through centralisation								
		Staffing Implications	TBC - rationalisation of functions will be sought								
		Business Plan implications	Widen support responsibilities within the Business Systems Team								
Page	J	Impact on other departments	Migrates technical support arrangements to CS. May offer some dept savings.								
ge		Equalities Implications	None								
_	I Services	Savings	I	<u> </u>	10	169	170	0		Ì	ı
)	<u>Division</u>	Corporate Governance								
	CSD43	Description	Share FOI and information governance policy with another Council.	322	0	40	10	0	н	L	SS1
		Service Implication	Reduction in management capacity								
		Staffing Implications	loss of 1FTE								
		Business Plan implications	none								
		Impact on other departments	reduction in capacity								
		Equalities Implications	none								

P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	Corporate Governance								
	CSD44	Description	Stop web casting meetings, Remove scrutiny support fund and reduce other supplies and services	68	0	35	0	0	L	М	SNS2
		Service Implication	Reduce support to members								
		Staffing Implications									
		Business Plan implications	none								
		Impact on other departments	reduction in capacity								
		Equalities Implications	none								

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P a n e I	Ref	Descript	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Corporate Governance								
	CSD45	Description	share audit and investigation service	465	0	60	20	0	M	М	SS1
		reduction in management capacity for the authority. Reduction in audit and investigation capacity									
		Staffing Implications									
		Business Plan implications	impact on audit assurance capacity								
Page	J	Impact on other departments	npact on other departments reduced audit resource								
		equalities Implications none									
Tota	Cota Porporate Governance Savings			0	135	30	0				

P a n e I	Ref	Descrip	ion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	<u>Policy Unit</u>								
	CSD46	Description	Reduce budget for LCGS to match actual contribution	1,090	3		81		L	L	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
Pa	J	Impact on other departments	None								
Page		Equalities Implications									

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

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

DEPARTMENT: CHILDREN. SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

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

DEPARTMENT: CHILDREN. SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

Panel	Ref	omebicen, oon	Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2014-07	Service	Public Health	2000							
		Description Service Implication	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. The use of Public Health funding to deliver health outcomes for under fives will enable our children centres to maintain a			400			Low	Medium	SG1
			wider offer than childcare, delivering health outcomes to children and families.								
		Staffing Implications	None.								
		Business Plan	Continued offer to improve health outcomes for children,								
		implications	young people and families.								
		Impact on other	Realignment of Public Health spend but still focussed on								
		departments	health outcomes in line with health and wellbeing strategy priority 1.								
		Equalities	None.								
		Implications									
C&YP	CSF2014-08	Service	Schools								
		Description	Increased income from schools and/or reduced LA service offer to schools	688 917		400			Medium	Medium	SI1/SNS2
Page 87		Service Implication	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.								
7		Staffing Implications	Potential redundancy of staff providing LA support services to schools. If the entire saving was made from staffing, it would equate to an estimated 10 FTEs.								
		Business Plan	Changes in the LA's relationship with schools								
		implications Impact on other	None.								
		departments									
		Equalities	Potential for lesser LA support to schools could impact								
		Implications	negatively on equalities and disadvantaged groups		1						

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP		Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Early Years 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. 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. There will be a pressure on CSF children social care services if early intervention on 0-5 year olds is radically reduced. Many vulnerable families will not receive an early intervention service.	3,640		254	296		Medium	High	SS2
Total C	hildren, Schoo	ls and Families Saving			0	1,934	296	0			

Savings Type

Staffing: reduction in costs due to efficiency

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

SNE Non - Staffing: reduction in costs due to efficiency

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

Procurement / Third Party arrangements - efficiency

SP60 SP2 Procurement / Third Party arrangements - deletion/reduction in service

SG1 Grants: Existing service funded by new grant

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

SPROP Reduction in Property related costs

SI1 Income - increase in current level of charges

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

C&YP

O&S

HC&OP

SC

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments	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. None None None None		363			Low	Low	SI2/SNS1
		Equalities Implications	None Total Environment and Regeneration	on Savings	363	0	0			

SI1 D	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

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	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	74	5	5	4	Low	Low	SNS2
		Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None This is in line with the Leisure & Culture Development Team's TOM. None None							
Page 90		Service/Section Description Service Implication Staffing Implications Business Plan 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.	(367)	10	10	5	Medium	Low	SI2
		Impact on other departments Equalities Implications	None None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R3	Service/Section	Leisure & Culture Development Team							
		Description	Various Budgets - Reduction in supplies & services &/or increased income over expenditure	175		16		Low	Low	SNS1
		Service Implication Staffing Implications	Savings from implementation of the team's TOM making continuous improvement via such activities as movement to online bookings & payments, use of social media, changing the channels by which we deliver services thus seeing reductions in letters, postage, printing, etc. Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM							
		Business Plan implications	This is in line with the Leisure & Culture Development Team's TOM							
		Impact on other departments	Efficiencies made in this team will assist in some savings in the corporate centre e.g. income collection, cheque handling, invoicing,etc. Also as the team changes the way it works there will be less capacity to support other team's projects unless it is also part of our business plans.							
Page	I	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 ^O	E&R4	Service/Section Description Service Implication	Leisure & Culture Morden Leisure Centre The new Morden Leisure Centre (MLC) is due to be completed in the Spring of 2018 and this will result in a Deed of Variation with the contractors Greenwich Leisure Limited (GLL) to discontinue operation of the existing Morden Park Pools (MPP) and move to operate the new MLC. In doing this we expect to be making savings on the contract sum				100	Low	Low	SP1
		Staffing Implications	None							
		Business Plan implications	This is in line with the Council's Strategic Plans and is included within the team's Service and Transformation Plans							
		Impact on other departments Equalities	None None							
		Implications								

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
⊮ Page 92		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	139	39		18	Low	Low	SPROP

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R7	Service/Section Description	Parking Services Due to additional requests from residents, the budget will be adjusted to reflect the demand for and ongoing expansion of Controlled Parking Zone coverage in the borough. CPZs are only implemented where a majority of residents ask for them and there will be a corresponding increase in PCN fines and permits. There is greater certainty in earlier years where we know of CPZs that are being requested and consulted upon.	(7,176)	260	163	163	Medium	Low	SI2/SNS1
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	None None None None None							
Rage 93		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Parking Services In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR. Improvement of traffic enforcement efficiency and compliance by motorists Expansion of FTEs in PCN processing and Debt Registration teams by up to 100% Increase in fines from PCNs and expenditure and a need for more accommodation Corporate Services: increasing accommodation will require Facilities input along with support from Business Improvement and IT infrastructure None	(5,446)	1,700	-1,540	-500	Medium	High	SI2

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R9	Service/Section Description	Parking Services Change in on-street bay suspension pricing structure. £42 per week change to £25 per day with one off admin fee of £25 . This is consistent with the approach of other boroughs.	(215)	500			Low	High	SI1
		Service Implication Staffing Implications	Implement a daily charge for suspensions rather than a weekly one to benefit residents by ensuring suspensions are not in place for longer than necessary none							
		Business Plan implications	none							
		Impact on other departments Equalities Implications	change to charges for skip approval applications will impact on Traffic & Highways administration none							
SC	E&R10	Service/Section	Parking Services							
Page	l	Description Service Implication	Back office reorganisation Review the current back office structure	1,177	80			Low	Low	SS1
e 94)	Staffing Implications Business Plan	Reduction in staff Improve efficiencies by reducing revenue expenditure							
		implications Impact on other departments	None							
		Equalities Implications	None							
SC	E&R11	Service/Section Description Service Implication	Parking Services Enforcement of pavement parking This saving is as a result of regular complaints from the public. We are currently assessing all roads where this problem exists and adjusting our enforcement policy so that we enforce in roads where vehicles could safely park on the highway but instead choose to park on the pavement.	(5,446)	60			Medium	High	SI2
		Staffing Implications	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							

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

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

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	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	137	70			Low	Medium	SNS2
		Implications Business Plan implications	throughout the implementation of the TOM Impact on recycling target							
		Impact on other departments Equalities Implications	Libraries may be able to provide a central collection point for liners. This may be a internal recharge. Residual waste may increase resulting in higher landfill cost. Impacts on the 52% of residents that partake in the service							
sc	E&R19	Service/Section Description	Waste Services Align income budget to levels of income being generated from the sale of Textiles.	N/A	50			Low	Low	SI2
		Service Implication	None as collected by contractor DM Recycling							
Page	•	Staffing Implications	None							
9/) 	Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
sc	E&R20	Service/Section Description	Waste Services To contribute to a cleaner borough, enforcement of litter dropping under EPA/ ASB legislation with FPN fines for contraventions. This follows on from the Pilot private enforcement and in advance of any decisions on future procurement. Litter dropping by residents remains a significant issue and a big factor in the level of cleanliness on our streets.	(242)	20	-3	-2	Low	Low	SI2
		Service Implication	Fluctuating resource availability for education and encouragement activities							
		Staffing Implications	Training and support to existing internal staff							
		Business Plan implications	Cleaner borough							
		Impact on other departments Equalities Implications	Legal services - cost of prosecution for non payment Full Qualities Impact assessment needs to be undertaken and approved							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R21	Service/Section Description Service Implication	Waste Services HRRC Site operations procured to external provider. Contractual savings . None - Continuation of externalised service - current procurement in progress	629	30			Low	Low	SP1
		Staffing Implications	TUPE and impact on transfer station.							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
SC	E&R22	Service/Section Description Service Implication	Waste Services - Dog Waste Option 1 Removal of borough wide dog bins including Parks High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.	42	42			Low	Medium	SNS2
Po	,	Staffing Implications	Reduction of 1 driver							
Page		Business Plan implications	Impact on Cleaner borough							
98		Impact on other departments Equalities Implications	Parks None							
SC	E&R23	Service/Section Description Service Implication	Waste Services - Dog Waste Option 2 Removal of dog bins from the highway whilst retaining within parks High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.	42	12			Low	Medium	SNS2
		Staffing Implications Business Plan implications	None Impact on Cleaner borough							
		Impact on other departments Equalities Implications	Parks - How would this waste be collected None							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R24	Service/Section Description Service Implication Staffing Implications Business Plan implications	Greenspaces Reduction in current levels of staffing in the Greenspaces grounds maintenance and horticulture and sports teams. Reduction in maintenance standards in some parks Reduction in staff by 4 FTEs Staff establishment is projected to decline over the period of the plan	1,723	130			Medium	High	\$\$2
ı		Impact on other departments Equalities Implications	None directly All sections of the community affected							
SC	E&R25	Service/Section Description Service Implication	Greenspaces Joint procurement of greenspace services as part 2 of the Phase C SLWP procurement contract with LB Sutton Potential harmonising of services.	3,689		160		Medium	Medium	SP1
Page 99		Staffing Implications Business Plan implications Impact on other departments Equalities Implications	TUPE arrangement to be in place to transfer to new contractor. To be confirmed Impact on Parks and allied services To be confirmed prior to award of contract							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000		2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
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							
"age	E&R27	Service/Section Description Service Implication	Greenspaces Additional property rental income Re-letting of vacant parks properties within commercial property market. Rent review and increase for existing service tenancy properties.	(341)	44			Medium	Low	SI1
100		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							

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)
% Page 101	E&R28	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Building and Development Control Proposed shared services with Wandsworth incorporating: 1) Shared enforcement and admin teams and investigation of other shared service options 2) Increased income generation from planning performance agreements and revised pre application charging 3) Joint re-procurement of M3 Northgate systems 4) Improved efficiency and resilience with larger teams. 5) Eliminate postal consultations 6) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements 7) Potential outsourcing of admin scanning functions At this stage it would be premature to predict exactly how the savings will be delivered. However, a consultant has been appointed and is starting the assessment. Still to be determined as the scope of the review is still to be finalised. Shared services joint review commissioned with Wandsworth and due to be finalised early 2015. Saving spread over 2 years in same way as Shared regulatory service to allow for management restructure followed by frontline and process savings. Still to be determined through the shared services report. Likely impact on management levels, enforcement and admin functions and working arrangements. consistent with Transformation Plan unknown at present unknown at present	1575 (884)		157		Medium	High	SS2, SNS1, SNS2, SP1
SC	E&R29	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Building & Development Control Enhanced pre-application process. This is in addition to previous savings proposals. Generating more additional income from Planning Performance Agreements as opposed to the normal pre-application process The additional work pressure may impact on performance and delivery of regeneration projects as the PPA income is meant to be reinvested in the service to deliver such projects and this will not be the case. No changes although there will be additional pressure on existing staff to deliver. Potential impact on performance figures especially in relation to major schemes. Reduced ability to deliver regeneration projects in the borough. none	(56)	40			Low	High	SI2

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

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R32	Service/Section Description Service Implication	Wifi Concessionary Contract Income from wifi concessionary contract to be let from 2015/16 Pan London contract into which Merton have joined will deliver income from public wifi service operated by private contractor utilising LBM street assets [principally lamp columns in town centres]. Some guaranteed and some non-guaranteed income.	N/A	20	5		Medium	Low	SI2
		Staffing Implications Business Plan implications	None Consistent with transformation Plan							
		Impact on other departments	Traffic and highways will be required to asses structural integrity and this is factored in. The non-guaranteed income element would sit with Corporate Services (Communications).							
		Equalities Implications								
_ຜ Page 103	E&R33	Service/Section Description	Various Budgets - Increase in income from commercialisation of services Increase in commercial income across a range of budgets following recruitment of commercial sales manager from 15/16. This includes events in parks / commercial waste / leisure/ building control and other income streams to be developed	N/A	250			High	Low	SI1/SI2
Je ,		Service Implication	Will work closely with Business managers in EandR and across Council							
103		Staffing Implications Business Plan implications	2 year Fixed term contract due to commence early 2015 funded from Transformation budgets alongside Marketing Manager. Consistent with transformation Plan							
		Impact on other departments	Will work with other income generating staff across the council							
		Equalities Implications	None anticipated							
sc	E&R34	Service/Section Description Service Implication	Traffic & Highways Alternative delivery model of highway safety inspection service Further review of Highway Safety Inspection Service	99		30		Medium	Medium	SS2
		Staffing Implications	Review of JDs, working practices and working hours. Increased level of complaints and work load and may result in an increase in Insurance claims. Potential reduction of 1fte.							
		Business Plan implications	Reduction in Service Delivery with a focus on maintaining Statutory Duties.							
		Impact on other departments	Increase in Third Party insurance claims							
		Equalities Implications	May have an impact on vulnerable road users such as the elderly and the disabled.							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R35	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Traffic & Highways Reduce street lighting contract costs Development of Specification and preparation of Tender and Contract Documents. Reduced specification No in-house resource to develop specifications and tender documents. The new Contract will need to include all Council owned lighting (lighting in car parks, parks etc.) to stimulate a better response from the market. We will require input from Procurement Team None	335	25	25		Medium	Medium	SP1
% Page 104		Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Traffic & Highways Reduction in reactive work budget Some non urgent repairs such as replacement of damaged posts and bollards will no longer take place and other repairs will take longer. Increase in complaints against the Council Increase in whole Life costing of Highway asset. Increase with dis-satisfaction with the Council Increase in Third Party insurance claims None	650	60			High	High	SNS2
sc	E&R37	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Traffic & Highways Introduction of Lane rental appraoch to Highways works to assist in reducing congestion. Development of Lane Rental Scheme in Merton to manage street work activities and reduce impact of street work on congestion and traffic flows through Merton . Will require external support and advice to develop and implement the scheme Lane Rental would involve charging those working in the street for the time they occupy the Highway. Lane Rental has only operated as Pilot Scheme in London at present (except on TfL Road Network) Legal Services None	N/A		50		Medium	Medium	SI2

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R38	Service/Section Description	Traffic & Highways Income from Section 278/Developers agreements where traffc works are required as part of development. Charging for work currently not charged for	N/A	50			Medium	Medium	SI2
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	transition from Highway permitting to minimise duration and volume of highway openings. None - delivered within existing resources Increased income Will require close liaison with DC/BC team None							
SC	E&R39	Service/Section Description	Traffic & Highways Pre-application income. This is in addition to any previous pre-app savings	N/A	50			Medium	Medium	SI2
τ	,	Service Implication	proposal. Charging for pre-application services inputted from the T&H service as part of the pre application service.							
Page 105		Staffing Implications Business Plan implications Impact on other	Delivered within existing resources Increased income Will require close liaison with DC/BC team							
5		departments Equalities Implications	None							
sc	E&R40	Service/Section Description Service Implication Staffing Implications	Future Merton Consultancy income. This is in addition to any previous savings proposal. Limited capacity for staff to attract work to the team and b. to complete new work against pressures of an existing challenging work programme Capacity implications on other priorities	N/A	60			Medium	Medium	SI2
		Business Plan implications Impact on other departments Equalities Implications	Impact on ability to deliver regeneration programme Housing supply and Planning support impacts							

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	E&R41	Staffing Implications Business Plan implications Impact on other departments Equalities	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
Page 106		Implications Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Future Merton Align Vestry Hall income budget with current levels of income being achieved. None None None None	(211)	20			Low	Low	SI2

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	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	Safer Merton							
		Description	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	This is in line with the team's TOM.							
		implications	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							
			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 .							
7			Total Environment and Regeneration	n Savings	4,196	810	-212			
a								- -		
age			Total Environment and Regeneration Savi	ngs Target	4,333	4,876	2,302			
1								1		
0			(SURPLUS)/ SH	ORTFALL	137	4,066	2,514			

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Sa	IIV	าตร	Tι	me

SI1 Income - increase in current level of charges

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

SS1 Staffing: reduction in costs due to efficiency

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

SNS1 Non - Staffing: reduction in costs due to efficiency

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

SP1 Procurement / Third Party arrangements - efficiency

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

SG1 Grants: Existing service funded by new grant

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

SPROP Reduction in Property related costs

<u>Panel</u>

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

HC&OP Healthier Communities & Older People

SC Sustainable Communities

Panel	Ref		Description of Saving	Baseline	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор		Service Description	Adult Social Care Placements Income	2000							
			Realignment of Placements Income Budgets . Client and CCG contribution income budgets are currently under-stated and will be adjusted to meet this income savings target.	(11,666)	220	0	0	0	L	М	SI2
		on the majority	None								
		Staffing Implications	None								
		Business Plan implications	None								
		•	None								
		•	None								
HC&OP	CH20	Service	Access and Assessment Employees								
age			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. Reduction in the ability to carry out assessments and reviews,	6,200	0	511	500	483	L	н	SS2
108			social work support, safeguarding activities, DOLs responsibilities and financial assessments.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy								
		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.								
		departments	The primary impact is on service users and partners, such as the NHS.								
		·	These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР	CH21	<u>Service</u>	Direct Provision Employees								
		Description	Staff Savings - 11 FTE to be deleted	1,706	0	274	0	0	L	н	SS2
		·	Less activities available both at day centres and in the community. Clients would spend more time in larger congregated settings with less choice of activities. These savings would be made across the three LD and PD day centres.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy								
		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.								
		Impact on other departments	The primary impact is on service users.								
Page :		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.								
HC&99	CH22	Service	Commissioning Employees								
9			Staff Savings - 4 FTE to be deleted	996	0	156	0	0	L	н	SS2
		Service Implication	Reduced capacity to monitor quality within provider services, reduced capacity to monitor performance within services and a reduced capacity to proactively work to sustain and develop a local provider market. Redundancies - Some staff would be subject to redundancy	530	0	130	0	U	L	n	332
		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.								
		departments	None - main impact is on service users, carers and providers								
		Implications	As staff would be at risk there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.								

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

			IT AND HOUSING SAVINGS - BUDGET PRO	Baseline							Type of
Panel	Ref		Description of Saving	Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Saving (see key)
НС&ОР	CH25	Service Description	Learning Disabilities - Medium Cost Packages Review of Medium Cost Support Packages (£400 - £1,500 per								21122
			week) using the progression model	7,019	0	400	0	0	Н	Н	SNS2
		Service Implication	This would be a holistic review of identified medium cost								
			placements (those receiving packages of care of between £400 -								
			£1,500 per week and not health funded). We will use the								
			progression model as the basis of these reviews. We are								
			designing these figures based on a 10% reduction in support for								
			the relevant clients within the identified client group.								
		Staffing Implications	Staff would need to conduct these reviews; which are likely to								
			be more intensive than the standard review. Staff will also need								
			additional training, to ensure these reviews are done in a new								
			way.								
			All reviews will be based around promoting independence using								
		implications	the progression model which is in line with the business plan.								
		Impact on other	None								
		departments									
စ်		Equalities	There is an equalities implication in terms of service users. An								
Page		Implications	EA would be undertaken and where appropriate work will be								
(D	01100		done to mitigate the impact.								
HC&OP	CH26	Service Description	Learning Disabilities - Direct Payments Review of all Direct Payments in Learning Disabilities using the								
<u> </u>		Description	progression model.	704	0	£50	£0	£0	н	Н	SNS2
_		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								
		Ctoffin a languin eti e ac	packages in this group.								
		Starting implications	Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need								
			additional training, to ensure these reviews are done in a new								
			way.								
		Business Plan	All reviews will be based around promoting independence using								
		implications	the progression model which is in line with the business plan.								
		Impact on other	None								
		departments	110110								
		Equalities	There is an equalities implication in terms of service users. An								
		Implications	EA would be undertaken and where appropriate work will be								
			done to mitigate the impact.								

			TY AND HOUSING SAVINGS - BUDGET PRO	Baseline		2016/17	2017/18	2018/19	Risk Analysis	Risk Analysis	Type of Saving (see
Panel	Ref		Description of Saving	2015/16 £000	£000	£000	£000	£000	Deliverability	Reputational Impact	key)
нс&ор	CH27	Service	Mental Health - Care Packages								
			Review of support packages within all areas of Mental Health services.	1,554	0	76	0	0	н	н	SNS2
		·	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.								
			Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
			All reviews will be based around promoting independence using the recovery model which is in line with the business plan.								
			None; the impact will primarily be on service users.								
עד		departments	The section of the section is a section of the sect								
Page			There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
HC&OP	CH28	<u>Service</u>	Older People - Home Care								
			Review of Home Care within support packages	4,455	0	387	0	0	н	Н	SNS2
2			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.								
		Staffing Implications	Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
		Business Plan	All reviews will be based around promoting independence using the enablement model which is in line with the business plan.								
		Impact on other departments	None								
			There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be								
			done to mitigate the impact.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор	CH29	Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Older People - Managing Crisis Managing crisis (including hospital discharge) admissions to residential care. 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. This would require more intensive work from staff. Any new processes would be based around promoting independence using the enablement model which is in line with the business plan. None; the impact will primarily be on service users. There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be	5,267	0	125	0	0	Н	Н	SNS2
Page 113	CH30	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Older People - Direct Payments Review of Direct Payments support packages Review of all Direct Payments in Older People using the enablement model. We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the enablement model as the basis of these reviews. We anticipate this being an average reduction of 15% for individual support packages within this client group. There are currently 225 packages Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way. All reviews will be based around promoting independence using the enablement model which is in line with the business plan. None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.	2,338	0	345	0	0	Н	Н	SNS2

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР	CH31		Physical Disabilities - Direct Payments Review of all Direct Payments for clients with physical disabilities using the progression model.	1,414	0	134	0	0	н	н	SNS2
		Service Implication	We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the progression model as the basis of these reviews. We anticipate this being a reduction of 10% for individual support packages within this client group. There are currently 150 packages of this type.								
			Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
			All reviews will be based around promoting independence using the enablement model which is in line with the business plan.								
Page		Impact on other departments	None								
e 11			There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
нс&рг	CH32	Service Description Service Implication	Physical Disabilities - Home Care Review of Home Care within support packages 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.	595	0	48	0	0	н	н	SNS2
			Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.								
		Business Plan	All reviews will be based around promoting independence using the enablement model which is in line with the business plan.								
		departments Equalities Implications	None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Panel	Ref	Description of Saving		Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР	CH33	Service Implication Staffing Implications	Physical Disabilities - High Cost Packages Review of PD Residential and 1-1 packages This saving would be delivered through a targeted review of a small number of PD customers in residential care. These reviews would look at renegotiating unit costs, transferring users to other types of accommodation in the community and reducing or removing 1-1 costs Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new	856	0	£60	0	0	н	н	SNS2
		Business Plan implications Impact on other departments Equalities Implications	way. All reviews will be based around promoting independence using the enablement model which is in line with the business plan. None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
Page 115	CH34	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Substance Misuse Placements Actively manage throughput in residential rehab placements A reduction in the placements available for Substance misuse clients This would require more intensive work from staff. This would have an impact on the services provided for this client group None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.	128	0	6	0	0	н	н	SNS2

Panel	Ref	Description of Saving		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	Service Implication	CSF Supporting People contracts We would reduce funding for contracts within the Supporting People area which support vulnerable young people 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. None	162	0	0	100	0	н	н	SP2
		implications Impact on other departments Equalities Implications	Less resources to be called off by those services which support vulnerable young people. There is a potential impact on the CSF department. There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
₽age 116	CH36	Service Implication	Single homeless contracts (YMCA, Spear, Grenfell) Reduce funding for contracts within the Supporting People area which support single homeless people Reduced support available for single homeless people - both in terms of the numbers we could support and the range of support we could provide. In turn this would reduce their housing options None	734	0	03	£56	£200	н	н	SP2
		Impact on other departments Equalities Implications	The risk is that this could increase pressure on the Housing Needs budget. There is a potential internal pressure within the department on the HNES There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

Panel	Ref		Description of Saving	2015/16 £000	2015/16 £000	£000	2017/18 £000	£000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	key)
НС&ОР	CH37	Service	Direct Provision	1,266	0	0	£200		M	Н	SS2
		·	Residential and supported living management - staff reductions We would expect to keep front line support staff but reduce								
		·	management. This would mean less resource to provide outreach and the emphasis would be primarily on providing core services.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy. Fewer posts and potentially more responsibility for remaining staff.								
			Emphasis is on providing core services as outlined in the business plan None								
		Equalities Implications	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								
нс& д Э В	CH38	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)	34,392	0	£17	£720	£0	н	н	SNS2
117			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.								
			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.								
		implications	We would continue to follow the appropriate model of promoting independence for the client group. None								
		Equalities	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.								

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	Extra Care Sheltered Housing								
	Service Implication Staffing Implications Business Plan implications Impact on other departments	provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. There would be potential redundancies within the in-house provision 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. None	753	0	£0	£0	£450	н	н	SP2 / SS2
	Implications	EA would be undertaken and where appropriate work will be								
ult Soc		done to magate the impact.		220	2,710	1,576	1,133			
	Service	Housing Strategy								
	Service Implication Staffing Implications Business Plan implications Impact on other departments	Delays in completing key research that provide essential Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014 Delayed production of statutory strategies Reduced joint working on future cross departmental strategies and policies, i.e. Gypsy and Travellers, Older persons, rough	94	0	43	0	0	L	М	SS2
	CH39	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications Ult Social Care Savings CH40 Description Service Implication Staffing Implications Business Plan implications Impact on other departments	CH39 Service Extra Care Sheltered Housing A review of, and reduction in, the extra care sheltered housing provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. Staffing Implications Business Plan implications Business Plan implications House departments Equalities There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact. Service Description Service Implications Service Impli	Service Description Description of Saving Budget 2015/16 £0000	Service Extra Care Sheltered Housing Poscription A review of, and reduction in, the extra care sheltered housing provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. Staffing Implications There would be potential redundancies within the in-house provision Business Plan implications This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria. None departments Equalities There is an equalities implication in terms of service users. An Implications EA would be undertaken and where appropriate work will be done to mitigate the impact. Service Housing Strategy Housing Strategy Housing Strategy officer - deletion of 1 FTE Service Implications Housing Strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014 Delays in completing key research that provide essential Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014 Delayed production of statutory strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.	Service Extra Care Sheltered Housing Poscription P	Service Extra Care Sheltered Housing Description Provision Provision This would lead to a reduction in the extra support provided through the extra care sheltered housing provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. Staffing Implications This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria. Impact on other departments Equalities There is an equalities implication in terms of service users. An Implications EA would be undertaken and where appropriate work will be done to mitigate the impact. 220 2,710 1,576 Service Housing Strategy Housing Strategy Housing Strategy officer - deletion of 1 FTE 94 0 43 0 0 0 0 0 0 0 0 0	Service Extra Care Sheltered Housing Description A review of, and reduction in, the extra care sheltered housing provision. A review of, and reduction in, the extra care sheltered housing provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. Staffing Implications There would be potential redundancies within the in-house provision There would be potential redundancies within the in-house provision This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria. Impact on other departments Equalities There is an equalities implication in terms of service users. An Implications Exercise E	Service Extra Care Sheltered Housing Description Service Implication This would lead to a reduction in the extra support provided through the extra care sheltered housing provision. This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service. Staffing Implications There would be potential redundancies within the in-house provision 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.	Ref Description of Saving Budget 2015/16 £000 215/16 £000 2015/16 £000

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

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР	CH42	Service Implication	Housing Options Housing options adviser deletion of 1.5 FTE The loss of front line operational staff may affect the Council's ability to respond to housing need particularly in its ability to respond in a timely manner to prevent homelessness. The likely outcome will be a reduction in homelessness preventions and an increased use of temporary accommodation with a corresponding increase in non-controllable general fund	543	0	53	0	0	М	н	SS2
Page 12		Staffing Implications Business Plan implications Impact on other departments Equalities Implications	expenditure. This will lead to redundancy costs for the Council and possible increases in caseloads for remaining staff. Homelessness Preventions: Currently 550 households prevented from becoming homelessness each year, the reduction of 1.5 officers would see a decrease in the number of homeless preventions being achieved. Increased homelessness has impacts in both CSF and adult social care. Increased rough sleeping will impact on crime and disorder. 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								

Panel	Ref		Description of Saving	Baseline Budget 2015/16	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Reputational	Type of Saving (see key)
				£000					,	Impact	,
НС&ОР	CH43	<u>Service</u>	Housing Needs and Enablement Service and Environmental Health Housing	1,102	0	0	100	62	Н	Н	SS2
		Description	Further Staff reductions. This will represent a reduction in staff								
			from any areas of the HNES & EHH.								
		Service Implication	The loss of front line operational staff will affect the Council's								
			ability to respond to housing need, particularly in its ability to								
			respond in a timely manner to prevent homelessness and sustain tenancies in the private rented sector.								
		Staffing Implications	Redundancies - Some staff would be subject to redundancy.								
		Otaning implications	This would also lead to an increased workload for the remaining								
			staff.								
		Business Plan	This would impact services across the division - impacting our								
		implications	ability to prevent homelessness, maintain standards in private								
			sector accommodation and maintain our statutory housing strategies.								
		Impact on other	Increased homelessness has impacts in both children and adult								
		departments	social care. Increased rough sleeping will impact on crime and								
		dopartimonto	disorder.								
ס ו		Equalities	There is an equalities implication in terms of service users. An								
Page		Implications	EA would be undertaken and where appropriate work will be								
g			done to mitigate the impact. There would also be an equalities								
(0)			implication in terms of the staff who would be impacted by any redundancies.								
Total	ousing	। General Fund Savings				129	100	62			
4		Service	Library & Heritage Service			.20					
НС&ОР	CH44		Deletion of all administrative support	59	0	26	0	0	M	M	SS2
		Service Implication	All admin functions will be undertaken by managers and staff.								
			General library enquiries will be funnelled through to libraries								
			instead of being managed centrally. All hall bookings will be managed through a new online booking system. Bookstart and								
			other functions will be facilitated by a library.								
			outer furnitions will be facilitated by a library.								
		Staffing Implications	Deletion of 1xFTE								
		Business Plan	None identified provided that new online hall booking system is								
		implications	installed correctly and does not impact on current income								
			levels.								
		Impact on other	Single point of contact for Bookstart enquiries will be dispersed								
			to a library team with a lead contact.								
		Equalities	Support will be provided in libraries and by telephone for								
		Implications	customers who cannot make online bookings.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
нс&ор	CH45	Service Implication Staffing Implications Business Plan implications Impact on other departments	Library & Heritage Service Reduction in activities programme Reduced budget available for activities means that they will need to be delivered more efficiently. More cost effective solutions will be pursued for certain schemes. None identified. None identified. All schemes will continue but delivered in more cost effective ways. None identified.	2	0	2	0	0	L	M	SNS1
		Implications Service	Library & Heritage Service								
Page 122	CH46	Service Implication	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.	3	0	3	0	0	L	М	SNS1
		implications Impact on other departments Equalities	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.								

Panel	Ref		Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР	CH47	Business Plan implications Impact on other departments Equalities	Library & Heritage Service Reduction in volunteering contract 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. Some impact on staff meaning that they will have to undertake more administrative processes in the volunteer recruitment process. 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. None identified.		0	20	0	0	М	М	SNS1
Page 123	CH48	Implications Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Library & Heritage Service Reduction in media fund 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. None identified. 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. None identified. Reduced customer choice will be mitigated somewhat by improving procurement methods.	239	0	45	0	0	М	М	SNS1

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	Library & Heritage Service								
нс&ор			Additional staff savings	1,070	0	0	38	0	М	M	SS2
			Savings to be delivered through process re-engineering and redistributing responsibilities across service structure.								
		Staffing Implications									
		Starring implications	Deletion of 1.5xi TE								
		Business Plan	No specific implications but could have an effect on usage,								
			customer satisfaction and income.								
		Impact on other	None identified.								
		departments									
			More customer support will be provided online and via self-								
			service. Recruitment of additional volunteers will attempt to								
			mitigate any service reductions.								
нс&ор		Service Description	Library & Heritage Service Deletion of Projects & Procurement Manager post	184			22	_	м	м	SS2
neadi		Service Implication	The Projects & Procurement Manager post is a fixed term post	104	0	U	22	١	IVI	IVI	332
			in place to ensure the smooth rollout of new self-service								
Page			technology and to progress library redevelopments along with								
) 2			managing efficiency savings already agreed. The contract ends								
e l			in March 2017 and the post has been put forward for savings								
_			upon its expiry.								
24		Staffing Implications	Deletion of 0.6xFTE								
4											
		Business Plan	The post is crucial to ensuring that efficiency savings are								
			delivered but is proposed to be deleted upon completion of								
			these works.								
			None identified.								
		departments Equalities	None identified.								
		Implications	itono identined.								
Total Li		Savings				96	60	_			
		ity & Housing Savings			220	2,935					

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

Savings Type

anel
ane

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

SC Sustainable Communities

SAVINGS REJECTED BY CABINET 2013/14

SUMMARY

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

DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

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

DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

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

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DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

	Panel	Ref		Description of Saving	Baseline Budget 12/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverab ility	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
Ī	SC	EN46	Service/Section	Parks, Greenspaces & Cemetries								
Daga			Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Introduction of parking fees in 5 key parks (Charges would be in region of £1.00 per hour in line with current car parking fees levied across the borough's other public car parks).(Sites under consideration: Wimbledon Park, Sir Joseph Hood MPF, Abbey RG, Haydons Road RG and Joseph Hood RG) Increased revenue from parking fees.Could however lead to a reduction in park usage and non parking income. No Yes. Integral to current service plan projects Yes, especially Parking Services	1,565		44			Medium	Medium	SI2
<u>د</u>	Sub-total:	Environn	nent and Regener	ration Rejected Savings 2013/14		0	122	120	80			
0	Total			0	147	120	80					
		Total - Cumulative				0	147	267	347			

SAVINGS REJECTED BY CABINET 17 February 2014

SUMMARY

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

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15

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

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

	7		1100E3 AND I AMILIES SAVINGS - BODG			1					Type of
Par	el 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	
C&Y	P CSF03	<u>Service</u>	All Divisions								
		Description	Further reductions in staffing across CSF.	22,661				239	High	High	SS2
		Service Implication	Detailed proposals will need to be determined nearer								
			the time in the context of statutory requirements and								
			regulatory arrangements, demographic changes in overall numbers and the profile of the population. W								
			involve reduced thresholds and management of								
			increased risks in relation to safeguarding. May require								
			us to challenge regulatory staffing ratios.								
		Staffing Implications	Approximately 8 staff FTE redundant.								
ן		Business Plan implications	Reduced service offering. Significantly increased risk.								
		Impact on other	Unlikely to be significant but will need to be assessed								
		departments	in light of detailed proposals at the time.								
5											
-											
		Equalities	· · · · · · · · · · · · · · · · · · ·								
T = 1 :	l Obildes a O	Implications	groups within the community.			_		000			
I ota	ı Unliaren, Sc	hools and Families Sa	avings		0	0	0	239			

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

Panel	Ref		Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV03	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments	Building & Development Control Deletion of two enforcement officer posts Although a non-statutory service, this will lead to a sharp decrease in the sections ability to respond to enforcement complaints. Loss of 2 FTE's. Significantly reduced ability to respond to enforcement complaints and resulting inability to support built environment objectives. Complaints will not cease so significant impact on DC sections ability to operate and generate income. Ability to progress joint actions to improve areas will be reduced.	184	80		Low	High	SS2
'		Equalities Implications	None						
SC O	EV04	Service/Section Description Service Implication	Building & Development Control Outsourcing of certain administrative functions It is not entirely proven that outsourcing (scanning) will be more efficient as the team works very well. Other authorities have had issues with loss of control. Further analysis will be needed	204	30		Medium	Medium	SS2
		Staffing Implications Business Plan	1FTE although depends on which functions are outsourced and the cost of those services Loss of control of functions could lead to a slow down in business						
		implications Impact on other departments Equalities Implications	processes. None envisaged if successful						

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

Panel	Ref		Description of Saving	Baseline Budget 13/14 £000	2015/16 £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							
ı		Equalities Implications	None							
SC	EV06	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								
		Equalities Implications	None							

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

Panel	Ref		Description of Saving	Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV07	Service/Section	Building & Development Control							
		Description	Deletion of one planning area team leader post	126	50			Low	High	SS2
		Service Implication	This will lead to a sharp decrease in the sections ability to respond to and							
		Staffing Implications	provide an acceptable level of service. Loss of one professionally qualified team leader.							
		Otaling implications	2000 of one professionary quarried team reduct.							
		Business Plan	Significantly reduced ability to progress planning applications on time,							
		implications	with resulting complaints and restriction on economic development in the							
			borough. Potential service performance failure with resulting Gov't intervention							
		Impact on other	Reduced ability to progress councils own developments on time e.g.							
		departments	Schools expansion programme ,Future Merton regeneration initiatives.							
		Equalities	None							
		Implications								
	EV10	Service/Section	Greenspaces							
		Description	To be determined through TOM, which will generate a series of business cases for volunteering channel shift and commercialisation of service.	2,763	130	100		Medium	High	SP1
			cases for volunteering channel shift and commercialisation of service.							
		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	To be determined through TOM							
		implications	Ĭ							
		Impact on other	o be determined through TOM							
		departments								
	Equalities To be determined through TOM									
		Implications								
Total Er	nvironmen	nt and Regeneration Sa	avings: REJECTED/DEFERRED SAVINGS		400	100	0			

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Council Tax Base 2015/16

1. INTRODUCTION

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

2. CALCULATING THE COUNCIL TAX BASE FOR 2015/16

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

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

2.6 Assumptions in the MTFS

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

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

3. IMPLICATIONS FOR COUNCIL TAX YIELD 2014/15

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

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

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

d) Changes in Discounts and Exemptions

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

e) <u>Summary</u>

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

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

Approved and maleative ringramme as a	W									
	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated
Merton	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Total Corporate Services	5,935,910	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
Total Community and Housing	3,019,110	1,806,890	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Total Children, Schools and Families	25,265,200			20,874,360		3,265,600	7,246,800	5,059,580	658,800	658,800
Total Environment and Regeneration		17,470,560				4,873,000	4,654,000		4,654,000	
	47,317,970	44,041,560	46,259,640	29,595,860	29,579,300	9,978,600	14,000,800	11,698,580	7,087,800	7,102,800
	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated	Updated
Merton	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Total Corporate Budgets	1,782,500	2,007,000	1,000,000	0	0	0	0	0	0	0
			1,000,000	0			0	0	0	0
Total Buisness Improvement	1,293,840	1,496,000	0	Ū	, and the same of	0			0	0
Total Corporate Governance	9,920	220.250	0	0	0	0	0	0	0	0
Total Resources	333,450			0	0	0	0	0	0	0
Total Information Technology	1,105,280	584,000	1,862,000	1,881,000		575,000	860,000	770,000	560,000	575,000
Total Facilities Management	1,410,920	2,185,300	1,000,000	1,000,000	1,750,000	925,000	900,000	875,000	875,000	875,000
Total Corporate Services	5,935,910	6,500,550	3,862,000	2,881,000	2,757,000	1,500,000	1,760,000	1,645,000	1,435,000	1,450,000
Community and Housing	<u> </u>									
Total Adult Social Care	340,980	0	0	0	0	0	0	0	0	0
Total Merton Adult Education	1,980	0	0	0	0	0	0	0	0	0
Housing										
The Gables Mitcham	577,300	0	0	0	0	0	0	0	0	0
8 Wilton Road	489,240	0	0	0	0	0	0	0	0	0
Western Road	760,000	115,000	0	0	0	0	0	0	0	0
Disabled Facilities	839,610	1,341,890	784,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Other Housing	10,000	0	0	0	0	0	0	0	0	0
Total Libraries	0	350,000	550,000	0	0	0	0	0	0	0
Total Community and Housing	3,019,110	1,806,890	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Children, Schools and Families										
Total Primary School Expansions	22,561,950		3,792,000		2,575,000		0	0	0	0
Total Secondary School Expansions	100,000				13,954,270		6,000,000	4,008,000	0	0
Total SEN	574,780	3,376,610	3,000,000	3,000,000	850,000	850,000	0	0	0	0
Total Other	2,028,470	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,800
Total Children, Schools and Families	25,265,200	18,263,560	23,789,140	20,874,360	20,103,800	3,265,600	7,246,800	5,059,580	658,800	658,800
Environment and Regeneration										
Total Footways Planned Works	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Greenspaces	998,350	461,420	365,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
jotal 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
otal On and Off Street Parking	1,342,910	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	2,382,950	4,658,460	1,922,000	0	0	0	0	0	0	0
Total Plans and Projects	70,000	0	0	0	0	0	0	0	0	0
Total Street Lighting	410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,000
Total Street Scene	80,000	375,190	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Transport for London	2,295,050	1,310,000	1,271,000	0	0	0	0	0	0	0
Total Traffic and Parking Management	216,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Total Transport and Plant	620,000	5,546,890	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total Safer Merton - CCTV & ASB	0	300,000	300,000	0	0	0	0	0	0	0
Total Waste Operations	215,400	49,000	25,500	25,500	25,500	20,000	20,000	20,000	20,000	20,000
Total Environment and Regeneration	13,097,750	17,470,560	17,274,500	5,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000

Corporate Services	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Corporate Budgets												
Acquisitions Budget	CA003MA	OSC	1,042,340	500,000	500,000	0	0	0	0	0	0	0
Transformation Budgets	CT012EAZ	OSC	240,160	507,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	CA004MA	OSC	500,000	1,000,000	500,000	0	0	0	0	0	0	0
Total Corporate Budgets			1,782,500	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 Labling	CT023NA	osc	293,840	0	0	0	0	0	0	0	0	0
Replacement SC System	CT007EA	OSC	400,000	571,000	0	0	0	0	0	0	0	0
Total Buisness Improvement			1,293,840	1,496,000	0	0	0	0	0	0	0	0
Corporate Governance												
IER Capital Hardware	CT019NC	OSC	9,920	0	0	0	0	0	0	0	0	0
Total Corporate Governance			9,920	0	0	0	0	0	0	0	0	0
Resources												
Improving Information Systems	CT020NB	OSC	333,450	228,250	0	0	0	0	0	0	0	0
Total Resources			333,450	228,250	0	0	0	0	0	0	0	0
Information Technology												
Disaster recovery	CT003EA	OSC	1,710	0	0	0	0	0	0	0	0	0
Planned Replacement Programme	CT006EA	OSC	877,070	299,000	1,412,000	1,686,000	957,000	575,000	860,000	770,000	560,000	575,000
ITSD Enhancements	CT012ED	OSC	35,000	85,000	250,000	120,000	50,000	0	0	0	0	0
Multi-Functioning Device (MFD)	CT022EA	OSC	125,000	200,000	200,000	75,000	0	0	0	0	0	0
Room and Space Management	CT007EX	OSC	66,500	0	0	0	0	0	0	0	0	0
Total Information Technology			1,105,280	584,000	1,862,000	1,881,000	1,007,000	575,000	860,000	770,000	560,000	575,000
Facilities Management												
Civic Centre refurbishment	CF001AB	OSC	100,000	0	0	0	0	0	0	0	0	0
Invest to Save Schemes	CF002SA	OSC	500,000	1,800,300	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Water Safety Works	CF011FA	osc	0	0	150,000	150,000	100,000	75,000	50,000	25,000	25,000	25,000
Asbestos Safety Works	CF011FB	osc	0	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Capital Works - Facilities	CF004SA	osc	200,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Civic Centre Passenger Lifts	CF001AL	osc	465,000	185,000	0	0	0	0	0	0	0	0
Civic Centre Boilers		osc	0	0	0	0	300,000	0	0	0	0	0
Data Centre Support Equipment		OSC	0	0	0	0	300,000	0	0	0	0	0
Civic Centre Staff Entrance Improveme	nts	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

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

Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Primary School Expansions										
All Saints/ South Wim YCC exp	14,250	0	0	0	0	0	0	0	0	0
Cranmer expansion	2,051,770	0	0	0	0	0		0	0	0
Dundonald expansion	788,000	4,218,860	1,117,000	0	0			0	0	0
Gorringe Park expansion	9,620	0	0	0	0			0	0	0
Hillcross School Expansion	3,216,520	1,623,830	0	0	0			0	0	0
Holy Trinity Expansion	61,000	0	0	0	0			0	0	0
Joseph Hood Permanent Expansn	83,350	0	0	0	0			0	0	0
Liberty expansion	2,620	0	0	0	0	0	0	0	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
Poper Permanent Expansion	3,586,740	410,730	0	0	0	0	0	0	0	0
St Hary'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
W	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	ű	0	0	0
Scheme 4 New School Extra 6fe	20,000	1,080,000	4,000,000	7,000,000	4,478,950	0	6,000,000	4,008,000	0	0
Secondary School Expansions	100,000	1,650,000	14,395,000	11,500,000	13,954,270	0	6,000,000	4,008,000	0	0

Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Cricket Green	20,000	130,050	1,500,000	1,500,000	0	0	0	0	0	0
Primary school autism unit	179,110	836,290	0	0	0	0	0	0	0	0
Perseid	335,670	1,150,270	0	0	850,000	850,000	0	0	0	0
Perseid - Further 28 Places Primary	0	100,000	1,500,000	1,500,000	0	0	0	0	0	0
Secondary School Autism Unit	40,000	1,160,000	0	0	0	0	0	0	0	0
Total SEN	574,780	3,376,610	3,000,000	3,000,000	850,000	850,000	0	0	0	0
Other										
Feasibility										
Inflation Contingency	0	172,460	1,952,140	1,875,580	2,074,530	165,600	596,800	401,580	8,800	8,800
De <u>vol</u> ved 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
Meton Pk- Entrance adaptation	630	0	0	0	0	0	0	0	0	0
Raynes Park Sports Pavilion	4,770	0	0	0	0	0	0	0	0	0
Free-School Meals	575,270	0	0	0	0	0	0	0	0	0
Schools Equipment Loans	372,800	0	0	0	0	0	0	0	0	0
Total Other	2,028,470	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,800
TOTAL	25,265,200	18,263,560	23,789,140	20,874,360	20,103,800	3,265,600	7,246,800	5,059,580	658,800	658,800

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Footways Planned Works												
Repairs to Footways	CE029FA	SC	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Footways Planned Works			1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Greenspaces												
Play Space Pollards Hill - S106	CE013EB	SC	5,000	0	0	0	0	0	0	0	0	0
Parks Investment	CE013SA	SC	216,000	216,000	331,000	216,000	322,500	350,000	350,000	350,000	350,000	350,000
Pay and Display Machines			0	60,000	0	0	0	0	0	0	0	0
Parks Bins - Finance Lease	CE003EA	SC	34,000	34,000	34,000	34,000	27,500	0	0	0	0	0
King George Rec Play Area	CE110CB	SC	9,990	0	0	0	0	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	CE110CE	SC	4,420	0	0	0	0	0	0	0	0	0
Sir Joseph Hood Crazy Golf	CE110CF	SC	4,670	0	0	0	0	0	0	0	0	0
Wimbledon Park Crazy Golf	CE110CG	SC	30,000	0	0	0	0	0	0	0	0	0
Al (Saints Play Area	CE110CH	SC	2,970	0	0	0	0	0	0	0	0	0
Nelson Gardens Community Space	CE110CJ	SC	14,700	0	0	0	0	0	0	0	0	0
Mo	CE110CK	SC	9,570	0	0	0	0	0	0	0	0	0
B487 Landscape Ravensbury Park	CE009CA	SC	870	0	0	0	0	0	0	0	0	0
B619 Ravensbury Park entrance	CE009CC	SC	5,000	0	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	CE015CB	SC	15,170	0	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	CE015CB	SC	3,500	2,440	0	0	0	0	0	0	0	0
S106 South Park Gardens B346	CE015CB	SC	25,000	0	0	0	0	0	0	0	0	0
B488 Landscape Dundonald Rec G	CE016CA	SC	12,000	0	0	0	0	0	0	0	0	0
B617a-c Wimbledon Park upgrade	CE017CD	SC	9,430	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	CE022AA	SC	2,490	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	CE022AA	SC	11,230	0	0	0	0	0	0	0	0	0
Repairs to Water Wheel (B531)	CE022AA	SC	5,000	0	0	0	0	0	0	0	0	0
B595 Colliers Wd Rec-play area	CE022CC	SC	6,470	0	0	0	0	0	0	0	0	0
B627a&b Cottnhm Prk-play area	CE026CA	SC	2,960	0	0	0	0	0	0	0	0	0
B683 Cannizaro Park			9,850	0	0	0	0	0	0	0	0	
B521 - Morden Park	CE027CA	SC	0	29,780	0	0	0	0	0	0	0	0
B596a&b,B625a-c Crckt Grn Area	CE110SE	SC	21,000	0	0	0	0	0	0	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	CE110SG	SC	0	28,000	0	0	0	0	0	0	0	0

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
B651 South Park Gardens Pavil	CE015CD	SC	17,000	0	0	0	0	0	0	0	0	0
B647 John Innes Park Improvmnt	CE019CA	SC	2,000	0	0	0	0	0	0	0	0	0
B650 Rowan Road Park Improvmnt	CE023CB	SC	3,060	0	0	0	0	0	0	0	0	0
New Scheme- Figges Marsh Changing Room	CE022AB	SC	150,000	0	0	0	0	0	0	0	0	0
Tamworth Paddling Pool	CE110CL	SC	160,000	0	0	0	0	0	0	0	0	0
Mitcham Common Conservators	CE011CA	SC	100,000	0	0	0	0	0	0	0	0	0
Living Wandle Ravensbury Park	CE009CF	SC	0	76,200								
Pollution	CE052MA	SC	45,000	15,000	0	0	0	0	0	0	0	0
Outdoor Gyms		SC	60,000									
Total Greenspaces			998,350	461,420	365,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
Hignyays General Planned Works												
Surace Water Drainage	CE024FA	SC	62,070	62,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000
Highways bridges & structures	CE025FA	SC	370,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Mai nt ain AntiSkid and Coloured	CE027FA	SC	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
River Wandle Footbridge	CE036FA	SC	43,320	0	0	0	0	0	0	0	0	0
B646a Lombard Industrial Estat	CE137FB	SC	23,970	0	0	0	0	0	0	0	0	0
B639a Fair Green	CE137FD	SC	20,000	22,600	0	0	0	0	0	0	0	0
B642 Streatham Rd	CE144FA	SC	4,140	0	0	0	0	0	0	0	0	0
B671 Victoria Road	CE137FE	SC	30,280	0	0	0	0	0	0	0	0	0
B662 Brenley Close			13,940	0	0	0	0	0	0	0	0	0
B674a-d Phase 1 Lambton Rd	CE007CC	SC	31,910	0	0	0	0	0	0	0	0	0
B673a-c Phase 2 Lambton Rd	CE007CD	SC	25,000	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works			714,630	434,600	419,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000
Highways Planned Road Works												
Borough Roads Maintenance	CE026FA	SC	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Severe Weather Maintenance		SC	283,100	0	0	0	0	0	0	0	0	0
Total Highways Planned Road Works			1,783,100	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
Leisure Centres												
Leisure Centre Plant & Machine	CE038MA	SC	280,960	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Morden Leisure Centre	CE045AA	SC	100,000	900,000	9,000,000	1,000,000	0	0	0	0	0	0
Multi use Games Area at Canons	CE055CA	SC	215,000	0	0	0	0	0	0	0	0	0
St Marks Academy Flood Lights	CE056CA	SC	93,330	0	0	0	0	0	0	0	0	0
Public Halls	CE149AA	SC	20,000	0	0	0	0	0	0	0	0	0
GLL Football		SC	25,000									
Wimbledon Park Lake De-Silting			0	0	0	0	1,500,000	0	0	0	0	0
Total Leisure Centres			734,290	1,200,000	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000
Other E&R												
Big Lottery Play Areas	CE044MA	SC	27,160	0	0	0	0	0	0	0	0	0
Priests House			0	300,000	0	0	0	0	0	0	0	0
Mo bile Working Initiative	CE095EA	SC	65,500	0	0	0	0	0	0	0	0	0
With Dilapidations	CE129SA	SC	86,680	0	0	0	0	0	0	0	0	0
Re Ω ild Wall	CE129SA	SC	55,000	0	0	0	0	0	0	0	0	0
Total Other E&R			234,340	300,000	0	0	0	0	0	0	0	0
On add Off Street Parking												
Tackling Traffic Congestion			1,300,000	0	0	0	0	0	0	0	0	0
Improved parking- shop parades	CE132FA	SC	42,910	0	0	0	0	0	0	0	0	0
Total On and Off Street Parking			1,342,910	0	0	0	0	0	0	0	0	0
Regeneration Partnerships												
Industrial Estate Investment	CE059FA	SC	0	750,000	0	0	0	0	0	0	0	0
Colliers Wd- Regeneration Fund	CE006FB	SC	1,336,420	0	0	0	0	0	0	0	0	0
Mitcham - Outer London Fund	CE006FC	SC	78,660	0	0	0	0	0	0	0	0	0
Mitcham Major schemes	CE006FD	SC	200,000	1,800,000	885,000	0	0	0	0	0	0	0
Restoration of South Park Gdns	CE015CA	SC	169,890	0	0	0	0	0	0	0	0	0
Sect106 Bottleneck Skills Grnt	CE060RA	SC	14,070	0	0	0	0	0	0	0	0	0
B678 Commonside East	CE001FA	SC	55,010	0	0	0	0	0	0	0	0	0
S106 Wim broadwy CA	CE061FA	SC	0	46,480	0	0	0	0	0	0	0	0
Town Centre Investment	CE061FB	SC	0	1,688,000	1,037,000	0	0	0	0	0	0	0
Mitcham Town Centre Improvements	CE061FE	SC	400,000	301,630	0	0	0	0	0	0	0	0
Colliers Wood Town Centre Improvements	CE061FF	SC	90,000	0	0	0	0	0	0	0	0	0

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
B550 Mitcham means Business	CE064FA	SC	38,900	0	0	0	0	0	0	0	0	0
B672a-f Connecting Colliers Wood	CE049CA	SC	0	72,350	0	0	0	0	0	0	0	0
Total Regeneration Partnerships			2,382,950	4,658,460	1,922,000	0	0	0	0	0	0	0
Plans and Projects	Ì											
Climate Change Initiatives	CE052MA	SC	70,000	0	0	0	0	0	0	0	0	0
Total Plans and Projects			70,000	0	0	0	0	0	0	0	0	0
Street Lighting												
Street Lighting Replacement Pr	CE068FA	SC	410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,000
Total Street Lighting			410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,000
Street Scene												
Street scene enhancements	CE066FE	SC	15,000	250,000	0	0	0	0	0	0	0	0
B5 to Shop Front Improvement	CE066FG	SC	0	42,510	0	0	0	0	0	0	0	0
B5	CE066FH	SC	0	17,680	0	0	0	0	0	0	0	0
Street Tree Programme	CE067FA	SC	65,000	65,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Street Scene			80,000	375,190	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Transport for London												
Accesibility Programme	CE104FD	SC	120,000	0	0	0	0	0	0	0	0	0
Cycle access/parking	CE104FG	SC	184,000	0	0	0	0	0	0	0	0	0
Victoria Rd Bus Access Impr	CE104FL	SC	18,400	0	0	0	0	0	0	0	0	0
Poulter Park (Wandle Trail)	CE104FN	SC	22,000	0	0	0	0	0	0	0	0	0
Casualty Reduction & Schools	CE104RA	SC	184,000	0	0	0	0	0	0	0	0	0
Unallocated	CE104MA	SC	0	1,310,000	1,271,000	0	0	0	0	0	0	0
TFL Projected Slippage	CE026SA	SC	319,010	0	0	0	0	0	0	0	0	0
Biking Borough Programme	CE128RA	SC	27,600	0	0	0	0	0	0	0	0	0
Cycle Improvements	CE104RM	SC	90,000	0	0	0	0	0	0	0	0	0
Central Road			342,000	0	0	0	0	0	0	0	0	0
Bewley Bridge	CE111FG	SC	25,540	0	0	0	0	0	0	0	0	0
The Broadway-Russell to Merton Rd	CE105FO	SC	109,250	0	0	0	0	0	0	0	0	0
Bus Stop Compliance	CE105FR	SC	128,800	0	0	0	0	0	0	0	0	0
Coombe Lane			85,500	0	0	0	0	0	0	0	0	0
Morden Rd Kingston Rd to High Path	CE105FQ	SC	57,950	0	0	0	0	0	0	0	0	0
Mitcham Town Centre	CE104FP	SC	290,000	0	0	0	0	0	0	0	0	0

Environment and Regeneration	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
A298/A238 Strategic Corridor	CE104FQ	SC	291,000	0	0	0	0	0	0	0	0	0
Total Transport for London			2,295,050	1,310,000	1,271,000	0	0	0	0	0	0	0
Traffic and Parking Management												
Traffic Schemes	CE142FA	SC	135,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Replace Parking Phone System	CE150NA	SC	37,500	0	0	0	0	0	0	0	0	0
S106 Cycle Imp Beverley Rounda		SC	43,500	0	0	0	0	0	0	0	0	0
Total Traffic and Parking Management			216,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Transport and Plant		Ì										
Replacement of Fleet Vehicles	CE082EA	SC	590,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Network Rail	CE085FA	SC	0	9,400	0	0	0	0	0	0	0	0
Shared Space	CE085FF	SC	0	20,000	0	0	0	0	0	0	0	0
B609 Wim Town Centre trans imp	CE085FR	SC	0	5,000	0	0	0	0	0	0	0	0
B613 Wim Town Centre trans imp	CE085FS	SC	30,000	12,490	0	0	0	0	0	0	0	0
Tree portation Enhancements	CE085FW	SC	0	5,000,000	0	0	0	0	0	0	0	0
Total Transport and Plant			620,000	5,546,890	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Safe Merton - CCTV & ASB												
CCTV (match funding)	CE002EA	SC	0	300,000	300,000	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB			0	300,000	300,000	0	0	0	0	0	0	0
Waste Operations												
Alley Gating Scheme - Fly Tip	CE087FA	SC	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Re-use/recycling Site Maintena	CE090SA	SC	29,000	23,500	0	0	0	0	0	0	0	0
Waste Bins - Finance Lease	CE001EC	SC	5,500	5,500	5,500	5,500	5,500	0	0	0	0	0
Waste Phase B - Replace RCVs	CE092EA	SC	30,900	0	0	0	0	0	0	0	0	0
GPS Vehicle Tracking	CE148EA	SC	130,000	0	0	0	0	0	0	0	0	0
Total Waste Operations			215,400	49,000	25,500	25,500	25,500	20,000	20,000	20,000	20,000	20,000
TOTAL			13,097,750	17,470,560	17,274,500	5,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref		Description of Saving	2015/16 £000	2016/17 £000	2017/18 £000
2014/17	EN14	Service/Section	Waste and Street Cleansing Operations			
		Description	Mobile technology including GPS and in cab monitors. Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency.	100		
		Service Implication	None			
		Staffing	3fte			
		Business Plan	None			
		implications Impact on other departments	Call centre			
		Equalities Implications	None			
			Total Environment and Regeneration Savings	100	0	0

Deferred Savings proposals

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

	idget ocess	Ref		Description of Saving	2015/16 £000	2016/17 £000	2017/18 £000
20	14/17	EN14	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities	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. None 3fte None Call centre	-100	100	
Ì			-	Total Environment and Regeneration Savings	-100	100	0

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

	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Departmental Base Budget 2014/15	144,420	144,420	144,420	144,420
Inflation (Pay, Prices)	3,179	6,778	10,380	13,979
Autoenrolment/Nat. ins changes	0	1,000	2,000	2,000
FYE – Previous Years Savings	(4,252)	(9,149)	(10,576)	(10,576)
Replacement Savings	340	Ó	Ó	Ó
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
Francis de la cris				
Funded by:	(30,136)	(24,107)	(15,933)	(11 000)
Revenue Support Grant	(30, 130)		(35,155)	(11,988)
Business Rates (inc. Section 31 grant) C. Tax Freeze Grant 2015/16	(33,961)	(33,931)	(35, 155)	(36,515)
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,487)	(2,000)	(4,797) $(2,000)$	(2,000)
Council Tax inc. WPCC	(2, 4 67) (77,051)	(77,435)	(77,821)	(78,208)
Collection Fund – (Surplus)/Deficit	421	(11,433)	(17,021)	(70,200) O
TOTAL FUNDING	(148,879)	(142,270)	(135,706)	(133,508)
TOTAL I ONDING	(140,070)	(142,210)	(100,100)	(100,000)
GAP excluding Use of Reserves (Cumulative)	3,554	10,435	22,289	30,214
	-,	-,	,	,
- Use of Reserves	(2,841)	1,003	(3,914)	0
000 01 1 1000 1100	(=, = : : /	1,000	(0,011)	
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 2014/15 **FULL TIME EQUIVALENTS** 2015/16 Total FTE Staff 2,200.5 2,176.1 SUBJECTIVE ANALYSIS OF ESTIMATES 2014/15 Other 2015/16 **Estimate** Inflation **Variations Estimate** £000 £000 £000 £000 Expenditure 1,085 Employees 90.272 608 91.965 Premises 8,808 87 (367)8,527 12,824 106 13,608 Transport 678 Supplies and Services 159,257 3,709 163,819 853 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 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 (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 (15,671)2,452 (0)**NET EXPENDITURE** 162,542 3,136 (16,798)148,879 Funded by: 9,602 Revenue Support Grant (39,738)0 (30, 136)**Business Rates** (34,371)0 410 (33,961)0 **New Homes Bonus** (3,199)712 (2,487)0 (1,709)Council Tax (75,049)(76,758)Council Tax Freeze Grant 2015/16 0 (868)(868)Council Tax Freeze Grant 2014/15 0 (858)858 WPCC Levy (293)0 (293)Collection Fund (4,236)0 4,657 421 PFI Grant (4,797)0 (4,797)(162,542)0 13,663 (148,879)3,136 (3,136)0 Other Variations: Contingency/Other £000 Major Items: Corporate Provisions fte Corporate borrowing and Investment 104 0.0 Further provision for revenuisation/RCCO (2,101)0.0 Pension Fund and Auto-enrolment (9,392)0.0 Contingency and centrally held provisions (98)0.0 110 0.0 Change in Grants Appropriation to/from Reserves (2,841)0.0 Depreciation and impairment (1,279)0.0 CHAS - dividend 0.0 (174)Levies 0.0 0 TOTAL (15,671)

30	JMMARY			
FULL TIME EQUIVALENTS			2014/15	2015/16
Total FTE Staff			2,200.5	2,176.
SERVICE AREA ANALYSIS	2014/15		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Corporate Services	11,285	251	(306)	11,229
51 0 1				
Education Services] CSF	48,040	853	(4)	48,889
Children's Services]	13,010		(-)	10,000
Environment and Regeneration	22,853	363	(371)	22,845
_	,,,,,,		(*)	,-
Adult Social Care] Cultural Services] C&H	61,333	832	(445)	61,720
Housing General Fund	61,333	032	(445)	01,720
,				
Public Health	0	0	0	(
Single Status	100	0	0	100
Pay Award	807	837	0	1,644
TOTAL NET SERVICE EXPENDITURE	144,417	3,136	(1,126)	146,427
Corporate Provisions/Appropriations	18,125	0	(15,671)	2,453
NET EXPENDITURE	162,542	3,136	(16,798)	148,879
Funded by:				
Revenue Support Grant	(39,738)	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	(
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)	C
Other Variations: Contingency/Other				
Major Items: Corporate Provisions			£000	fte
Corporate borrowing and Investment			104	0.0
Further provision for revenuisation/RCCO			(2,101)	0.0
Pension Fund and Auto-enrolment			(9,392)	0.0
			(98)	0.0
			110	0.0
Contingency and centrally held provisions			(2,841)	0.0
Contingency and centrally held provisions Change in Grants				0.0
Contingency and centrally held provisions Change in Grants Appropriation to/from Reserves			, , ,	0.0
Contingency and centrally held provisions Change in Grants Appropriation to/from Reserves Depreciation and impairment			(1,279)	
Contingency and centrally held provisions Change in Grants Appropriation to/from Reserves Depreciation and impairment CHAS - dividend			, , ,	0.0 0.0 0.0
Contingency and centrally held provisions Change in Grants Appropriation to/from Reserves Depreciation and impairment			(1,279) (174)	

CORPORATE ITEMS ANALYSIS

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



2015/2016 ESTIMATES

CORPORATE SERVICES DEPARTMENT

SUMMARY: CORPORATE SERVICES DEPARTMENT

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

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

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	23,220	22	(306)	22,936
Premises	2,882	35	(130)	2,787
Transport	143	2	(5)	139
Supplies and Services	11,078	172	235	11,485
Third Party Payments	1,333	20	(10)	1,343
Transfer Payments	98,188	0	(4,478)	93,710
Support Services	9,259	0	0	9,259
Depreciation and Impairment Losses	1,919	0	125	2,045
GROSS EXPENDITURE	148,022	251	(4,569)	143,704
Income				
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	(0,100)	0	(0-10)	(0,020)
Recharges	(25,253)	0	(147)	(25,400)
Reserves	(20,200)	0	0	(20,400)
10001100	U	U	U	
GROSS INCOME	(136,738)	0	4,263	(132,475)
NET EXPENDITURE	11,285	251	(306)	11,229

SUMMARY: CORPORATE SERVICES DEPARTMENT

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

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

	CHANGE BETWEEN YEARS			
SERVICE AREA ANALYSIS	2014/15		Other	2015/16
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
	2000	2000	2000	2000
Customer Services	2,465	30	(52)	2,443
				0
Infrastructure & Transactions	(0)	77	(172)	(95)
		4.4	- 4	0
Business Improvement	69	14	51	134
Corporate Governance	1,610	18	(268)	0 1,361
Corporate Governance	1,010	10	(200)	0
Resources	1,942	73	178	2,194
	,			0
HR	4	13	(44)	(27)
				0
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
201100	Ŭ.	· ·	· ·	· ·
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	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
Customer and Client Receipts	(2,063)	0	(343)	(2,406)
Interest	Ó	0	, o	, , ,
Recharges	(9,752)	0	(238)	(9,990)
Reserves	0	0	0	Ó
GROSS INCOME	(11,815)	0	(581)	(12,396)
NET EXPENDITURE	(0)	77	(172)	(95)

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

CUSTOMER SERVICES

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

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

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

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Original		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	5,038	0	(90)	4,947
Premises	20	0	0	20
Transport	63	1	0	64
Supplies and Services	1,447	22	(44)	1,425
Third Party Payments	461	7	(10)	458
Transfer Payments	367	0	(367)	0
Support Services	2,465	0	0	2,465
Depreciation and Impairment Losses	3	0	(3)	0
GROSS EXPENDITURE	9,865	30	(514)	9,381
Income				
Government Grants	(1,981)	0	462	(1,519)
Other Reimbursements and Contributions	(930)	0	0	(1,519)
Customer and Client Receipts	(2,184)	-	0	(2,184)
Interest	(2,104) 0	0	0	(2,104)
Recharges	(2,305)	0	0	(2,305)
Reserves	(2,303)	0	0	(2,303)
116361763	U	0		U
GROSS INCOME	(7,400)	0	462	(6,938)
NET EXPENDITURE	2,465	30	(52)	2,443

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

BUSINESS IMPROVEMENT

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

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

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

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Original		Other	2015/16
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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	Ò	0	0	Ò
Recharges	(2,638)	0	0	(2,638)
Reserves	Ó	0	0	Ó
GROSS INCOME	(2,722)	0	0	(2,722)
NET EXPENDITURE	69	14	51	134

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

CORPORATE GOVERNANCE

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

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

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

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16
	2014/15	Inflation	Variations	Estimate
	£000	£000	£000	£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	(000)	0	0	(000)
Recharges	(2,085)	0	91	(1,994)
Reserves	(2,000)	0	0.1	(1,001)
1,000,100				J
GROSS INCOME	(7,197)	0	294	(6,903)
NET EXPENDITURE	1,610	18	(268)	1,361

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		Other	2015/16
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Evnanditura	2000	2000	2000	2000
Expenditure	3,821	0	(40)	3,802
Employees Premises		_	(19)	· ·
	105	2	(6)	100
Transport	4	0	007	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	(4)	(753)
Interest	(755)	0	0	(755)
	Ŭ	_	ŭ	(F 014)
Recharges	(5,914)	0	0	(5,914)
Reserves	0	0	0	0
GROSS INCOME	(6,718)	0	(4)	(6,721)
NET EXPENDITURE	1,942	73	178	2,194

Major Items	£000	fte
Previous years savings	(5)	
New savings Transfer between departments Technical adjustments	200	4.2
Depreciation adjustments Overhead adjustments	0	
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		Other	2015/16
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure	2000	2000	2000	2000
Employees	2,185	6	(19)	2,172
Premises	15	0	(10)	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
Depression and impairment 200000	Ĭ	O	Ü	ŭ
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)

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		Other	2015/16
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£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				
	(07.750)		4 440	(00.047)
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

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

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



2015/2016 ESTIMATES

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of Permanent Staff

Number of DSG Staff

Number of Fixed term contracts

Total FTE

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

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16	2015/16
	Estimate £000	Inflation £000	Variations £000	Estimate £000	DSG Estimate £000	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)	,
Customer and Client Receipts	(4,421)	0	51	(4,370)	(2,220)	
Interest	(44)	0	0	(44)	(2,220)	(44)
Recharges	() (0	0	(1.7)	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

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

Senior Management

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

FULL TIME EQUIVALENTS

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

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

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	494	0	29	523	0	523
Premises	0	0	0	0	0	0
Transport	1	0	0	1	0	1
Supplies and Services	743	11	9	763	0	763
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	58	0	0	58	0	58
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	1,296	11	38	1,345	0	1,345
Income						
Government Grants	0	0	0	0	0	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

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

Children's Social Care

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

FULL TIME EQUIVALENTS

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

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

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£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

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

Commissioning, Strategy and Performance

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

FULL TIME EQUIVALENTS

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

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

SUBJECTIVE ANALYSIS OF ESTIMATES

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

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

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

Education

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

FULL TIME EQUIVALENTS

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

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

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	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)

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

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

2014/15		Other	2015/16	2015/16 DSG	2015/16 LA
Estimate	Inflation	Variations	Estimate	Estimate	Estimate
£000	£000	£000	£000	£000	£000
639	0	(1)	638	638	0
34	0	0	34	34	0
0	0	0	0	0	0
116,251	0	3,897	120,148	120,148	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
5,033	0	21	5,054	0	5,054
121,957	0	3,917	125,874	120,820	5,054
(142,104)	0	(4,003)	(146,107)	(146,107)	0
(1,053)	0	145	(908)	(908)	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
(143,157)	0	(3,858)	(147,015)	(147,015)	0
(21,200)	0	59	(21,141)	(26,195)	5,054

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

Other Children Schools and Families Budgets

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

FULL TIME EQUIVALENTS

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

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

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
Expenditure	2000	2000	2000	2000	2000	2000
Employees	2,140	18	(7)	2,151	0	2,151
Premises	2,140	10	(1)	2,131	0	2,131
Transport		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
	10,050	140	0	10,301	0	0,301
Transfer Payments	-	0	-	10	0	16
Support Services	16	0	0	16	0	0
Depreciation and Impairment Losses	0	0	0	0	0	U
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	Ó	0	0
Interest	(44)	0	0	(44)	0	(44)
Recharges) ó	0	0	Ó	0) Ó
Reserves	274	0	0	274	0	274
GROSS INCOME	(5,599)	0	686	(4,913)	0	(4,913)
NET EXPENDITURE	6,828	591	320	7,739	0	7,739

Major Items	£000	fte
Savings	(
Overhead adjustments		
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

	С	HANGE BET	WEEN YEAR	.s
SERVICE AREA ANALYSIS	2014/2015		Other	2015/2016
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Street Scene and Waste	25,561	242	(8,754)	17,049
Public Protection and Development	(5,741)	25	(2,095)	(7,811)
Sustainable Communities	1,785	93	11,703	13,581
Safer Merton	1,248	0	(1,248)	0
Senior Management and Support	0	3	23	26
TOTAL EXPENDITURE	22,853	363	(371)	22,845

Departmental Summary

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

2014/15	2015/16
636	637

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015		Other	2015/2016
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	21,896	103	694	22,693
Premises	3,406	29	(347)	3,088
Transport	8,140	39	687	8,866
Supplies and Services	4,325	46	220	4,591
Third Party Payments	9,504	146	739	10,390
Transfer Payments	16	0	(7)	9
Support Services	8,635	0	1,343	9,979
Depreciation and Impairment Losses	7,333	0	1,250	8,583
GROSS EXPENDITURE	63,255	363	4,581	68,199
Income				
Government Grants	(410)	0	(358)	(768)
Other Reimbursements and Contributions	(2,413)	0	(1,181)	(3,593)
Customer and Client Receipts	(33,618)	0	(3,021)	, ,
Interest	(33,616)	0	(3,021)	(36,639)
Recharges	(3,010)	_	(1,343)	(4,353)
Reserves			950	
1/6961 AG9	(950)	0	950	(0)
GROSS INCOME	(40,402)	0	(4,952)	(45,354)
NET EXPENDITURE	22,853	363	(371)	22,845

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

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

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

2014/15	2015/16
351	316

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

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

Public Protection: Regulatory Services Partnership, Parking Control.

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

2014/15	2015/16
136	130

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

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

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

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

2014/15	2015/16
117	180

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

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

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	Other Variations	2015/2016 Estimate £000
Expenditure	2000	2000	2000	2000
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

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

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

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

2014/15	2015/16
11	11

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015		Other	2015/2016
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	758	0	26	784
Premises	0	0	0	0
Transport	20	0	0	20
Supplies and Services	198	3	(3)	198
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	146	0	0	146
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	1,122	3	23	1,148
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,122)	0	0	(1,122)
Reserves	(1,122)	0	0	(1,122)
1,000,700				
GROSS INCOME	(1,122)	0	0	(1,122)
NET EXPENDITURE	0	3	23	26

Major Items	£000	fte
Saving Overheads adjustments Technical adjustments	(3) 0 26	
TOTAL	23	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			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Adult Social Care	55,498	780	(188)	56,090
Libraries and Heritage	3,193	16	(149)	3,060
Merton Adult Education	39	8	(29)	18
Housing General Fund	2,207	26	(79)	2,154
Senior Management	396	2	0	398
NET EXPENDITURE	61.333	832	(445)	61.720

COMMUNITY AND HOUSING DEPARTMENT Total

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

FULL TIME EQUIVALENTS

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

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

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure			(===)	
Employees	19,110	101	(520)	18,691
Premises	1,094	17	(23)	1,088
Transport	1,202	18	2	1,222
Supplies and Services	5,175	65	(134)	5,106
Third Party Payments	41,784	631	(268)	42,147
Transfer Payments	9,732	0	123	9,855
Support Services	8,356	0	146	8,502
Depreciation and Impairment Losses	739	0	(98)	641
GROSS EXPENDITURE	87,192	832	(772)	87,252
Income				
Government Grants	(2,977)	0	(226)	(3,203)
Other Reimbursements and Contributions	(8,055)	0	699	(7,356)
Customer and Client Receipts	(11,651)	0	(57)	(11,708)
Interest	(11,001)	0	0	(11,100)
Recharges	(3,109)	0	(156)	(3,265)
Reserves	(67)	0	67	(0,200)
	(01)		07	
GROSS INCOME	(25,859)	0	327	(25,532)
NET EXPENDITURE	61,333	832	(445)	61,720

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

COMMUNITY AND HOUSING DEPARTMENT Adult Education

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

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term contract

2014/15	2015/16
29.36	27.29
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
			Other	
	Original	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,785	0	69	1,854
Premises	174	3	(11)	166
Transport	3	0	0	3
Supplies and Services	345	5	0	350
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	311	0	0	311
Depreciation and Impairment Losses	97	0	(5)	92
GROSS EXPENDITURE	2,715	8	53	2,776
Income				
Government Grants	(1,873)	0	(82)	(1,955)
Other Reimbursements and Contributions	(1,073)	0	(02)	(1,955)
Customer and Client Receipts	(803)	0	0	(803)
Interest	(000)	0	0	(003)
Recharges	0	0	0	0
Reserves	0	0	0	0
Nescrives	0			
GROSS INCOME	(2,676)	0	(82)	(2,758)
NET EXPENDITURE	39	8	(29)	18

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

COMMUNITY AND HOUSING DEPARTMENT Library & Heritage Services

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

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term Contract

ı	2014/15 2015/16	
ı	47.00	45.71
	0.00	0.00

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

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

COMMUNITY AND HOUSING DEPARTMENT Housing General Fund

Housing Needs and Enabling Service

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term Contract

2014/15	2015/16		
32.50	30.53		
0.00	0.00		

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

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

COMMUNITY AND HOUSING DEPARTMENT Adult Social Care

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

FULL TIME EQUIVALENTS

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

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

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	14,464	101	(487)	14,078
Premises	481	7	(17)	471
Transport	1,167	17	3	1,187
Supplies and Services	3,914	46	14	3,974
Third Party Payments	40,565	609	(461)	40,713
Transfer Payments	9,394	0	157	9,551
Support Services	7,041	0	146	7,187
Depreciation and Impairment Losses	76	0	(17)	59
GROSS EXPENDITURE	77,102	780	(662)	77,220
Income				
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

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

COMMUNITY AND HOUSING DEPARTMENT Senior Management

This area includes the cost of the Director and PA.

FULL TIME EQUIVALENTS

Number of FTE Staff Number of Fixed Term Contract

2014/15	2015/16	
2.00	2.00	
0.00	0.00	

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

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

COMMUNITY AND HOUSING DEPARTMENT Public Health

This area includes all Public Health responsibilties .

FULL TIME EQUIVALENTS

Number of FTE Staff Number of Fixed Term Contracts

2014/15	2015/16	
13.77	14.77	
0.00	0.00	

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/15			2015/16
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	922	0	71	993
Premises	0	0	0	0
Transport	7	0	(5)	2
Supplies and Services	4,431	0	81	4,512
Third Party Payments	4,374	0	(131)	4,243
Transfer Payments	0	0	0	0
Support Services	110	0	0	110
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	9,844	0	16	9,860
Income				
Government Grants	(0.226)	0	0	(0.226)
Other Reimbursements and Contributions	(9,236)	0	ŭ	(9,236)
	(608)	0	(16)	(624)
Customer and Client Receipts Interest	0	0	0	0
	0	0	0	0
Recharges Reserves	Ĭ	0	0	0
Reserves	0	U	U	U
GROSS INCOME	(9,844)	0	(16)	(9,860)
NET EXPENDITURE	0	0	0	0

Major Items	£000	fte
Current Year savings	0	
Previous years savings	0	
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

ANNUAL MINIMUM REVENUE PROVISION

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

ASSET MANAGEMENT PLAN / REVIEW

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

BALANCES

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

BORROWING STRATEGY

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

BUDGET

Statement of the spending plans for the year.

CAPITAL EXPENDITURE

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

CAPITAL FINANCING REQUIREMENT (CFR)

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

CAPITAL PROGRAMME

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

CAPITAL PROGRAMME BOARD

The Capital Programme Board ensures:

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

CAPITAL PROJECTS / SCHEMES

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

CAPITAL RECEIPTS

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

CAPITAL MONITORING

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

CAPITAL STRATEGY

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

CASH FLOW MANAGEMENT

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

CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA)

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

CODE OF PRACTICE LOCAL AUTHORITY ACCOUNTING

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

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

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

COLLECTION FUND

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

COMMUNITY ORGANISATION

An organisation with benevolent or philanthropic purposes.

COMPACT

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

COMPREHENSIVE SPENDING REVIEW (CSR)

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

CONTINGENCY

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

CORPORATE AND DEMOCRATIC CORE

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

CORPORATE GOVERNANCE

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

COUNCIL TAX

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

COUNTRY LIMITS

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

CREDIT APPROVAL

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

CREDITORS

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

COUNCIL'S BORROWING REQUIREMENT

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

COUNTERPARTIES

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

COUNTERPARTIES DOWNGRADES

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

CORPORATE BONDS

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

COUPON

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

CREDITWORTHINESS

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

DEBTORS

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

DEBT RESCHEDULING

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

DEPRECIATION

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

COUNTERPARTY DOWNGRADES

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

EARMARKED CAPITAL REOURCES / GRANTS

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

FINANCIAL INSTRUMENT

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

FINANCIAL YEAR

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

FIXED ASSETS

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

FTSE 100

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

GENERAL FUND

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

GOVERNMENT GRANTS

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

GROSS EXPENDITURE

The total expenditure of a fund or account.

GROUP LIMITS

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

HOUSING REVENUE ACCOUNT (HRA)

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

INTERNATIONAL FINANCIAL REPORTING STANDARD (IFRS)

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

INVESTMENT POLICY

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

INVESTMENT STRATEGY

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

INVESTMENT TREASURY INDICATOR AND LIMIT

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

LENDERS OPTION BORROWERS OPTION (LOBO)

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

LEVY

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

LIABILITIES

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

LOCALISM ACT 2011

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

MERTON 2015 BOARD

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

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

MINIMUM REVENUE PROVISION

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

NON-DOMESTIC RATE (NDR)

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

NON-SPECIFIED INVESTMENTS

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

OPERATIONAL BOUNDARY

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

PENSION FUND

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

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

PERFORMANCE MANAGEMENT FRAMEWORK

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

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

PRECEPTS

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

PRIVATE FINANCE INITIATIVE (PFI)

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

PROCUREMENT BOARD

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

PROFILE

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

PROVISIONS

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

PRUDENTIAL CODE OF BORROWING

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

RESCHEDULING OF DEBT

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

RESERVES

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

REVENUE EXPENDITURE

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

REVENUE MONITORING

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

RISK MANAGEMENT

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

SECTION 151 OFFICER

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

SECURITISATION

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

SPECIFIED INVESTMENTS

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

SUPER OUTPUT AREA

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

SUPPORT SERVICES

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

SUPPORTED CAPITAL EXPENDITURE

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

TAX INCREMENTAL FINANCING

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

TREASURY MANAGEMENT

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

TREASURY MANAGEMENT PRACTICES / TREASURY MANAGEMENT CODE OF PRACTICE

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

USEFUL LIFE

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

Aggregate start-up funding assessment

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

Baseline funding level

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

Billing authority

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

Billing authority business rates baseline

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

Central share

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

Efficiency Support Grant

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

Estimated Business Rates Aggregate

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

Floor damping

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

Formula funding

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

Individual authority business rates baseline

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

Individual authority start-up funding assessment

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

Levy

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

Local government spending control total

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

Local share

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

Major precepting authority

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

Major precepting authority shares

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

Multiplier

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

New Burdens

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

National Non-Domestic Rates 1 Form (NNDR1)

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

Proportionate Share

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

Rate reliefs

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

Relative Needs Formulae

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

Reset

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

Reset period

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

Revenue Support Grant

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

Ring-fenced grant

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

Safety net

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

Safety net payment

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

Safety net payment on account

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

Safety net threshold

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

Service tiers

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

Spending Power

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

Tariffs and top-ups

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

Tariff authority

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

Tariff payment

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

Top-up authority

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

Top-up payment

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

Transitional protection payment

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

BUSINESS PLAN - LIST OF ACRONYMS

Acronym Definition

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

LOBO Local Strategic Partnership
LOBO Lenders Option Borrowers Option

MAE Merton Adult Education

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

Acronym Definition

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 Policy Planning and Performance

PRS Private Rented Sector

PVI Private Voluntary and Independent

QA Quality Assurance

SC Sustainable Communities
SEN Special Educational Needs

SEND Special Educational Needs and Disabilities

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

SME Subject Matter Expert
SMT Senior Management team

SOAs Super Output Areas

SSQ School Standards and Quality

SW South West

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

TBC To Be Confirmed

TEC Transport and Environment Committee

TFL Transport For London
TOM Target Operating Model

TUPE The Transfer of Undertaking (Protection of Employment) Regulations

VAT Value Added Tax

VLE Virtual Learning Environment

VS Voluntary Sector YOT Youth Offending Team

Standard Subjective Analysis – The Key

Introduction

The subjective analysis is the analysis of income and expenditure that is applicable to all Best Value reporting requirements for all accounting periods from 1 April 2008.

We use a set standard subjective analysis for a number of reasons:-

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

Glossary of the standard Subjective analysis

Details of Expenditure groups and what is included:

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

Direct employee expenses

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

Indirect employee expenses

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

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

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

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

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

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

Government Grants

Specific and special government grants

Other Reimbursements and contributions

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

Customer and Client Receipts

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

Interest

Recharges

Value of costs recharged to internal users

Reserves

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

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

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

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

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

Scrutiny Panels

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

<u>Departments</u> APPENDIX 10

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

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

Page 1

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

Page 2 APPENDIX 10

vii) <u>Major projects and/or procurement</u> – 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 ask to consider the risks that could prevent them form achieving projects or work programmes within agreed timescales and budgets and to the required standard and are referred to the corporate guidance on risk management which is contained in Section C of this document

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

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Children, Schools and Families Department

	Children's Social Care						Pla	nning Assur	mptions				ADDENI	The Corporate strategies your
Clir Maxi Martin & Clir Mar	artin Whelton, Cabinet Members for Chil	Idren Services & Education	Anticipate	d demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18	₩ 1818 □	Service contributes to
	ription of your main activities an		Population growth -						i-30					Children & Young person's Plan
Children's Social Care (CSC) de	elivers a range of government pre- lren in care, care leavers & young	scribed & legislated functions		Child Protection Plans					l-60					Anti Social Behaviour
services for families. CSC works	s within an integrated context co-c	ordinating multi agency support		19 population				31	180					Health & Wellbeing
to those families at all levels of I	Merton's Child & Young Person (C ely 1,300 children at any one time v	CYP) Well-being Model. The	Increased pressure on more services due to EIP sa				Redu	ced EIP activ	rity may lead to	increased r	need for statutory intervent	ions at a later stage.		Social Inclusion Strategy
in the borough across a range of	of outcomes: safety, well-being, he	ealth, education & life chances.	Anticipated non fi		201	3/14	201	4/15	2015	5/16	2016/17	2017/18	2018/19	Community Plan
	el sets out Merton's approach to su they are needed to prevent further		Staff (FTE) - reflects			06	20)7	20		200	200		Corp Equality Scheme
the model. This is the most effic	cient use of resources & CSC unde	ertakes a range of family	Adoption	k fostering			Me	ore children to	o be placed fo	r permaneno	cy in shorter time	,		Family Poverty
	ren entering either child protection sitates a strong commitment to rob													LAC Strategy
which require a quality assurance	ce function to ensure on-going suc	ccess of the model.												Youth Crime
Merton has lower numbers of ch	hildren subject to child protection parts, as well as lower numbers of firs	plans in the care system than			Perforn	nance Target	ts (T) & Provi	sional Porfo	rmance Targe	ate (PT)				Main impact if indicator not
continue this approach, therefor	re ensuring that we minimise the u	use of costly high end	Performano	e indicator						. ,	Polarity	Reporting cycle	Indicator type	met
interventions with our families & children.	& promote family strengths to enab	ole them to care for their own							2017/18(PT)	2018/19(PT))			
Youth Inclusion provides a target	eted service to support vulnerable	young people & their parents		eted within agreed timescales	90	92	93	94	98		High	Monthly	Business critical	Safeguarding issues
	ding. It also supports the transform back into work, & improve the out		Weeks for child protection c		37	35	28	27	26		Low	Monthly	Quality	Safeguarding issues
preventing reoffending or going	into care. It also leads on particip	pation for CSF.	Children in care adopted or re- On		12	13	13	13	13		High	Monthly	Outcome	Reduced customer service
			% CYP on Child Protection Pl		10	10	10	10	10		Low	Monthly	Quality	Safeguarding issues
			% CTP OIL CIIII PROECTION P		10 8.3	10 6	10 5	4	3		Low	Monthly	Outcome	Social exclusion
			Number YJS fi	-	96	80	75	70	65		Low	Monthly	Outcome	Social exclusion
			Humber 100 III		30	30	,,,	, ,	- 55		2011	onuny	Sutcome	COSAI CAGIGIOTI
					 	†	t				-		 	
					l						 		†	1
	DEPARTMENTAL	L BUDGET AND RESOURCES					2015/16 Ex	onditure			·	•	2015/16 Income	
Povonuo £'000e	Budget		4	2010/10 EX	Jenuiture					2010/10 111001110				
Revenue £'000s	Budget Actual 2013/14	Budget Budget 2014/15 2015/16	Budget Budget 2016/17 2017/18	2018/19						■Employees				-0
xpenditure	14,889 15,212													■Government grants
mployees remises	9,183 9,396 119 112	9,497 9,280 124 125	9,183 9,18 127 12							■Premises				
ransport	183 250													■Reimbursements
upplies & Services	1,364 1,364	1,095 1,108	1,121 1,13	1						■Transport				*Reimbursements
rd party payments	1,738 1,443								1					
ransfer payments uppar services	392 503 1.899 2.133	398 404 1.745 1.745							1	■Supplies & Ser	vices			■Customer & client receipts
e recition)	acustomer a circuit receipts
Revenue £'000s	Budget Actual	Budget Budget	Budget Budget	Budget						■3rd party paym	ents			1
ncome	2013/14 2013/14	2014/15 2015/16	2016/17 2017/18	2018/19					,					■Reserves
Government grants	1,425 1,742 1,122 1,250	1,707 1,707 982 982	1,707 1,70 982 98						/	■Transfer payme	ents			
Reim <u>burs</u> ements	408 446	534 534												
Customer & client receipts	5 156 -110 -110	5 5 186 186	5 186 18							■Support service	es			■Capital Funded
Capital Funded	-110 -110	100 100	100 10											
Council Funded Net Budget	13,464 13,470	13,130 12,862	12,815 12,868	0						■ Depreciation				
Capital Budget £'000s	Budget Actual	Budget Budget	Budget Budget	Budget							2015/16			
-	2013/14 2013/14	2014/15 2015/16	2016/17 2017/18	2018/19							2015/16			
Youth Centres Re-provision	119,010 121,618	20,000		Staff reduction	ns in Family a	nd Adolescen	nt Services stre	am: £220,00	00					
Childrens Disabled Breaks Gran	nt 89,540 94,228													
	+	-		 										
	+ + +		+ + +	+										
	+ + +	+ + +	+ + +	+										
	+ + +		 	+										
	+ + + + + + + + + + + + + + + + + + + +		 	 										
	208,550 215,846	20,000 0	0	0							2016/17			
	,	,		Staff reductio	ns in Family a	ind Adolescer	nt Services stre	am: £100.0	00					
16,000 7				Stati reductio		ina riadieseei	ic Services serv	2200,0	00					
14,000 -														
			—											
12,000 -	•		1											
			\											
නු 10,000 -									2017/18					
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8,000 -			\											
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6,000 -			\											
			\											
4,000 -			\								2018/19			
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0 + 2013	2014 001	15 0040	2017 2012											
2013	2014 201		2017 2018											
	— Budget		Actual											

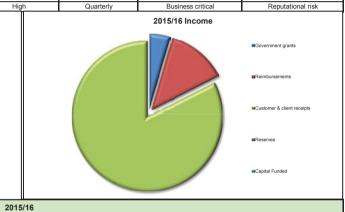
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Children's Socia	APP	(IDN	(10	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Pro	oject 1	Project Title:	Deliver transforming families year 2 & year 3 programme	To meet legislative requirements			
Start date	2013-14	Project Details:	Continues programme of TF programme and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future.		2	3	6
Start date 2013-14 Project Details: End date 2015-16 Project 2 Start date 2013-14 Project Details: End date 2013-14 Project 2 Start date 2013-14 Project Details: End date 2013-14 Project Title: Project Details: Project Details: Project Details: Project Title: Project Details: Project Details: Project Title: Project Title: Project Details: Project Details: Project Title: Project Title: Project Title: Project Details: Project Detai		2015-16 - Claim Transforming Families performance by results funding.					
Pro	oject 2	Project Title:	Social Care Information System procurement & implementation				
		Project Details:	by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection purposes.	To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes	3	3	9
Project 3 Start date 2013-14			improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.				
		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		4	3	12
End date	2014-15						
Pro	oject 4	Project Title:	Youth Justice	To meet legislative requirements			
Start date	2014-15	Project Details:	Development of policy framework in response to regulation. Trend analysis.		3	2	6
End date	2015-16						
Pro	oject 5	Project Title:	Joint work with Housing	Improved resident well being			
Start date	2014-15	- Project Details:	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.		4	2	8
Enderate	2015-16		relates to commissioning under con .				
O Pro	oject 6	Project Title:	Post-reorganisation review of staffing structure & processes				
Start date	2013-14	Project Details:	To review allocation of staffing between teams, caseloads & throughput, recruitment & retention implications. Associated process refinement across assessment, application of thresholds, EIP,	To improve safeguarding, contain services within limited budgets, & for staff retention	3	2	6
End date	2014-15		specialist & enhanced services. Joint work with legal on 26 week limit.				
Pro	oject 7	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date							
Pro	oject 8	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date							
Pro	ject 10	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date							

Commissioning, Strategy and Performance				Pla	anning Assu	mptions				ADDENI	The Carporate strategies your
Clirs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education	Anticipated demand	20	2013/14		4/15	201	5/16	2016/17	2017/18	/\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\	Service contributes to
Enter a brief description of your main activities and objectives below	Increased demand for primary school	- 2	2fe	2	fe	11	fe	2fe	0fe	0fe	Capital Programme
The Commissioning, Strategy & Performance Division provides strategic services for	Increased demand for secondary school	T T				0-	1fe	4fe (cumulative)	6fe (cumulative)	15fe (cumulative)	Children & Young person's Plan
the Children, Schools & Families Department (CSF):	Increased demand for special school places					se Perseid Lo	ower to 84 pla				Community Plan
policy, planning & performance management; commissioning, procurement & contract management;	Overall demographic		Impact of birth rate - increase of 40% in births between 2002 & 2011							Core Planning Strategy	
· access to resources for looked after children/pupils with SEN;	Anticipated non financial resources	20	13/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Corp Equality Scheme
· pupil place planning;	Staff (FTE)		49		56	5	i6	56	56		Corp Procurement Strategy
· school admissions;	Contractors				Con	missioning of	a range of se	ervices to support CSF fun	ctions		Local Development Framework
· school expansion & overall CSF capital programme management; · some departmental business support.											Performance Management Framework
Main activities include:											Social Inclusion Strategy
i) leading on strategic & operational planning for CSF; ii) leading on local Children's Trust & partnership development;	Performance indicator	Perfori	nance Targe	ts (T) & Prov	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
iii) production of management information for internal performance management &		2013/14(T)	2014/15(T)	2015/16(T)	2016/17 (PT)	2017/18(PT)	2018/19(PT)	18/19(PT)			met
external reporting inc.statutory returns;	% recention year surplus places	2	2	1	5			Low	Δnnual	Rusiness critical	narental choice

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

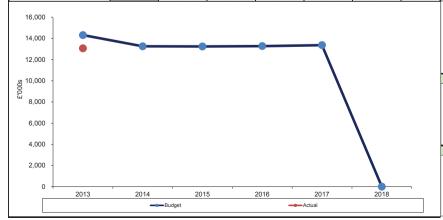
	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	17,078	16,183	15,636	15,620	15,661	15,751	0
Employees	2,268	2,126	2,258	2,259	2,259	2,260	
Premises	951	896	532	526	527	528	
Transport	39	58	40	40	41	41	
Supplies & Services	6,696	7,235	6,349	6,306	6,314	6,371	
3rd party payments	6,612	5,289	5,862	5,894	5,925	5,956	
Transfer payments	0	0	0	0	0	0	
Support (a) ices	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	C
Government grants	388	332	106	106	106	106	
Reimburgements	428	474	311	311	311	311	
Customer client receipts	1,946	2,305	1,960	1,962	1,964	1,966	
Reserve	0		0	0	0	0	
Capital Funded	0		0	0	0 0		
Council Funded Net Budget	14,316	13,072	13,259	13,241	13,280	13,368	0

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



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Primary Schools Expansions		10,355,680	22,561,950	12,414,490	3,792,000	3,848,780	2,575,000
Secondary School Expansions		0	100,000	1,650,000	14,395,000	11,500,000	13,954,270
SEN Expansions		295,680	574,780	3,376,610	3,000,000	3,000,000	850,000
Inflation		0	0	172,460	1,952,140	1,875,580	2,074,530
Devolved Formula Capital/FSM		390,191	984,100	0	0	0	0
Schools Capital Maintenance		388,746	666,170	650,000	650,000	650,000	650,000
Other		580,086	378,200	0	0	0	0
	0	12.010.383	25.265.200	18.263.560	23,789,140	20.874.360	20.103.800

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



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

2017/18

2016/17

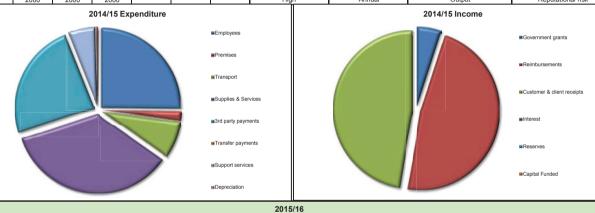
2018/19

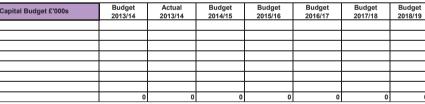
	2014-15 2015-16 2015-16 2015-17 2015-18 2015-16 2015-16 2015-17 2015-18 2015-1		APP	ENDI)	$\frac{10}{Rs}$		
			_	MAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
Pro	oject 1	Project Title:	Commissioning				
Start date		- Project Details:	commissioning of health visitor and school nursing services for CYP & families; working with PH and CCG to explore and implement more integrated models for the future commissioning of health services for CYP & families; commissioning of post-16 AltEd & RPA places; commissioning of placements for	More efficient way of working	3	2	6
End date	2013-10		older LAC and care leavers accommodation.				
Pro	oject 2	Project Title:	Implementation of secondary & special school expansion strategy				
Start date 2014-15		Project Detaile:	Pupil place planning; implementation of strategy; liaison with potential Free School providers; statutory	To meet legislative requirements	4	3	12
Start date End date Proje Start date End date	2019-20	Froject Details.	processes; planning & delivery of construction contracts.				
Pro	oject 3	Project Title:	Schools' PFI				
		Project Details:		More efficient way of working	4	2	8
End date	2015-16	- Project Details.	Progress savings opportunities from 2014 DfE sponsored savings review.				
Pro	oject 4	Project Title:	Release of Assets				
Start date	2013-14	Project Details:		More efficient way of working	3	3	9
			caretakers' houses.				
Pro	oject 5	Project Title:	Increase uptake of Free School Meals				
Start date	2014-15	- Project Details:		Improved resident well being	3	1	3
Emate							
	oject 6	Project Title:	Framework i Implementation				
Start date	2014-15	- Project Details:		More efficient way of working	2	2	4
End date		,					
Pro	oject 7	Project Title:	Children and Young People Plan				
Start date	art date 2015-16 Project Details: Co-ordination of partner agencies in the review and refresh of Merton's Children and Young People More efficient way of working 2			More efficient way of working	2	2	4
End date							
Pro	oject 8	Project Title:	Personal Budgets				
Start date	2014-15	- Project Details:		To meet legislative requirements	3	2	6
End date	2016-17	,					

Education			Planning Assu	ımptions			ADDENI	the Carporate strategies your			
Clirs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	/ 1 ₂₀ 4 _{8/1}	serve contributes to			
Enter a brief description of your main activities and objectives below	Forecast increase in population 5-19			24			Children & Young person's Plan				
Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:	Increase in compulsory education to 18							Community Plan			
monitoring, analysing & evaluating pupil & school performance - developing skills in planning, teaching, assessment, leadership & management - working with schools to reduce inequality & improve achievement for vulnerable groups strengthening partnership working and school to school support	Forecast increase in targeted SEND services		200 - 400								
	Forecast increase in population 0 - 4		780								
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Social Inclusion Strategy			
 Special Education Needs & Disabilities Integrated Service (SENDIS)will improve outcomes for CYP with SEND by: 	Staff (FTE)	236	251	247	247	237		LAC strategy			
· building early help capacity in schools & settings, families & the community	School to school support			Facilitate and encourage so	hools to support each oth	ner		Youth crime			
· focus on safeguarding, early intervention & prevention as well as direct support for families	Voluntary Services			Review arrangements for so	me commissioned service	ces		Family poverty			
 implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service 	Voluntary Services			Volunteers in schools,	youth and early years			Health & wellbeing			
Early Years Services will improve outcomes for all children aged 0-5 by:											

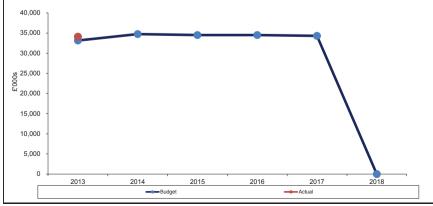
managing the childcare market to ensure children aged 2, 3 and 4 in accordance with	Early Years Services will improve outcomes for all children aged 0-5 by: managing the childcare market to ensure the supply of good quality funded early education provision for children aged 2, 3 and 4, in secondance with saturtions, duties	Performance indicator	Perforr	nance Targe	s (T) & Prov	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	. delivering Children's Centre services through a locality model with a focus on early help & targeted		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				met
	services for vulnerable families	% 5 GCSE A-C including English & maths	64	65	65				High	Annual	Outcome	Reputational risk
	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	% outcome of Ofsted inspections good or outstanding	77	85	85				High	Monthly	Outcome	Inspection outcomes
vulnerable . developi introducin		% 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
	Youth Inclusion will improve outcomes for Young People by:	% primary school attendance (LA only)	new	95	96				High	Quarterly	Outcome	Breach statutory duty
	 providing universal & targeted in house & commissioned services for YP & schools providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourace emotional & social development 	% 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
	· developing alternative education offerings to enable YP to stay in education, training & employment	% Good or Outstanding children's centres per Ofsted	100	100	100				High	monthly	Outcome	Inspection outcomes
	· leading on the council's partnership with the police & CAMHS for education	Youth service participation rate	2000	2000	2000				High	Annual	Output	Reputational risk

the second secon						Toutil service participation la					
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 -pay ments	9,021	9,224	9,435	9,449	9,461	9,474					
Transfer payments	19	17	19	19	19	19					
Support ser ices	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					
Reimburgements	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 V	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				





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



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

2017/18

2016/17

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

2018/19

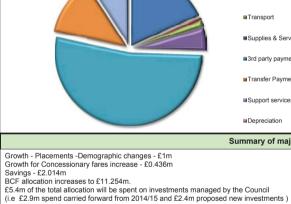
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)						
Education						APPENDIX (150			
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score		
Pro	Project 1 Project Title: Improving pupil outcomes at KS2 & KS4		Improving pupil outcomes at KS2 & KS4						
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including use of newly designed Securing Good Schools Programme. Training and briefings on Ofsted, assessment, curriculum amd	Improved resident well being	2	3	6		
End date	2016-17		improving teaching. New outstanding teacher courses for primary and secondary teachers.						
Pro	oject 2	Project Title:	School Improvement through partnership						
Start date	2013-14	Project Details:	Ongoing support for the development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with	Improved resident well being	2	2	4		
End date	2016-17	,	Teaching Schools						
Pre	oject 3	Project Title:	Transforming Early Years						
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available unding. Service realignment and standardisation across back office functions. Develop further alternative / shared /	Improved resident well being	3	2	6		
End date	2015-16	,	mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.						
Pro	oject 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	3	12		
End date	2015-16								
Pro	oject 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	2	6		
Emate	2015-16	,,							
	Project 6 Project Title: Youth transformation phases 2 & 3		Youth transformation phases 2 & 3						
Start date	2013-14	Decident Detailer	alidation of localities. Mandan and Wimbledon and vall out of Mitchen and vall	Improved resident well being	4	3	12		
End date	2015-16	Project Details:	Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision						
Project 7 Project Title:		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	To meet legislative requirements	3	2	6		
End date	2015 -2016	. roject Betails.	family support in collaboration with schools and EWS						

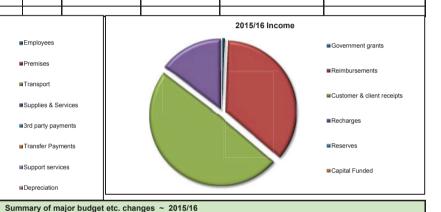
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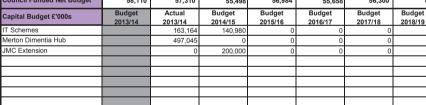
Community and Housing Department

Adult Social Care				Pla	nning Assu	mptions			VDDENIP	The Corporate strategies your	
Cllr Caroline Cooper-Marbiah Cabinet Member for Adult Social Care & Health	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18		service contributes to
Enter a brief description of your main activities and objectives below	No. of people requiring services	66	630	67	729	68	329	6920			Voluntary Sector Strategy
	People aged 85-89	2400		24	2400		500	2500			Community Plan
Adult Social Care is a statutory service, underpinned by several pieces of legislation,	People aged 95+	1700		18	1800		300	1900			Social Inclusion Strategy
whereby the council has a duty to provide or commission support, based on an	No. of people aged 65+ with dementia		1963		1957		022	2047			Children & Young person's Plan
assessment of need for people over the age of 18. People who are in need /at risk due to disability or illness. Once a need has been defined, there is a duty to meet it.	Anticipated non financial resources	2013/14		201	2014/15		5/16	2016/17	2017/18	2018/19	Corp Procurement Strategy
	Staff (FTE)	4	44	42	420.19		3.53	356.07	344.07	332.07 Customer Services Strategy	
There are eligibility criteria to define need and to keep this in line with resources as far											Homelessness Strategy
as possible.											Older People's Housing
Our approach to redesign the service and find savings is based on a model for using											Workforce Development Plan
resources. This means maintaining some focussed investment in prevention and	Performance indicator	Perforn	nance Target	ts (T) & Prov	isional Perfo	rmance Targets (PT)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
recovery in order to limit spend on long term support,. Where long term support is		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	lolarity		, , , , , , , , , , , , , , , , , , ,	met
needed, we do this in a person centred way which encourages maximum	No of carers receiving a service	N/A	878	930	996	1075	1140	High	Monthly	Business critical	Breach statutory duty
independence, minimises processes if they don't add value for customers or	% Older people still at home following Reablement	N/A	85.7	85.8	85.9	86	86.1	High	Annual	Outcome	Increased costs
taxpayers, to work in partnership to achieve these goals, and to enable and encourage	No of people on the Occupational Therapy waiting list	66	75	74	72	70	68	Low	Monthly	Quality	Increased waiting times
everyone to contribute to their own or others' support alongside what is funded by the taxpayer. Looking ahead there are two key national policy changes and challenges to incorporate in our redesign, namely the Care Act and integration with health services.	% People receiving 'long term' Community Services	N/A	70	71	72	73	74	High	Monthly	Business critical	Increased costs
	% People with 'long term' services receiving Self-Directed Support	N/A	95	95	95	95	95	High	Monthly	Unit cost	Government intervention
	The rate of Delayed Transfers of care from hospital (both NHS and Merton)	2.9	5	5	5	5	5	Low	Monthly	Business critical	Increased costs

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	79,605	79,734	77,102	78,237	77,071	77,911	0
Employees	15,920	15,568	14,464	14,309	14,324	14,339	
Premises	557	361	481	489	497	505	
Transport	1,395	1,387	1,167	1,188	1,209	1,230	
Supplies & Services	3,200	2,862	3,914	3,965	4,010	4,055	
3rd party payments	42,642	43,508	40,565	41,338	39,633	39,933	
Transfer Pay nents	9,157	9,073	9,394	9,831	10,281	10,732	
Support revices	6,674	6,915	7,041	7,041	7,041	7,041	
Depreciation	60	60	76	76	76	76	
Revenue 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	21,495	22,424	21,604	21,253	21,413	21,611	0
Government grants	131	132	135	109	71	71	
Reimbursements	5,423	6,499	7,936	7,611	7,809	8,007	
Customer Wlient receipts	9,980	10,165	10,424	10,424	10,424	10,424	
Recharges	2,824	2,778	3,109	3,109	3,109	3,109	
Reserves	3,137	2,850	0	0	0	0	
Capital Funded	0	0	0	0	0	0	
Council Funded Net Budget	58,110	57,310	55,498	56,984	55,658	56,300	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19







340,980

660,209

Savings - £2.014m

2015/16 Expenditure

■Employees

■Premises

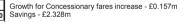
■Transport

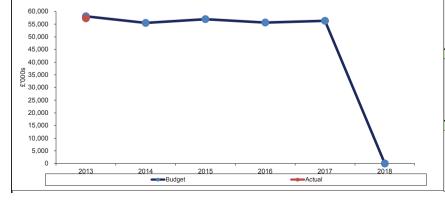
■Supplies & Services

■3rd party payments ■Transfer Payments

■Support services

■Depreciation





Growth for Concessionary fares increase - £0.157m Savings - £0.322

2018/19

2016/17

			Adult Social (PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	INDI)		
Project 1	1	Project Title:	Below inflation uplift to third party suppliers	MAJOR EAT ESTED SOTTOME	Likelihood	Impact	Score
	2015-16	Project Details:	Continue the below inflation uplift. This will be a total of 8 years at 0% or below inflation uplift (2015-16	To meet budget savings and service design requirements	4	2	8
End date 20	2016-17	,	& 2016-17 Ref: CH1).				
Project 2	2	Project Title:	Brokerage efficiencies				
	2015-16	Project Details:	Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need (2015-16 to 2017-18 Ref: CH3).	To meet budget savings and service redesign requirements	4	2	8
Project 3	2	Project Title:	Procurement efficiencies				
l loject s	•	Project fille.	1 Total Small Emilies			I	
Start date 20	2015-16	Project Details:	Delivering efficiencies through contract negotiations ((2015-16 - 2017-18 Ref: CH10).	To meet budget savings and service redesign requirements	4	2	8
End date 20	2017-18						
Project 4	Project 4 Project Title:		Remodelling and re-procuring the domicilary care service				
Start date 20	2015-16						
Otan date 20	2010-10	Project Details:	Remodelling and re-procuring the domicilary care service, following the end of the 3 year contract	To meet budget savings and service redesign requirements	3	2	6
End date 20	2017-18		starting in 2012 (2015-16 to 2017-18 Ref: CH2)				
Project 5	Project 5		Supporting People				
Sta <u>rt da</u> te 20	art date 2015-16 Project Details:						
<u> </u>			Review and restructuring of Supporting People contracts. (2015-16 Ref: CH11)	To meet budget savings and service redesign requirements	4	2	8
E ate 20	2015-16						
Project 6	6	Project Title:	Staffing Reductions (Commissioning)				
N	2015-16	•					
<u> </u>		Project Details:	Staffing reductions within the Commissioning Team (2015-16 Ref:?)	To meet budget savings and service redesign requirements	4	3	12
•	2015-16						
Project 7	7	Project Title:	Promoting Independence				
Start date 20	2015-16	Drainat Dataile	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be	To meet budget savings and service redesign requirements	4	2	8
End date 20	2016-17	Project Details:	enables to regain and maintain independence (2015-16 to 2016-17 Ref: CH2).				
Project 8	8	Project Title:	Staffing Reductions (Direct Provision)				
Fiojecto		i ioject fille.	Canning reconstruct (Direct 1 104131011)				
Start date 20	2015-16			To meet budget savings and service redesign requirements	4	2	8
End date 20	2015-16	Project Details:	Staffing reductions within the Direct Provision Team (2015-16 Ref: CH7).				
Project 9	9	Project Title:	Voluntary Sector Organisations				
Start date 20	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).	To meet budget savings and service redesign requirements	4	3	12
End date 20	2016-17						
Project 10	10	Project Title:	Staffing Reductions (Access and Assessment)				
Start date 20	2016-17						
		Project Details:	Reduction in management and staffing costs within Access and Assessment (2016-17 Ref:CH4).	To meet budget savings and service redesign requirements	4	3	12
End date 20	nd date 2016-17						

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Adult Social C		NID IX	4.0	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	NDIX		
		Project Title:	Additional Staff Savings - Access & Assessment	III/AON EN ESTED OCTOONE	Likelihood	Impact	Score
Start date	2016-17	Project Details:		To meet budget savings and service redesign requirements	4	2	8
End date	2016-17	r roject Details.	Additional staff savings - 12 FTE to be deleted from Access and Assessment (2016-17 Ref: CH20).				
		Project Title:	Additional Staff Savings - Direct Provision				
Start date	2016-17	- Project Details:	Additional staff savings - 11 FTE to be deleted from Direct Provision (2016-17 Ref:CH21).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
		Project Title:	Additional Staff Savings - Commissioning				
Start date			Additional staff savings - 4 FTE to be deleted from Commissioning (2016-17 Ref: CH22).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
		Project Title:	Directorate				
Start date	2016-17	Project Details:	Reduction in salaries costs (2016-17 Ref: CH23).	To meet budget savings and service redesign requirements	3	2	6
End date	2016-17						
ס		Project Title:	Learning Disabilities - High Cost/ Medium Cost/Direct Payment Packages				
"m"	2040 47						
Standate	State 2016-17	Project Details:	Review of high cost (>£1.5k) and medium cost (£400 - £1.5k) packages using the progression model	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17	1 Toject Detaile.	(2016-17 Ref: CH24/CH25/CH26).				
\sim		Project Title:	Mental Health - Care Packages				
Start date	2016-17	_	Review of support packages within all areas of Mental Health services using the recovery model (2016-17 Ref: CH27).	To meet budget savings and service redesign requirements	5	2	10
End date	2016-17						
		Project Title:	Older People - Home Care/Direct Payments				
Start date	2016-17	Project Details:	Review of Home Care within support packages and review of Direct Payment support packages using	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17		the enablement model (2016-17 Ref: CH28/CH30).				
		Project Title:	Older People - Managing Crisis				
Start date	2016-17						
End date	2016-17	- 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
Lina date							
J		Project Title:	Physical Disabilities - Direct Payments/Home Care/High Cost Packages				
Start date	2016-17	- Project Details:	Review of all Direct Payments, home care within support packages and high cost packages using the progression model (2016-17 Ref: CH31/ CH32/ CH33).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17		progression model (2010-11 Net. Orbit Orbit).				
		Project Title:	Substance Misuse Placements				
Start date	2016-17	Project Details	Actively manage throughput in residential rehab placements (2016-17 Ref: CH34).	To meet budget savings and service redesign requirements	3	1	3
End date	2016-17	Project Details: Act					

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Adult Social C		NIDIX	40	
			PROJECT DESCRIPTION	APPE MAJOR EXPECTED OUTCOME	Likelihood		Score
		Project Title:	Review of customer care pakages.		Likelillood	iiiipact	Score
Start date	2015-16	Project Details:	Continue to review customers and make savings.	To meet budget savings	4	3	12
End date	2015-16						
		Project Title:	First Contact Service - Voluntary Sector				
Start date	2015-16	Project Details:	Voluntary sector interface with public as first point of contact for potential social care customers.	To meet budget savings	3	4	12
End date	2015-16						
		Project Title:	Supporting People Contract				
Start date	2015-16	Project Details:	Reduce capacity within the supporting people contract.	To meet budget savings	3	3	9
End date	2015-16						
		Project Title:	Day Care Services				
Start date	2015-16						
		Project Details:	Change the day service offer around Merton day care services.	To meet budget savings	4	3	12
End date	2015-16						
		Project Title:					
Sta <u>rt date</u>				Colort and major systems		0	
Egate		Project Details:		Select one major outcome	0	U	0
0		Project Title:					
Start date		Project Details:		Select one major outcome	0	0	0
End date		r roject Betaile.					
		Project Title:					
Start date		Project Details:		Select one major outcome	0	0	0
End date							
		Project Title:					
Start date		Project Details:		Select one major outcome	0	0	0
End date		. Tojost Dotallo.					
		Project Title:					
Start date		Project Details:		Select one major outcome	0	0	0
End date		i roject Details.					
		Project Title:					
Start date		5		Select one major outcome	0	0	0
End date		Project Details:		·			

Housing Needs and Enabling Services	Planning Assumptions										
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	Λ [² 916 ⁴ 9 ²] N []				
Enter a brief description of your main activities and objectives below	Housing advice, options, private tenants & landlords advice	10400	11000	11000	12000	12000	712000LIV				
To fulfil statutory housing functions to prevent homelessness and avoid the use of	Housing register applicants	7625	6500	7400	8350	7300	8250				
temporary accommodation.	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	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
resources and deliver services that minimise costs to the council.	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				

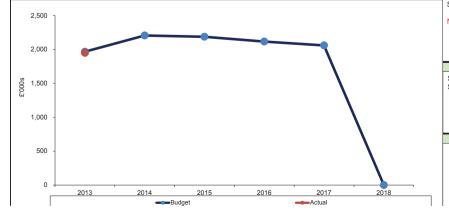
The purpose of this service is to

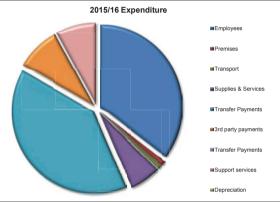
- Prevent homelessness in accordance with statutory housing law
- Provide homes to people in housing need
- Plan for the future delivery of housing via general conformity with the London Housing Strategy
- Formulate and deliver statutory housing strategies for the borough
 Maintain the housing register 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

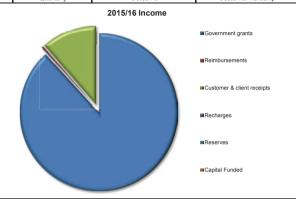
Performance indicator	Perforn	nance Target	ts (T) & Prov	(T) & Provisional Performance Targets (PT)			Polarity	Reporting cycle	Indicator type	Main impact if indicator not
r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting cycle	mulcator type	met
No. of homelessness preventions	550	550	550	450	450	450	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation	100	125	130	145	145	145	Low	Monthly	Business critical	Increased costs
Highest no. of families in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	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

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,031	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	
Reimburgements	0	22	5	5	5	5	
Customer & client receipts	94	153	147	148	149	151	
Recharges	0	0	0	0	0	0	
Reserve	0	0	67	0	0	0	
Capital Funded	0	0	0	0	0	0	
Council Funded Net Budget	1,968	1,951	2,207	2,188	2,118	2,061	0

Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Birches Close		111,860	0	0	0	0	0
8 Wilton Road		40,758	489,240	0	0	0	0
Western Road		760,000	760,000	115,000	0	0	
Disabled Facilities Grant		1,218,567	839,610	1,341,890	784,000	340,000	340,000
Other		21,855	10,000	0	0	0	0
The Gables		0	577,300	0	0	0	0
	0	2,153,040	2,676,150	1,456,890	784,000	340,000	340,000







The Corporate strategies your service contributes to Homblessness Strategy Housing Strategy

Summary of major budget etc. changes

2015/16

Savings £35k Reduction of Homelessness Prevention grant

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

2016/17

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

Savings £30k Rationalisation of admin budget (CH9)

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

2017/18

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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Housing Needs and Enal				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	NDI)		
Dr	oject 1	Project Title:	Deliver on-line self-assessment tools	MINGON EN EGIED GOIOGNIE	Likelihood	Impact	Score
Start date	2014-15		Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre-	More efficient way of working	3	1	3
End date	2015-16	Project Details:	assessment.				
Pr	oject 2	Project Title:	Maximise use of private rented sector				
Start date End date	2013-14	Project Details:	Increase housing supply in Private Rented Sector (PRS) by continuing to consider and implement new and innovative ways to maximise use of the private sector housing market including rehousing through empty homes grants.	More efficient way of working	2	2	4
	oject 3	Duning Title	CHMP Regeneration				
FI	ojeci s	Project Title:	CHWP 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						
Pr	oject 4	Project Title:	Housing Service Review				
Start date	2015-16	Project Details:	Review whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst also considering the place of Environmental Health (Housing).	Evaluation of alternative service delivery	3	1	3
End date	2015-16		and considering the place of Emmontal reduct (recordy)				
Pr	oject 5	Project Title:	Feasibility Study: Social Enterprise Private Lettings Agency				
Start date	2014-15	Project Details:	Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.	More efficient way of working	3	1	3
Eachate	2015-16						
O Pr	oject 6	Project Title:	Technology Review				
Start date End date	2016-17 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
Pr	oject 7	Project Title:			-		
Start date							0
End date		Project Details:					
Pr	oject 8	Project Title:					
Start date		Project Details:					0
End date		i Toject Details.					
Pr	oject 9	Project Title:					
Start date		Project Details:					0
End date		Froject Details:					
Pro	oject 10	Project Title:					
Start date		Project Details:					0
End date		· · · · · · · · · · · · · · · · · · ·					

Libraries				Bla	ınnina Assuı	nntions					The Corporate strategies your
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	201	2013/14		4/15		5/16	2016/17	2017/18	AP##NI	X sarvice contributes to
Enter a brief description of your main activities and objectives below	Active users	54,	,000	54,	500	55,	000	56,000	56,000	56,000	Community Plan
The purpose of the service is to provide a 'comprehensive and efficient' library service,	Stock issues	1050000		110	1100000		0000	1100000	1,100,000	1,100,000	Corp Equality Scheme
addressing the 'needs of adults and children' according to the Public Libraries and	Registered members	125,000		130	130,000		,000	135,000	135,000	135,000	Customer Services Strategy
Museums Act 1964.	Visitor figures	1,150,000		1,15	1,150,000		0,000	1,200,000	1,210,000	1,210,000	Voluntary Sector Strategy
Local authorities have a statutory duty to make provision for a library service but may	Anticipated non financial resources		2013/14 2014/15		2015/16		2016/17	2017/18	2018/19	Performance Management Framework	
decide on how this is delivered.	Staff (FTE)	46		47		45.71		44.71	41.61	41.61	ICT Policy
Solde of flow this is delivered.	Accommodation (Libraries)		7		7	7	7	7	7	7	Performance Management Framework
Certain aspects of the service must be provided for free:	Equipment (PC's)	144		1-	44	14	44	144	144	144	Workforce Development Plan
Free lending of books Free access to information											Asset Management Plan
Free library membership	Performance indicator	Performance Targets (T) &			isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
1 Too iistary monipotonip	renormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folianty	Reporting cycle	mulcator type	met
The Library Service aims to provide a modern, high quality and cost effective service that	No. of visitors accessing the library service online	110,000	115,000	125,000	135,000	150,000	150,000	High	Monthly	Business critical	Reduced uptake of service
is responsive to the needs of customers. Our vision is to remain the most efficient library	Active users - peoples network terminal	54,000	54,500	55,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
service in London whilst continuing to achieve some of the highest customer satisfaction levels.	% self service usage for stock transactions	95	95	95	95	95	95	High	Monthly	Outcome	Increased costs
eveis.	Active volunteers in libraries	180	180	200	210	220	230	High	Monthly	Business critical	Customer hardship
	Maintain Income		£327,000	£331,000	£336,000	£340,000	£340,000	High	Monthly	Unit cost	Increased costs
	Partnership numbers		30	30	30	30	30	High	Monthly	Quality	Customer hardship

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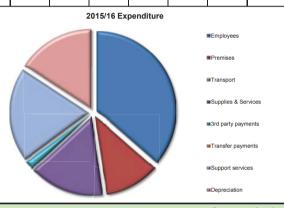
	DEF	PARTMENTAL I	BUDGET AND F	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,795	3,730	3,634	3,586	3,603	3,529	0
Employees	1,338	1,243	1,327	1,305	1,306	1,216	
Premises	456	465	401	407	413	419	
Transport	3	5	4	4	4	4	
Supplies & Services	629	580	582	549	558	567	
3rd party payments	65	63	65	66	67	68	
Transfer payments	0	0	0	0	0	0	
Support services	814	884	689	689	689	689	
Depreciation	490	490	566	566	566	566	
Revenue 100s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	508	346	441	445	450	454	0
Government	0	0	0	0	0	0	
Reimbursements	154	72	114	114	114	114	
Customer ent receipts	329	274	327	331	336	340	
Recharge (0	0	0	0	0	0	
Reserves	25	0	0	0	0	0	
Capital Funded							
Council Funded Net Budget	3,287	3,384	3,193	3,141	3,153	3,075	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Relocation of Colliers Wood Library	0	0	0	0	550,000	0	n

Reserves	25	0	0	0	0	0	
Capital Funded							
Council Funded Net Budget	3,287	3,384	3,193	3,141	3,153	3,075	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Relocation of Colliers Wood Library	0	0	0	0	550,000	0	0
Library Self Service	0	0	0	350,000	0	0	0
	n	0	0	350 000	550 000	0	0



----Actual

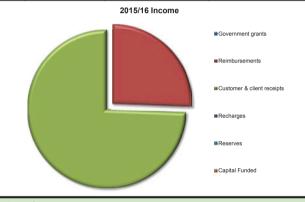
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Outcome

Reduced customer service

Summary of major budget etc. changes 2015/16

High

Annual

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

Revenueisation - £42k

% customer satisfaction (ARS)

2016/17

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

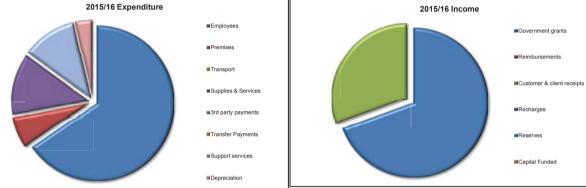
2017/18

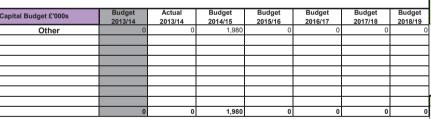
Savings - Introduce self-serve Libraries at off peak times - £90k Savings - Staffing - £60k

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Libraries	MAJOR EXPECTED OUTCOME	NDI)	RI _s D	
Pro	oject 1	Project Title:	E-communications	MAJOR EXPECTED OUTCOME	Likelihood	Impact	Score
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	More efficient way of working	2	1	2
End date	2015-16	1 Tojout Butano	a library application for mobile phones; 4. Continue to develop library website.				
Pro	oject 2	Project Title:	Heritage Strategy				
Start date	2015-16	- Project Details	Publish new Heritage Strategy and deliver expected outcomes. Continue to draw in external funding and improve income streams.	Improved customer satisfaction	2	1	2
End date	2019-20						
Pro	oject 3	Project Title:	Stock efficiency program	More efficient way of working			
Start date	2013-14	- Project Details	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2015/16 and 2016/17. Maximise usage of e-resources.		2	1	2
End date	2015-16		2019/16 and 2010/17. Maximise usage or e-resources.				
Pro	oject 4	Project Title:	Children & Young People's projects				
Start date	2013-14	- Project Details	Complete the rollout of the universal library membership scheme for all school children and students in Merton. Increase engagement with young people by establishing youth panels in libraries.	Improved resident well being	3	1	3
End date	2016-17						
Pro	oject 5	Project Title:	Outreach and Community Engagement plan				
Start date	2013-14	- Project Details	Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work	Improved customer satisfaction	2	1	2
Egate	2017-18		with under represented groups to shape services accordingly.				
(D) Pro	oject 6	Project Title:	IT Projects				
Start date Start date End 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
Pro	oject 7	Project Title:	Assisted digital support				
Start date	2013-14	1 Toject Hite.	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support	Improved resident well being	2	1	2
End date	2016-17	- Project Details	national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve residents skills.	Improved resident well being	2	'	2
Pro	oject 8	Project Title:	Security services contract				
Start date	2015-16	Droiget Deteile	De tender of contract and an exist monitoring of mofermance	More efficient way of working	3	2	6
End date	2018-19	- Project Details	Re-tender of contract and on-going monitoring of performance.				
Pro	oject 9	Project Title:	Library redevelopments				
Start date	2013-14	 Project Details 	Progress redevelopment plans for West Barnes and Donald Hope libraries. Investigate co-location	Improved customer satisfaction	3	2	6
End date	2017-18	,	opportunities with other council services and partners.				
Pro	oject 10 I	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						

Merton Adult Education				Pla	anning Assur	nptions					The Corporate strategies your
Cllr Martin Whelton Cabinet Member for Education	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18		service contributes to
Enter a brief description of your main activities and objectives below	Number of accredited learners	10	100	10	000	10	100	1000	1000	7 11 1 L 1 1 1 P	Medium Term Financial Strategy
Our vision is to enrich lives through learning and our mission is to provide high quality	No. of personal development learners	30	100	30	000	30	100	3000	3000		Community Plan
qualification and personal development learning responsive to the diverse needs of our	Number of commercial learners	3	00	5	00	60	00	600	601		
communities. It is our ambition for Merton Adult Education to become an innovator and											
the college of choice for our community.	Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
We are committed to providing the best learning experience for our students, deliver an	Staff (FTE)	1-	148		43	14	43	140	140		
excellent service to our customers, maximise partnership opportunities, remain											
financially viable, achieve our Skills Funding Agency contractual targets and develop a											
range of income generating commercial products.											
Our strategic objective is to increase the skills, knowledge and educational attainment of adults through the provision of a range of accredited and non accredited courses.	Performance indicator	Perforn 2013/14(T)	nance Target 2014/15(T)	- '	isional Perfo 2016/17(PT)	rmance Targ 2017/18(PT)	_ `	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
The course offer is developed in response to both government priority targets and	Number of accredited learners	1000	1000	1000	1000	1000		High	Quarterly	Business critical	Loss of income
responding to emerging local needs. A range of courses are delivered within the	No. of personal development learners	3000	3000	3000	3000	3000		High	Quarterly	Business critical	Loss of income
following departments, English and Maths, ESOL, IT, Mind and Body, Early Years, Foreign Languages, NEET, Family Learning, Neighbourhood Learning for Deprived	% achievement rate	95%	96%	96%	96%	96%		High	Annual	Outcome	Government intervention
Communities, Fitness, Art and Craft and Employability. There is currently a service	% retention rate	87%	88%	88%	88%	88%		High	Annual	Outcome	Government intervention
delivery review and consuttation underway and this plan has been put forward based on	% success rate	83%	84%	84%	84%	84%		High	Annual	Outcome	Government intervention
the current delivery model.	Income target	662890	732890	732890	732890	732890		High	Monthly	Business critical	Loss of income
	Number of commercial learners	300	500	600	600	600		High	Quarterly	Business critical	Loss of income
	_							·			

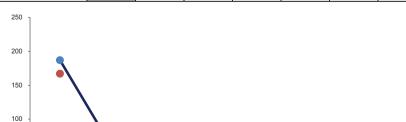
	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,687	2,601	2,715	2,722	2,729	2,737	0
Employees	1,793	1,755	1,785	1,785	1,785	1,785	
Premises	173	140	174	176	178	181	
Transport	3	3	3	3	3	3	
Supplies & Services	340	317	345	350	355	360	
3rd party payments	0	0	0	0	0	0	
Transfer Payments	0	0	0	0	0	0	
Support se vices	286	294	311	311	311	311	
Depreciation	92	92	97	97	97	97	
Revenue 2000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,500	2,434	2,676	2,690	2,698	2,698	0
Government grants	1,873	1,907	1,873	1,873	1,873	1,873	
Reimburgements	0	33	0	0	0	0	
Customer lient receipts	627	494	803	817	825	825	
Recharges,	0	0	0	0	0	0	
Reserves	0	0	0	0	0	0	
Capital F	0	0	0	0	0	0	
Council Funded Net Budget	187	167	39	32	31	39	0





Summary of major budget etc changes 2015/16

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



2015

2016

2017

50

2013

2014

2016/17

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

2017/18

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

	Public I	lealth									anning Assu						The Corporate strategies you
Clir Caroline Cooper-Ma	arbiah Cabinet N	ember for Adul	It Social Care &	Health		Anticipated			13/14		4/15	2015/16		2016/17	2017/18	29 /N /PD	Health & Wellbeing Strategy
						Sexual I			,854		201	20,554	NII-	20,913	21,243	21,667	Health & Wellbeing Strategy
						Drugs & a Support t			/155 Alcohol		205 alcohol			40% of PH staff capacity	y 40% of PH staff capacity		
						NHS Health			723		723	5773	Supuolty 4	5872	5872		
					N	lational Child Me						1	sed on 20.3	% increase in population ag	1		
						NHS Smoking	g Cessation	1	506	1:	580	1660		1742	1830		
Our vision for the public's health i	in Merton over the	next five years	is to stem the inc	crease in the		Prevention			066		119	1175		1234	1295		<u> </u>
significant inequalities in health o equal opportunities for all residen			vest of Merton, pr	roviding more	Anti		nancial resources		13/14		4/15	2015/16		2016/17	2017/18	2017/19	
opportunitios for all residen	001011 10 00	Junity.				Staff (F	,		9		.77	14.77		14.77	13.77		
Our vision for the public health te	am is to make he	alth avenuene's	hueinaee warkin	a with partners	High au	Staff (Tra	ainees) SNA and joint projects		n/a		/a	n/a		n/a			
n the Council, Merton Clinical Co	ommissioning Gro	up and the volur	intary sector to inc	crease	riigii qu	anty data for 50	orar and joint project.	· · · · · ·		 	u		-	100			
understanding of their contributio inequalities, using evidence of be		ent in preventior	n and in reducing	g health		Da of comment	- ldl4	Perfor	mance Targe	ets (T) & Prov	isional Perfo	rmance Targets	PT)	D-Iit	Demonstrum sousts	lu di este e tem e	Main impact if indicato
	est practice.					Performance	e indicator	2013/14(T)	2014/15(T)	2015/16(T)	2017/18(PT)	2016/17(PT) 201	8/19(PT)	Polarity	Reporting cycle	Indicator type	met
Public Health services comprise	N h14hh1 N	1-4:I Obild NA	4 P			Chlamydia		2200	2200	2200	2300		2300	Select	Quarterly	Output	Failure to meet PHOF to
 Mandatory: sexual health, NHS Support to Clinical Commissionin 						Late diagnosis		46.4%	43.2%	42%	42%	40%	38%	Low	Annual	Outcome	Failure to meet PHOF to
 Universal: Smoking cessation, 			3. 3, 1, 1,	,			of drug treatment (TB)		1400	14011	14011						
Other							g (MOU) with MCCG ke of those offered se	nico	MOU	MOU	MOU	MOU	-+	16.1	0	2	Increased prevalence of
								57.5	58.5	59.5	60%	TBC		High	Quarterly	Output	term conditions
					% exce	ess weight in ch	nildren age 4-5 years	19.67%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	Increased prevalence of term conditions
					% exces	s weight in chile	dren age 10 - 11 year	's 30.77%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	Increased prevalence of
							4-week smoking quits	30.77%	+	+			-+				term conditions Increase prevalence of lung of
					Number	or successful 4	+-week smoking duits	753	790	830	871	915		High	Quarterly	Outcome	heart disease and COPI
														n			
DEPARTMENTAL BUDGET AND		Antical	Budant	Budeet	Bud4	Budent	Budget			2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					■Em	lovees			ı	
Expenditure	7,873	8,187	9,844	9,844	9,844	9,844	9,844	100				■ EM	.cycco				■Government grants
Employees Premises	627	657	994	994	994	994	994		S- 1			■Pre	nises				
	6	2	7	0	7 0	7	0			1							Reimbursements
rensport Uplies & Services	3,408	3,727	4,366	4,366	4,366							■Trai	sport				
d party payments	3,735	3,699	4,367	4,367	4,367	4,367	4,367	//-				\					■Customer & client receipts
Support services	97	98	110	110	110	110	110	135				■Sup	olies & Service	ices			= container or circuit receipts
Sepreciation	0	0	0	0	0	Dorder d	0			1/						VI.	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					■3rd	arty paymer	nts		1	■Recharges
ome	9,537	8,187	9,844	9,844	9,844	9,844	9,844	1	- 1			/					
Government grants Reimbursements	8,985 552	8,985 865	9,236 608	9,236 608	9,236 608	9,236 608	9,236 608		/			■Trai	sfer paymen	nts	\ -	/	■ Reserves
Oustomer & client receipts	0	1	0	0	0	0	0			/							
Recharges Reserves	0	-1,664	0	0	0	0						■Sup	ort services				■Capital Funded
Capital Funded	0	0	0	0	0	0		639				■ Der	eciation				
Council Funded Net Budget	-1,664	0	0	0	0	0	0					- Dep	eciation				
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget	Budget 2016/17	Budget 2017/18	Budget 2018/19					s	ımmary	of major budget et	tc. changes		
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19							2015/16			
		-				i	Public	: Health grant confirm	ned to be the	same as 2014	/15.						
								-									
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	1	\longrightarrow	 		\vdash		 										
		$\overline{}$	\vdash		\vdash		 										
	0	0	0	0	0	0	0							2016/17			
							Depe	endent on Governme	ent grant, to	be confirmed	i						
2013	2/14	2015	5 2	2016	2017	2018	_										
-199 -	7	2010	_	.0.10	2011	20.0											
	/																
-399 -	/																
500	/																
-599 - g	/													2017/18			
-799 -	/						Depe	ndent on Governmen	t grant, to be	confirmed							
	/																
-999 -	7																
1 100																	
-1,199 -																	
-1,399 -														2018/19			
							Dene	ndent on Governmen	t grant to be	confirmed				20.0/10			
							Бере	on dovernillen	a grant, to be	. committee							
-1,599 -																	
-1,599 -																	
-1,599 -	_	■ Budget		-	Actual												

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Public Healt PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	NDI)	RISD	
Pr	oject 1	Project Title:	Integrated sexual health service	WASON EAFEGIED OUTCOME	Likelihood	Impact	Score
Start date	2014-15	Project Title. 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	3	9
Pr	oject 2	Project Title:	Embedding Chlamydia screening programme				
Start date	2014-15	- Project Details:	To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for meeting the diagnostic target for Chlamydia which is a PHOF indicator.	More efficient way of working	3	2	6
		D : 170	Professor (Level LIII) complete				
Pr	oject 3	Project Title:	Review of local HIV services				
Start date	2014-15	- Project Details:	Analyse local need in relation to HIV, review existing services which are funded through pan-London and South London partnerships to ensure they are fit for purpose and meet local need, and increase HIV testing in the community. Re-commission HIV prevention and support services to more effectively	Improved resident well being	3	3	9
End date	2015-16		meet the changing needs relating to HIV and late diagnosis.				
Pr	oject 4	Project Title:	LiveWell				
Start date	2014-15	Project Details:	LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions,	Improved resident wellbeing	2	1	2
End date	2014-15		linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.				
Pr	oject 5	Project Title:	Prevention				
Start date	2014-15	Project Details:	Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes e.g. LiveWell to the influencing of local policy to create an environment that supports healthy choices e.g. alcohol licensing policy. Work from across the council e.g. the	Improved resident wellbeing	2	1	2
Emiliate	2014-15		contract to manage the boroughs leisure centres, complements the public health led activity and has an important role to play in reducing the stark health inequalities between east and west Merton.				
(D) Pr	oject 6	Project Title:	Transition of responsibility for Health Visiting Service to Local Authority				
Start date End date		- Project Details:	Responsibility for Health Visiting Services are due to transfer from NHS England to LB Merton in April 2015. Project required to manage transition, including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-London transition programme.	Select one major outcome	0	0	0
Pr	oject 7	Project Title:	National Child Measurement Programme				
Start date		- Project Details:	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management	Improved Health and Wellbeing	0	0	0
End date			classes for families.				
Pr	oject 8	Project Title:	NHS Health Checks				
Start date	2013/14	Project Details:	People aged 40 -74 with no known heart disease (or other specified conditions) are offered an NHS	Improved Health and Wellbeing	2	2	4
End date		,	Health Checks every five years to detect early signs of heart disease and risk factors.				
Pr	oject 9 I	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	0	0
End date							
Pro	oject 10	Project Title:	Support to Merton Clinical Commissioning Group				
Start date		- Project Details:	Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities, providing data analysis, needs assessment and evidence of best practice.	Select one major outcome	0	0	0
End date			2.2.2.3.3.2.2.2.2.2.3.4.3.5.5.5.5.5.5.5.5.5.5.5.5.5.5.5.5.5				

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Corporate Services Department

	Business Imp								1 204	2/4.4		nning Assur		F/AC I	2040/47	2047/40	A ladaya Nill	The Corporate strategies your
Cllr Mar Enter a brief descrip	rk Allison Cabine			low	Core service re	Anticipate	d demand		1	3/14	201 4		201	5/16	2016/17 3555	2017/18 3355	3255	Setvice contributes to Customer Services Strategy
Enter a brief descrip	iption of your mai	n activities an	a objectives be	iow	Non Core service	, ,	(e)			000	18		16		1450	1450	1350	ICT Policy
- Operate as a Centre of Excelle	ence for Project and	d Programme M	lanagement (PP	M), raising	Support for con			(davs)	1	00	88		88		880	880	880	Capital Programme
the capacity of the organisation t successfully.	to consistently plar	and deliver pr	ojects/programm	es	Project/Program			(,-,	1	BFTE	11 F		21 I		12 FTE	0 FTE	0 FTE	Children & Young person's Plan
- Support DMTs to embed a culti	ture of continuous b	ousiness improv	vement within the	organisation														Information Governance Policy
through the provision of tools, te- - Manage and deliver adhoc Pro					Anti	cipated non fi	nancial resour	ces	201	3/14	2014	I/15	201	5/16	2016/17	2017/18	2018/19	
M2015 Board.	-				Staff - Program		,		4		4		4		4.5	2.5	2.5	
 Lead and deliver a coordinated improve customer satisfaction. 	d programme of ser	vice reviews to	deliver efficienci	es and	Staff - Business		, ,		25		2			5	22	20	20	
 Establish a Programme Manag is directed and monitored throug 	gement Office (PMC	O), ensuring the	at all transformati	ional activity	Staff - Program	mes and projec	ts (fixed term)			2.8		1		1	12	0	0	
risks and issues are managed ef	effectively and bene	fits – aligned to	o organisational c	bjectives are	Apprentices				Dorform		s (T) & Provis		rmanaa Tara		0	0	0	Material Constant of the disease of
realised Work with businesses and I&T	to actablish unde	ar the direction	of CMT the etr	ategy for IT		Performano	e indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
an associated implementation pl	lan and manage its	delivery.			Systems availal	oility			80%	95%	97%	98%	99%	99%	High	Monthly	Business critical	Reduced service delivery
 Establish a Technical Design A and planned approach to system 	Authority (TDA), en:	suring the orga	nisation takes a o	coordinated	,				****		41,1					<u> </u>		·
corporate strategy, standards an	nd supportability.		•	·														
 Proactively advise businesses leverage existing systems invest 	of opportunities to	exploit emergir	ng technologies a	ind to					1									
 Provide support to the business 	s for operational ar	nd maintenance	e related tasks fo	r applications														
including upgrades, housekeepir sustaining business continuity: a																		
		, supe	,															
									 	 						 		
	DEI	DARTMENTAL	BUDGET AND	RESOURCES					1	I			I			ı		1
	Budget	Actual	Budget	Budget	Budget	Budget	Budget			2	015/16 Exp	enditure					2015/16 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						_	Employees	1			-
Expenditure	3,459	3,440	2,790	2,892	2,814	2,75	0		-					pioyees	1			Government grants
Employees Premises	2,081	1,953	1,541	1,491	1,403	1,32	1			/			_	Dromine -	1			
Transport	3	0	3	3	3	;	 							Premises	1			■Reimbursements
Supplies & Services	1,034	909	928	1,080	1,090	1,10						1		_	1			
3rd party payments Support se vices	341	0 578	0 318	318	318	318	+					1	١.	Transport	1	/	/	■Customer & client receipts
Depreciation	341	5/0	310	310	310	310							1		1			•
	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Supplies & Serv	ices	¥		- Darkerson
	2013/14 2,739	2013/14 3,768	2014/15 2,722	2015/16 2,727	2016/17 2,727	2017/18	2018/19		U.				1		1			■Recharges
Government grants	2,739	3,768	2,722	2,121	2,727	2,72	"							3rd party payme	ents			
Reimbursements															1	100		Reserves
Customer Wlient receipts Recharge	79 1,875	127 3,129	84 2,638	89 2,638	89 2,638	2,63								Support service	s			
Reserves Capital Funded	785	513		2,030	2,030	2,000	'											■Capital Funded
														Depreciation				
Council Funded Net Budget	720	-328	69	165	87	23	0			-								
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summary	of major budget etc	changes		
Document management system	2013/14	2013/14	2014/15 300,000	2015/16 440000	2016/17	2017/18	2018/19								2015/16			
Customer contact programme	0	0	300,000	485000			 	CS1 Rational	lisation of ma	anagement o	osts £50k							
Data Labeling		0	293,840	0				CS3 Generat	te income thr	ough trainin	g £5k							
Replace Social Care System			400,000	571,000				Further imple	ementation of	the workfor	ce plan in 20	15/6 will me	et target sav	ings.				
							\perp											
	0	•	1,293,840	1,496,000	_										2016/17			
	U	U	1,293,640	1,496,000			,	Reorganisati	ion of evetom	e develonme	ant and sunn	ort arranger	mente CS63	C88k	2010/17			
800 ¬								Rediganisati	on or system	is developing	ent and supp	on ananger	Herits Coop	LOOK.				
•																		
600 -																		
\																		
400 -	\						L											
	1														2017/18			
£,000								Reorganisati	ion of system	s developme	ent and supp	ort arranger	ments CS63	£74k.				
200 -	\																	
0					—													
2013	2014	201	5	2016	2017	2018	_											
							-								2018/19			
-200 -							ľ											
-400																		
-400 -																		

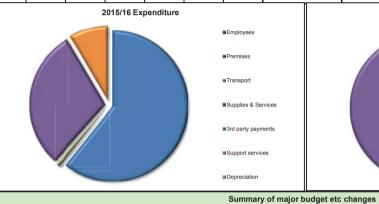
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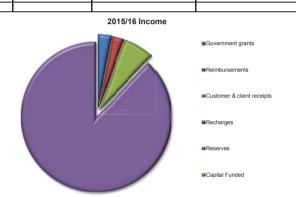
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	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Business Improvement APPENDIX						
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME			
Dec	oject 1	Project Title:	Customer Contact programme		Likelihood	Impact	Score
Start date	01/04/2013	Project Title:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	More efficient way of working 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
Pro	oject 2	Project Title:	Electronic document and records management system	More efficient way of working			
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
Dec	oject 3	Decident Title	Social Care Information System	To wood to ciclotic a varying month			
Start date	01/06/2014	Project Title: Project Details:	Procure and implement a Social Care Information system to support adults social and children and	To meet legislative requirements A fit for purpose system that supports efficient business practices and care management now and into the	1	3	3
End date	31/12/2015	,	families integrated care.	future			
Pro	oject 4	Project Title:	Data Labelling System	To meet legislative requirements			
Start date	01/06/2014	Project Details:	Introduce technology to automatically and retrospectively assess and protectively mark (for security) all Council data and to provide the facility to protectively mark all documents and emails for security going forward.	Ensures compliance with legislative requirements on categorisation and storage of data and information.	2	1	2
End date	31/03/2015						
Pro	oject 5	Project Title:	Corporate TOM Refresh exercise	More efficient way of working			
Start date	01/09/2015 31/03/2016	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
Start date End date	oject 6	Project Title: Project Details:			0	0	0
Pro	oject 7	Project Title:					
Start date		Project Details:			0	0	0
End date							
Pro	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 9 	Project Title:		Select one major outcome			i I
Start date End date		Project Details:					0
					ļ		
Start date	oject 10	Project Title: Project Details:		Select one major outcome			0
End date							

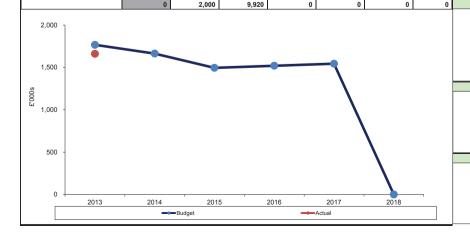
Corporate Governance				Pla	nnina Assui	mptions					The Corperate strategies your	
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18	A 2018/14 N	service contributes to	
Enter a brief description of your main activities and objectives below	Residents	206	5,038	208	,822	211	,569	214,229	216,806		Corp Equality Scheme	
Corporate Governance is made up of 7 core services:	Officers	40	081		ļ		ļ	1	1		Customer Services Strategy	
Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency	Councillors	(60	6	i0	(60	60	60	1	Risk Management Strategy	
agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges											Information Governance Policy	
function.	Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Corp Procurement Strategy	
Internal Audit and Investigations- provides independent, objective appraisal of risk management,	Staff (FTE)	4	18	4	7	39.7 (excl.	Investigations)	39.7 (excl. Investigations)	38.7 (excl. Investigations)		Performance Management Framework	
governance & internal control processes and fraud risks including planned & unplanned audits.	Staff - LALO		8		3		8	8	8		Civil Contingencies Plan	
Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud polices. Reports poor practice/weak	Staff - Election	0		900		8	00	800	0		Central Government	
controls to members. Investigations - investigates allegations of fraud for Housing Benefit and	Staff - Canvas	1	50	150		150		150	150			
internal cases.	Performance indicator	Perforr			(T) & Provisional Perfor		gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not	
Safety Services - provides H&S, emergency planning & business continuity service.	r enormance marcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting cycle	mulcator type	met	
	FOI requests - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service	
<u>Democracy Services</u> - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.	Complaints - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service	
, , , , , , , , , , , , , , , , , , ,	Audits completed against plan	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud	
Electoral Services - maintains registers of electors whilst managing the move to individual electoral	Audit actions implemented by agreed date	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud	
registration, administers elections & referendums and undertakes boundary & electoral reviews.	Completed planned H&S inspections	60	60	60	60	60		High	Monthly	Outcome	Breach statutory duty	
				90%	90%	90%		High	Quarterly	Outcome	Breach statutory duty	
There is also the shared <u>Legal service</u> with the London Borough of Richmond, which has its own	Priority A H&S actions completed on time	75%	85%	90%	90%	90 70		riigir	Quarterly	Odtoonic	Dieacii statutory duty	
There is also the shared <u>Legal service</u> with the London Borough of Richmond, which has its own Service Plan.	Priority A H&S actions completed on time No. supplementary agendas issued	75% 28	85% 26	24	22	20		Low	Quarterly	Quality	Rework	
	· · · · · · · · · · · · · · · · · · ·							J	, ,			

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	4,276	4,164	4,031	3,869	3,897	3,926	(
Employees	2,427	2,469	2,449	2,344	2,344	2,344	
Premises	4	3	5	5	5	5	
Transport	26	30	25	26	26	27	
Supplies & Services	1,353	1,079	1,228	1,170	1,198	1,226	
3rd party payments	0	1	0				
Support services	466	583	324	324	324	324	
Depreciation							
Revenu 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Incom	2,509	2,504	2,367	2,373	2,377	2,382	
Governmen grants	70	65	70	70	70	70	
Reimbursements	154	93	59	60	62	63	
Custome & lient receipts	62	307	153	158	160	164	
Recharges	2,190	2,224	2,085	2,085	2,085	2,085	
Reserves	34	-185	0				
Capital Fooded	0						
Council Funded Net Budget	1,767	1,661	1,664	1,496	1,520	1,544	(
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Ctte Decision Making		2,000	0	0	0	0	
0.11							





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



			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MA Corporate Governan				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	ENDI)		
Pro	oject 1	Project Title:	Support new intake of councillors	Improved customer satisfaction	Likelihood	Impact	Score
Start date	01/04/2013	Project Details:	To prepare information and support for new intake of councillors following May 2014 council elections.		1	1	1
End date	31/03/2015	Project Details.	To ensure smooth introduction of any consequent changes to decision making structure or process.				
Pro	oject 2	Project Title:	2013/17 Implement individual electoral registration	To meet legislative requirements			
Start date	01/04/2013	- Project Details:	Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.		3	3	9
End date	31/12/2016		decided and completeless of the register of electric.				
Pro	oject 3	Project Title:	2013/17 Administer statutory elections, referendums and ballots.	To meet legislative requirements			
Start date	01/04/2013	Project Details:	Administer London borough council and European Parliament elections in 2014, Parliamentary general election in 2015, GLA elections in 2016, and Willow BID ballot in 2014, together with any other		3	3	9
End date	31/03/2017		referendums and ballots that may be required				
Pro	oject 4	Project Title:	Prepare for and implement changes to single fraud initiative	To meet legislative requirements	+		
Start date	01/02/2014						
Cturt date	0 110212011	Project Details:	To prepare for the SFIS and the effect on audit and investigation in relation to the focus on workload		2	2	4
End date	31/03/2015		from Housing Benefit fraud to other areas of fraud				
Pro	oject 5 	Project Title:	Committee report workflow	More efficient way of working			
Start date	01/06/2014	Project Details:	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as		2	1	2
Egate	01/10/2014		well as sign off by Directors and Cabinet Members.				
(D Pro	oject 6	Project Title:	Scrutiny Improvement Programme	Improved reputation			
Starpdate	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities.		2	1	2
End date	31/03/2015						
Pro	oject 7	Project Title:	LLC service delivery	To meet legislative requirements			
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive		3	1	3
End date	31/03/2015						
Pro	oject 8	Project Title:		Select one major outcome	1		
Start date		Project Details:					0
End date							
Pro	oject 9	Project Title:		Select one major outcome	+		\vdash
Start date		,					
End date		Project Details:					0
Pro	oject 10	Project Title:		Select one major outcome	1		
Start date		Project Details:					0
End date		i Tojout Details.					

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

There are 5 core services:

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

Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes; Registrars - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services;

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

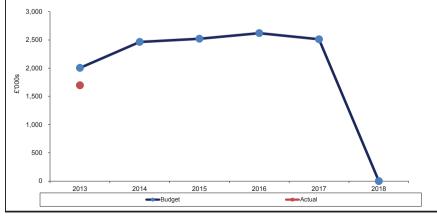
Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered within this service plan period but details are vague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

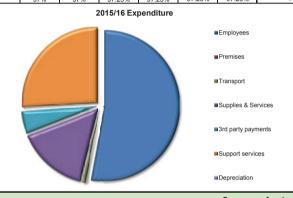
		Planning Assur	nptions			VDDEVI	The Carporate strategies your
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	/ \1 _{2018/19} — \1	service contributes to
Benefit/Council Tax support claimants	16,000	16,000	16.000	15,000	14,000	14,000	Customer Services Strategy
Telephone callers	500,000	600,000	600,000	500,000	450,000	400,000	Homelessness Strategy
Face to face customers	115,000	100,000	90,000	85,000	80,000	70,000	Medium Term Financial Strategy
Council tax properties	82,000	82,500	83,000	83,000	83,000	85,000	Social Inclusion Strategy
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
Staff (FTE)	162.4	139.4	136.4	134.4	133.4	133.4	
Apprentices(FTE)	3	3	4				
				·	·	·	

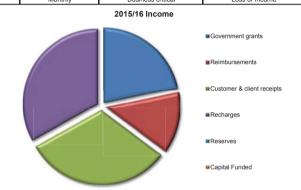
Performance indicator	Perforn	nance Target	s (T) & Provi	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Feriorinance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	illulcator type	met
Business Rates collected	97%	97.25%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
% of Merton Bailiff Service files paid in full (excluding parking and miscellaneous debt)	58%	58%	58%	58%	58%	58%	High	Monthly	Outcome	Loss of income
HB - COC & new claims processing days	16	16	16	16	16	16	Low	Monthly	Business critical	Customer hardship
First contact resolution		60%	65%	70%	75%	75%	High	Monthly	Perception	Reduced customer service
Income from events (marriages, civil partnerships etc)		415,000	400,000	415,000	425,000	450,000	High	Monthly	Business critical	Loss of income
Successful website visits	83%	84%	84%	84%	84%	84%	High	Monthly	Perception	Reduced uptake of service
No. of on-line transactions				30,000	45,000	60,000	High	Monthly	Business critical	Reduced customer service
Council Tax Collected	97%	97%	97 25%	97 25%	97.25%	97.25%	High	Monthly	Business critical	Loss of income

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	9,618	9,752	9,865	9,487	9,394	9,312	0
Employees	5,200	5,267	5,038	5,008	4,897	4,788	
Premises	29	27	20	21	21	21	
Transport	63	73	63	64	65	65	
Supplies & Services	1,467	1,551	1,447	1,459	1,470	1,491	
3rd party payments	920	450	828	467	473	479	
Support services	1,940	2,384	2,465	2,465	2,465	2,465	
Depreciation	0	0	3	3	3	3	
Revenu@ 000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Incom	7,613	8,055	7,400	6,966	6,774	6,801	0
Government grants	2,270	2,264	1,981	1,520	1,302	1,302	
Reimbursements	930	1,497	930	930	930	930	
Customer & client receipts	2,138	2,334	2,184	2,211	2,237	2,264	
Recharges	2,275	2,275	2,305	2,305	2,305	2,305	
Reserves	0	-315	0				
Capital Funded							
Council Punded Net Budget	2,005	1,697	2,465	2,521	2,620	2,511	0

Council Funded Net Budget	2,005	1,697	2,465	2,521	2,620	2,511	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
							—







Summary of major budget etc changes

The DWP have not committed funding for the Local Welfare Support scheme. A decision is required regarding future funding for the ascheme and it's administration

Funding for 15/16 for Housing Benefit administration grant has been rediuced
With continued delays with the implementation of the Customer Contact programme the impact of the Customer Service Review will not save £30k in this year. Savings from elsewhere within the Division will cover this years saving target.

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

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

2016/17

Deferred budgetary savings from 14/15 include a deletion of manager position within Customer Services and a reduction within the debt recovery/bailiff function, review of welfare benefits resulting in £111k of savings.

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

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

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

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

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

2017/18

CS60 Deletion of Assistant Director post £109k

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

2018/1

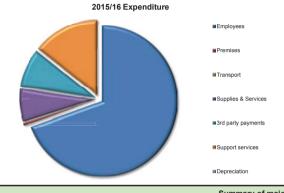
Continued impact of Customer Contact project to further reduce telphone calls and face-to-face customers. Anticipated small increase in number of Council Tax propoerties.

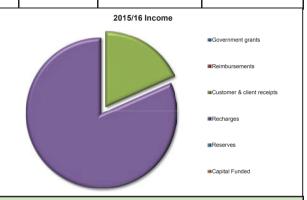
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Customer Servic			/ / 0	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	<u>ÆNDI)</u>		
Pr	oject 1	Project Title:	Customer Service review	More efficient way of working	Likelihood	Impact	Score
Start date	01/04/2013	Project Details:	As part of the implementation of the customer contact electronic solution processes and resourcing will	g	3	2	6
End date	31/03/2015	Floject Details.	be reviewed				
Pr	oject 2	Project Title:	Improve access to on-line services	More efficient way of working			
Start date	01/04/2013	Project Details:	Maintain successful visits to the website 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		uanadon)				
Pr	oject 3	Project Title:	Council Tax support scheme	To meet legislative requirements			
Start date	01/04/2013	Project Details:	During 14/15 options for a revised scheme will be reviewed for Council decision and possible implementation for 15/16		2	1	2
End date	31/03/2016		implementation to 10				
Pr	oject 4	Project Title:	Implement and review Welfare Assistance Scheme	Improved resident well being			
Start date	01/04/2013	Project Details:	A review of the scheme will be undertaken during 2014/15, however, there is currently uncertainty regarding future funding from 15/16		2	1	2
End date	31/03/2015		logarding radio rationing from 1676				
Pr	oject 5	Project Title:	Appoint a medical examiner	To meet legislative requirements			
Start date	01/04/2014	Project Details:	The Council will need to appoint a medical examiner for registration of deaths. This will be achieved through the sharing of another boroughs recruitment and appointment.		2	2	4
Edite	31/12/2014		anough the shaining of another boroughe residuation and appointment.				
(D) Pr	oject 6	Project Title:	Local Support Services	To meet legislative requirements			
Stanklate	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, volunarty sector and neighbouring authorities		2	2	4
End date	31/03/2016						
Pr	oject 7	Project Title:	Review Debt Collection Processes	More efficient way of working			
Start date	01/06/2015	Project Details:	With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.		3	2	6
End date	01/04/2016						
Pr	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		.,,					
Pr	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major outcome	1		
Start date		Project Details:					0
End date		r roject Details.					

Human Resources				Pla	anning Assur	mptions				VDDEVI	The Carporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	201	3/14	201	4/15	201	15/16	2016/17	2017/18	7 1 20 18/19 1 N L	serve contributes to
Enter a brief description of your main activities and objectives below	Employees in Merton for HR, payroll, advice, L&D, EAP etc	4,6	300	4,	400	4,	,400	4,400	4.200	4.000	Workforce Development Plan
Support effective people management across the organisation through development of a	New recruits to be appointed		80	1	60	1	160	160	150	140	Economic Development Strategy
vorkforce strategy/TOM people layer	HR FTE	46	6.4	4	5.4	4	15.4	41.4	40.4	35	Workforce Development Plan
Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development	Anticipated non financial resources		3/14	201	4/15	2015/16		2016/17	2017/18	2018/19	
3) Provide HR business partner support across the Council	Select anticipated resources										
4) Produce HR metrics, analyse people-related problems and take appropriate actions	Select anticipated resources										
Produce HR strategies, policy frameworks and systems to support effective people pagement	Select anticipated resources										
6) Support and develop capacity building in Members	Select anticipated resources										
	Performance indicator	Performance Targe 2013/14(T) 2014/15(T)		argets (T) & Provisional Perfor		erformance Targets (PT) PT) 2017/18(PT) 2018/19(PT)		Polarity	Reporting cycle	Indicator type	Main impact if indicator no met
	Time to hire	90	90	90	90	88	86	Low	Monthly	Outcome	Increased costs
	Sickness absence (Average days per fte)	8	8	8	8	7	7	Low	Monthly	Outcome	Increased costs
	% Appraisals completed	98%	98%	98%	98%	98%	98%	High	Annual	Outcome	Poor decision making
	% Members L&D satisfaction	81%	82%	83%	83%	83%	83%	High	Quarterly	Outcome	Poor decision making
	1		1			1	1				

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	(
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												
Revenu@100s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19					
Incom	3,476	3,442	3.128	3,134	3,139	3,145	(
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 Fareed												
Council Funded Net Budget	-51	-331	4	6	-465	-516	0					
	Budget	Actual	Rudgot	Budget	Rudget	Budget	Rudget					

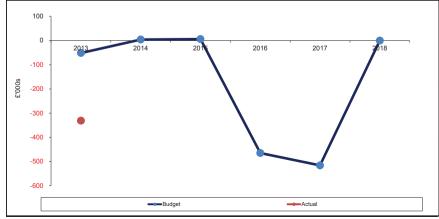
Council Funded Net Budget	-51	-331	4	6	-465	-516	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	•	0	0	0	0	0





Summary of major budget etc changes 2015/16

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



Exisiting: CS48 Further rationalisation of HR Services £130k

CS49 (2013-2017) Introduction of new application tracking system £10k CS50 Occupational Health & Employee Assistance programme £40k

CS51 HR Transactions - including COT £90k

CS49(2012-2016) Further consolidation of HR advisory work £140k

CS74 Review of L&D £69k

New: £152K COT review

2017/18

2016/17

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

2018/19

New: HR transactions information systems £50K

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Human Resour		= 1 1 5 13		
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	ENDI)		
Pr	oject 1	Project Title:	Occupational Health Service	More efficient way of working	Likelihood	Impact	Score
Start date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency		3	3	9
End date	31/03/2016		,				
Pr	oject 2	Project Title:	Employee Assistance programme	More efficient way of working			
Start date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency.		3	4	12
End date	31/03/2016						
Pr	oject 3	Project Title:	Workforce Strategy	More efficient way of working			
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce stratgey to support the wider TOM programme for organisational change		3	3	9
End date	31/03/2017		organisational orange				
Pr	oject 4	Project Title:	Establishment and workforce	More efficient way of working			
Start date	01/04/2015	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff		3	3	9
End date	31/03/2016		across the council of boar permanent and interim stain				
Pr	oject 5	Project Title:	Review HR policies	Select one major outcome			
Start date		Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development		3	3	9
(D) Pr	-140	Dunio et Title	Product continue	To another trades	1		
Star Cate End date	oject o	Project Title: Project Details:	Budget savings Deliver both exisiting and new budget savings for the HR function	To meet budget savings	4	3	12
	oject 7	Project Title:		Select one major outcome	1		
Start date		i roject mic.		Color one major outcome			
End date		Project Details:					0
Pr	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							
	oject 9	Project Title:		Select one major outcome			
Start date		- Project Details:					0
End date					<u> </u>		
Start date	oject 10	Project Title:		Select one major outcome			0
End date		Project Details:					j

Infrastructure and Transactions				Pl	anning Assu	mptions				ADDENI	Me Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	201	13/14	20	14/15	201	15/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief description of your main activities and objectives below	Repairs & Maintenance of Corporate Buildings (Revenue)	806	6,000	80	0,00	780	0,000	740,000	740,000	700,00	Asset Management Plan
Infrastructure and Transactions Division (I&T) is a support service made up of three	IT Service Calls	23	,600	25	,700	27,	,800	26,500	25,000	22,500	Customer Services Strategy
functions which are:-	Service Requests	6,	400	6,	6,800		200	7,000	6,500	5,000	Customer Services Strategy
	Transactions requested by departments	130	130,000		130,000		0,000	115,000	110,00	105,00	Customer Services Strategy
desktop equipment and associated software. Fixed and mobile telecommunications, Service	Anticipated non financial resources	201	13/14	20	14/15	201	15/16	2016/17	2017/18	2018/19	
desktop equipment and associated software. Hixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.	FM (FTE)		36		35	29		27	24	20	
governance and data security.	Transactional Services (FTE)	1	4.7	1	4.7		13	13	10	8	
Facilities Management - FM provides the infrastructure to deliver services through	IT Service Delivery (FTE)	3	2.8	3	2.8	1	32	30	23	19	
accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security	Staff (Apprentices)	2		5		4		3	3	3	
and other associated hard and soft FM services.	Performance indicator	Perforr	mance Targe	ts (T) & Prov	(T) & Provisional Perform		gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rolanty	Reporting cycle	ilidicator type	met
Transactional Services incorporates Account Payable, Accounts Receivable,, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods	Repairs & Maintenance ratio of Reactive to Planned	50/50	40/60	30/70	30/70	30/70	30/70	Low	Annual	Outcome	Increased costs
and services provided to LBM. Raise and issue invoices promptly and accurately to maximise	Total external fee income	200,00	225,000	235,000	285,000	320,000	320,000	High	Quarterly	Output	Loss of income
revenue received. Maintain accurate records re client contributions on Carefirst to enhance	CO2 emissions corporate buildings (tonnes)	4,200	4,100	4,000	3,900	3,800	3,800	Low	Quarterly	Output	Environmental issues
correct involving and reduce queries. Vendor Maintenance database is controlled, accurate and cleansed, Providing training and support for all users of the systems required for payments or	First time fix rate for IT Service Desk	63%	64%	68%	70%	72%	75%	High	Monthly	Outcome	Reduced service delivery
deansed, i roviding training and support for all users of the systems required for payments of	Outline of Outline III in the standard of the	0.00/	000/	000/	000/	000/	000/	Liberto	Manthle	0.40000	Deduced costenan consine

90%

93%

90%

95%

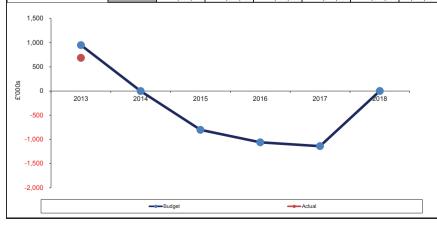
85%

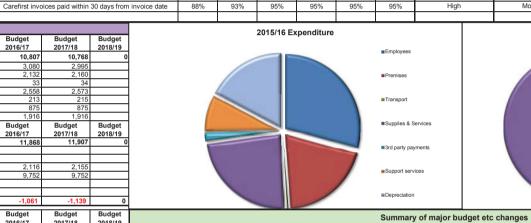
91%

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	13,212	13,599	11,815	11,061	10,807	10,768	0
Employees	3,589	3,717	3,365	3,222	3,080	2,995	
Premises	2,705	2,608	2,733	2,185	2,132	2,160	
Transport	39	33	33	33	33	34	
Supplies & Services	2,863	3,151	2,687	2,620	2,558	2,573	
3rd party payments	204	106	206	210	213	215	
Support services	1,941	2,113	875	875	875	875	
Depreciation	1,871	1,871	1,916	1,916	1,916	1,916	
Revenu 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Incom()	12,264	12,914	11,815	11,864	11,868	11,907	0
Government grants							
Reimbursements			0				
Customer & client receipts	1,990	2,335	2,063	2,112	2,116	2,155	
Recharges	10,057	10,362	9,752	9,752	9,752	9,752	
Reserves	217	217	0				
Capital Funded	0						
Council Funded Net Budget	948	685	0	-803	-1,061	-1,139	0

invoicing.

Council I unaca Net Buaget	340	003	U	-003	-1,001	-1,133	•
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Information Technology		1,244,814	1,105,280	584,000	1,862,000	1,881,000	1,007,000
Facilities Management		3,288,425	1,410,920	2,185,300	1,000,000	1,000,000	1,750,000
	0	4,533,239	2,516,200	2,769,300	2,862,000	2,881,000	2,757,000





90%

95%

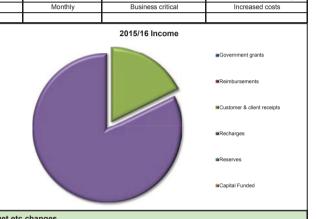
90%

95%

90%

95%

High



Outcome

Business critical

Reduced customer service

Reduced service delivery

Monthly

Monthly

CS5 Review procurement of support , maintenance & license contracts £34k

CS7 re-procurement of mobile telephone contract £10k

CS8 Reduction of WAN costs £10k, CS15 Asset & change analyst post £24k

CS17 Post savings £30k

Customer Satisfaction - IT incident resolution

Invoices paid within 30 days of receipt by LBM

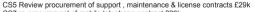
CS20 Energy refit £100k, CS21 Increase income targets for building and repair work£45k

CS22 Restructure of Archive Store £15k, CS23 Outsourcing building services and security services £35k

CS25 Deletion of one post £30k, CS27 consolidation of utilities budgets £50k



2015/16



CS7 re-procurement of mobile telephone contract £20k

CS8 Reduction of WAN costs £20k

CS10 Outsourcing of service £20k

CS12 Deletion of post £37k Information governance post £37k

CS16 (deferred from 14/15)Surrender overtime budget £35k, CS23 Outsourcing building services and security services £50k

CS28 Amalgamation of intruder alarm contract £20k,

2017/18

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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Infrastructure and Tra	APP	ENDI)	$\frac{10}{Rls}$	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pro	oject 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						
Pro	oject 2	Project Title:	Backscanning of existing paper records	More efficient way of working			
Start date	01/06/2014	Project Details:	Backscanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact		1	2	2
End date	31/03/2018	·	programme which includes the implementation of a new Electronic Documents and Records Management System (EDRMS).				
Pro	oject 3	Project Title:	Upgrading of IT Disaster Recovery Arrangements	Improve IT Disaster Recovery and Business Continuity arrangements			
Start date	01/12/2013	Project Details:	Replacement of Storage Area Network (SAN) equipment and associated hardware to provide improved disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of		2	3	6
End date	31/03/2015		service in the event of a major incident or IT equipment failure.				
Pro	oject 4	Project Title:	Flexible Working Programme	More efficient way of working			
Start date	01/04/2012	Project Details:	The Flexible Working Programme is the innovative use of modern IT technology, infrastructure and office accommodation to enable the council to deliver services in the most efficient and cost effective		2	2	4
End date	31/12/2015		manner possible.				
Pro	oject 5	Project Title:	Refurbishment of 4 main passenger lifts at Civic Centre	Improved customer satisfaction and more efficient ways of working.			
Start date	01/01/2014	Project Details:	Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or		1	2	2
Egate	30/06/2016		mechanical failure. The project is essential to ensure that the premises are safe and compliant with statutory requirements.				
(D) Pro	oject 6	Project Title:	Energy "Invest to Save" Initiatives	More efficient way of working			
Starredate	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							
Pro	oject 7	Project Title:	Review Civic Centre Building Services & Security arrangements	To meet budget savings			
Start date	01/07/2013	Project Details:	Review of both the scope and method of delivery of the Civic Centre building services and security arrangements to produce the best balance of a cost effective solution and one that protects the reputational risks inherent in managing a front-line service in the highest profile corporate building within		2	2	4
End date	01/04/2015		the authority.				
Pro	oject 8	Project Title:	Process review of Accounts Payable and Receivable functions	More efficient way of working			
Start date	01/04/2015	Project Details:	Review the Councils current processes and procedures for managing the AR and AP functions in order to maximise any potential efficiency gains and cost reductions that are available through the		1	2	2
End date	31/03/2017		development and use of E-Billing and electronic invoicing.				
Pro	oject 9	Project Title:	Continuation of work on the Locations Layer of the Corporate TOM	More efficient way of working			
Start date	01/10/2013	Project Details:	Works to develop an online corporate asset register covering all of the property related assets owned and operated by the council which will be an essential element of a larger piece of work relating to the		2	2	4
End date	31/03/2015		longer term strategic management of property and assets across the authority.				
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		. rojost Dotano.					

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

Resources is made up of four major areas of activity:

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

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

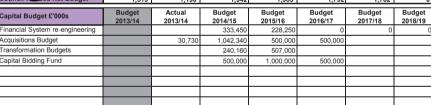
Commercial & procurement - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification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

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

		Planning Assur	nptions				The Corporate strategies your
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		service contributes to
Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23		Asset Management Plan
Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+		Capital Programme
Budget, Service, Performance & Risk Setting	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports		Central Government
Budget, Service, Performance & Risk Monitoring	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports		Corp Equality Scheme
Budget, Service, Performance & Risk Closing	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports		Corp Procurement Strategy
Anticipated non financial resources	2012/13	2013/14	2014/15	2015/16	2016/17	2018/19	Medium Term Financial Strategy
Staff (FTE)	69.2	64.2	64.2	61.2	61.2		Risk Management Strategy
Staff (Trainees)	4	4	4	4	4		Treasury Management Strategy
Staff (Apprentices)	0	2	2	0	0		Voluntary Sector Strategy
							Select Strategy delivery
Performance indicator	Performance Target	s (T) & Provisional Perfo	rmance Targets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
. G. G. Mariot Marcatol	2042/44/T) 2044/45/T)	204E(4E(DT) 204E(47/DT)	2047/49/DT\ 2049/40/DT\	· Clarity	porting cycle	alcutor type	met

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

	DEI	PARTMENTAL	BUDGET AND F	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	9,175	9,177	8,660	8,717	8,539	8,524	0
Employees	4,084	4,121	3,821	3,815	3,643	3,596	
Premises	103	99	105	106	107	109	
Transport	4	7	4	4	4	4	
Supplies & Services	4,532	4,403	3,834	3,895	3,889	3,919	
3rd party payments	23	81	178	179	178	178	
Support services	429	467	718	718	718	718	
Deprecia tion	0		0	0	0	0	
Revenue 3 00s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	7,657	7,987	6,718	6,732	6,747	6,762	0
Government grants	0	9	0	0	0	0	
Reimbursements	50	36	0	0	0	0	
Customer & client receipts	739	992	804	818	833	848	
Recharges	6,443	6,525	5,914	5,914	5,914	5,914	
Reserves 7	425	425	0	0	0	0	
Capital Funded	0		0	0	0	0	
Council Funded Net Budget	1.519	1.190	1.942	1.985	1.792	1.762	0

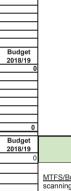


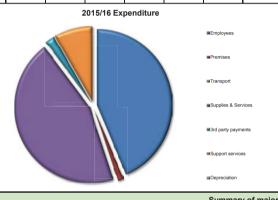
2,115,950

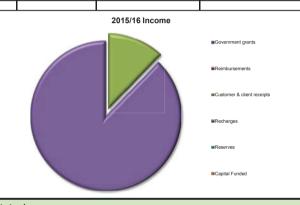
2,235,250

1,000,000

30,730







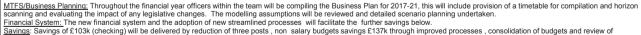
Summary of major budget etc changes 2015/16

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

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

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

2016/17

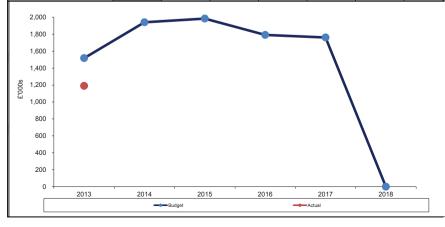


Savings: Savings of £103k (checking) will be delivered by reduction of three posts, non salary budgets savings £137k through improved processes, consolidation of budgets and review of recharges.

2017/18

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

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



			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Resources PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	ENDI)	(1s)	
Dec	oject 1	Project Title:	Evaluation of future funding levels		Likelihood	Impact	Score
Start date End date	01/04/2013	Project Title. 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	To meet legislative requirements	2	2	4
		5 :	NNDR system will be undertaken along with sensitivity analysis.	W (F.)			
Start date	01/08/2013	Project Title: Project Details:	Financial systems re-engineering programme 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 -	More efficient way of working	3	3	9
End date	01/12/2015		project length allows for post implementation review				
Pro	oject 3	Project Title:	Develop and implement whole life costing for capital projects	More efficient way of working			
Start date	01/09/2014	Project Details:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes		3	2	6
End date	31/03/2016		Amend the template Apply the temple to selected schemes				
Pro	oject 4	Project Title:	Improve joint finance and business planning	More efficient way of working			
Start date	01/04/2015	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2014		2	2	4
End date	31/03/2018	,	information following the implementation of the new performance and risk management system				
Pro	oject 5	Project Title:	Evaluation of different models of funding the capital programme	Required to deliver options for the MTFS			
Start date	01/07/2014	Project Details:	In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and		2	2	4
Englate	31/03/2016		borrowing or any other suitable methods of funding capital expenditure.				
	oject 6 01/04/2014	Project Title: Project Details:	Fully implement the new performance/risk management IT system Implementation of a cloud based system for the management and governance of performance and risk information known as Covalent. The earlier phases of the project are now complete, this financial year the three final phases will be completed: 1) The transfer of risk registers will be completed by the end of May 2014	More efficient way of working	2	2	4
End date	31/03/2015		The roll out of the system for use in monitoring local performance indicators the provision of screen icons to senior management for performance and risk information.				
Pro	oject 7	Project Title:	Capital Review	More efficient way of working			
Start date	01/04/2014	Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now.		2	2	4
End date	31/03/2015		are production of all action plan. It would be appropriate to another a follow up forter non.				
Pro	oject 8	Project Title:	Recharge Review	More efficient way of working			
Start date	01/04/2014	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2014/15 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to		3	2	6
End date	31/03/2015	,	develop and implement the new financial system.				
Pro	oject 9 I	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				0
End date	31/03/2016		Environment and Regeneration.				
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

Land Camina				Die	A	-4:					The Corporate strategies your
Legal Services Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	201	3/14		nning Assump 4/15		5/16	2016/17	2017/18	∧ 23 83 € N II	
Enter a brief description of your main activities and objectives below	Chargeable hours for Merton		502	195		195		19500	→	AFFEIN	setvice contributes to
a siloi accompanio o you. Main acciving a and objectives selow	Chargeable hours for Richmond		502	127		127		19500	→	,	
This is a shared legal service with the London Boroughs of Dichmond and Sutton and the Poyal	-	100	002		319	203		20319			
This is a shared legal service with the London Boroughs of Richmond and Sutton and the Royal Borough of Kingston upon Thames. The service delivers legal advice, support and	Chargeable hours for Sutton	+							→	<u>→</u>	
representation to all services across all four councils, including to arms length delivery vehicles	Chargeable hours for Kingston	+		92			238	9238			
(Achieving for Children and currently, Sutton Housing Partnership) and council owned companies. The service also provides advice in relation to the constitution and decision making	Chargeable hours for Achieving for Children				000	120	000	12000	→	→	
in all councils and advice to members in relation to their roles.	Chargeable hourrs for Sutton Housing Partnership				25						
	Anticipated non financial resources	201		201		201		2015/16	2016/17	2018/19	
The current agreement for a shared service is for a further 2 years.	Staff (FTE)	42		87			7.5	85.5	84.5		
	Apprentices	-	1	-	1		1	4	→		
	Select anticipated resources										
	Select anticipated resources										
	Performance indicator	Perform	nance Target	ts (T) & Provi	sional Perforn	nance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	rolatity	Reporting Cycle	indicator type	met
	Chargeable hours	36,404	76,429	73,804	→	→		High	Monthly	Business critical	Increased costs
		1			+						<u> </u>
		1			 						<u> </u>
		+			+						<u> </u>
DEPARTMENTAL PURGET AND RECOURSES	Ц							П	1		
DEPARTMENTAL BUDGET AND RESOURCES	Dudnet Dudnet Budnet		2	2015/16 Exp	oenditure					2015/16 Income	
evenue £'000s Budget Actual Budget Budget 2013/14 2013/14 2014/15 2015/16	Budget Budget Budget 2016/17 2017/18 2018/19			3						3	
penditure 3,802 4,799 4,776 4,776							■Employees				■Government grants
nployees 3,134 3,164 4,150 4,15		4									
emises 5 3 5	5 5 5						■Premises				
ansport 6 8 9	9 9										■Reimbursements
pplies & Services 468 1,439 426 42	6 426 426						■Transport			1	
d party pay nents 0 1 0	5 405 405			VI						A	
pport services 189 185 185 18 pprecia	5 185 185	14		N .				.		V	■Customer & client receipts
Rudget Actual Rudget Rudget	Budget Budget Budget			1			■Supplies & Sen	vices		N I	
evenue 2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19									all I	
2013/14 2013/14 2014/15 2015/16 acome 3,851 4,893 4,829 4,82							■3rd party payme	ents			■Recharges
overnment grants											= reorargeo
							■Support service	ne I			
Custome dilent receipts 304 383 476 47	6 476 476						= oupport service				■Capital Funded
decharg	 	•									Capital Fullueu
Council Funded Net Budget -49 -94 -53 -5	-114 -134 0		_				■Depreciation				
Dudget Astual Dudget Dudget											
apital Budget £'000s Budget Actual Budget Budget 2013/14 2014/15 2015/16	Budget Budget Budget 2016/17 2017/18 2018/19						Summary	of major budget et	c changes		
egal Case Management 213,588 0	0 0 0 0							2015/16			
	 										
	 										
	 										
	 										
	 										
0 213,588 0								2016/17			
U 213,500 U	0 0 00	ingo fo- M- 1	n oro ·	and Fronts	aguings for a	utton 1/1-	oton or - D. I		ad.		
0	±60,000 sa	virigs for Merto	m are requir	ea. Furtner	savings for St	utton, Kings	sion and Rich	nmond may be require	eu.		
2013 2014 2015 2016	2017 2018										
2010 2011 2010 2010	7.0										
-20 -	/										
	/										
40	/										
-40											
	/							2017/18			
-60 -	£20,000 sar	vings for Merto	on are requir	red. Further s	savings for Su	ıtton, Kings	ston and Rich	nmond may be require	d.		
ξų	/										
-80 -	/										
	<i>[</i>										
	/										
-100 -	/										
								2018/19			
-120											
-120	_ /										
-140 J	_										
	-Actual										
■■Budget											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - N Legal Services		= 1 1 5 1		
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	ENDI		
Pr	oject 1	Project Title:	Shared service	Improved customer satisfaction	Likelihood	Impact	Score
Start date	01/04/2014		To embed the newly expanded shared service, to identify and exploit the efficiencies of the new	,	2	2	4
End date	31/03/2016	Project Details:	service in order to improve the customer experience and to identify further savings				
Pr	oject 2	Project Title:	Smarter Working	More efficient way of working			
Start date	01/04/2014	Project Details:	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service		2	1	2
End date	31/03/2016						
Pr	oject 3	Project Title:	Delivering Savings	To meet budget savings			
Start date	01/04/2015	Project Details:	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond		2	2	4
End date	31/03/2018		T CONTROLL				
Pr	oject 4	Project Title:	Future Model	Income generation	+		
Start date	01/04/2015	Project Details:	To consider whether the practice needs to apply to become an Alternative Business Structure in order		2	2	4
End date	31/03/2016	,	to deliver legal services to council services provided by external third parties.				
Pr	oject 5	Project Title:		Select one major outcome			
Start date		Project Details:					0
(D Pr	oject 6	Project Title:		Select one major outcome			
Start date Start date		Project Details:					0
Pr	oject 7	Project Title:		Select one major outcome			
Start date		Project Details:					0
Pr	oject 8	Project Title:		Select one major outcome	1		
Start date End date		Project Details:					0
Pr	oject 9	Project Title:		Select one major outcome	+		
Start date				occer one major outcome			0
End date		Project Details:					
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

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Environment and Regeneration Department

Commercial Services (Waste Operations)			Planning Assu	ımptions				The Corporate strategies your
Cllr Judy Saunders Cabinet Member for Performance & Implementation	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	I APPEN	Service contributes to
Enter a brief description of your main activities and objectives below	Residual contracts	983	1183	1000	1100	1200	1300	Waste Management Plan
	Dry recycling contracts	643	993	600	700	800	800	Climate Change Strategy
Commercial Waste & Recycling, Collection & Disposal directly from local businesses.			1					Medium Term Financial Strategy
Under government legislation the council has a duty to arrange for the collection of commerc waste when requested to do so. The Act defines commercial waste as: "waste from premise				<u> </u>				
used wholly or mainly for the purposes of a trade or business or the purposes of sport,	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	
recreation or entertainment".	Staff (FTE)	14	11	11	11	11	11	
Pest Control Service: Legislation requires that local authorities undertake enforcement for	Transport	4	4	4	4	4	4	
the purposes of controlling rats and mice. Owners / tenants have discretion on pest control								
providers. Merton is able to offer its residents and businesses a good quality, competitively								
priced service using fully qualified officers.	Performance indicator		ets (T) & Provisional Perfe		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Objectives	Tatallanana Garaganana antahanata	2013/14(T) 2014/15(T)	2015/16(PT) 2016/17(PT)					met
- to make both services more efficient, cost effective and competitive in the commercial mark	Total Income from commercial waste Market Share Commercial waste %	£1.45m £1.5m	£1.2m £1.25m	£1.3m £1.35m	High	Monthly	Business critical	Loss of income
- be more reactive to seasonal demands - become competitive in both commercial waste and pest control, looking at the marketing of	Customer satisfaction survey %	New 30	26 28	29 30	Low High	Quarterly Annual	Outcome Outcome	Loss of income Reputational risk
the services and pricing structure.	Customer satisfaction survey %	New 85	87 89	91 91	nigii	Allitudi	Outcome	Reputational risk
ТОМ				+ + +		 	 	
				+ + +		 	 	
		- - - - - - - - - - 						
			+ + +	+ + +		 	 	
			 	+ + +		 	 	
DEPARTMENTAL BUDGET AND RESOURCES			2045/46 5	· · · · · ·	<u> </u>		0045//01	
Pudget Actual Pudget Pudget	Budget Budget Budget		2015/16 Expenditure				2015/16 Income	
Revenue £'000s 2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19			■Employees			1	
Expenditure 712 430 723 7	3 723 723 0			■ Employees				■Government grants
Employees 404 234 357 3:				- Dromingo				
	6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6			■Premises				■Reimbursements
	2 62 62							
3rd party payments 0 0 0	0 0 0			■Transport				\
Transfer payments 0 0 0	0 0 0				.	//		■Customer & client receipts
Support services 103 106 172 1' Depreciațion 11 11 0	2 172 172			■Supplies & S	ervices			1
Budget Actual Budget Budget	Budget Budget Budget						T .	■ Decharges
2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19			■3rd party pay	ments			■Recharges
1,599 2,245 2,200 2,245 2,24	5 2,245 2,245 0							/
Reimbursements 7 0 7	7 7 7			■Transfer pays	nents			Reserves
Custome	8 2,238 2,238							*
Recharges				■Support servi	ces			
Reserves Capital Further	 							■Capital Funded
Council Funded Net Budget -1317 -1169 -1522 -152	2 -1522 -1522 0			■Depreciation				
Policy Asset District District	Budget Budget Budget							
Capital Budget £'000s Budget Actual Budget Budget Budget 2013/14 2013/14 2015/16	2016/17 2017/18 2018/19			Summar	y of major budget etc	changes		
					2015/16			
					0040/47			
0 0 0	0 0 0				2016/17			
0								
2013 2014 2015 2016	2017 2018							
-200 -	/							
200	/							
-400 -	/							
400								
g -600 -	/				2017/18			
s -600 -	/							
-800 -	/							
	/							
-1,000 -	/							
	/							
-1,200 -	/							
, · · ·	/				2018/19			
-1,400 -	/							
-1,600								
—— Budget —	Actual							

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Commercial Services (Was				
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	NDI)		
Pr	oject 1	Project Title:	Market Testing of Pest Control Service	To meet budget savings	Likelihood	Impact	Score
Start date	2014-15		Market testing has been completed. We are entering into a full procurement exercise for the Pest	To meet buuget savings	2	2	4
End date	2014-15	Project Details:	Control service.			_	
Pr	oject 2	Project Title:	Sales and Marketing Plan	Income generation			
Start date End date	2014-15 2014-15	- Project Details:	Sales and Marketing plan for Commercial Waste Service area has been completed and action plan provided.		3	2	6
Pr	oject 3	Project Title:	South London waste partnership (phase C)	More efficient way of working			
Start date	2015-16	- Project Details:	The SLWP inlcudes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including: waste collection, street cleansing, grounds and parks maintenance, winter gritting and fleet maintenance as		0	0	0
End date	2017-18		well as commercial waste collection.				
Pr	oject 4	Project Title:					
Start date		Project Details:			0	0	0
End date							
	oject 5	Project Title:					
Start date O Enclinate Pr		- Project Details:					0
O Pr	oject 6	Project Title:		Select one major outcome			
Start date End date		- Project Details:					0
Pr	oject 7	Project Title:		Select one major outcome			
Start date End date		- Project Details:					0
	oject 8	Project Title:		Select one major outcome			
Start date End date	ojeci o	Project Title. Project Details:		Select one major ductome			0
Pr Start date	oject 9	Project Title:		Select one major outcome			0
End date		Project Details:					U
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		,					

Development and Building Control				Pla	nning Assur	nptions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18		Service contributes to
Enter a brief description of your main activities and objectives below	enforcement cases	7	00	7	50	78	80	800	820	800	Local Development Framework
Building Control	Planning applications (economy dependant)	20	000	25	500	26	600	2700	2800	2800	Local Development Framework
Building Control competes with AIS. We provide a Building Control Service in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate sales through D	BC applications (economy dependant)	16	350	17	'00	17	750	1750	1800	1800	Economic Development Strategy
structures and also sports grounds.	Tree applications	6	00	6	20	64	40	660	670	670	Local Development Framework
Development control	Pre applications	1	13	1	05	1	10	115	120	125	Housing Strategy
Promote regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to	Planning performance agreements		0		3		7	10	10	10	Local Development Framework
impliment the Mayoral, Community Infrastructure Levy (CIL) charging regime.	Prior approvals (permitted development)	2	25	5	80	60	00	620	640	640	Local Development Framework
	Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
Objectives - continue to concentrate on the commercialisation of the Building Control (BC) service and	Staff (FTE)	;	39	;	37	3	36	35	35	35	
maintain or improve the market share	Performance indicator	Perforr	nance Targe	ts (T) & Prov	isional Perfo	rmance Targ	ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
- review the pre-application charging regime for Development Control (DC) and to investigate	r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting cycle	ilidicator type	met
whether additional income generation is possible impliment mobile/flexible working to improve efficiency	% Major applications processed within 13 weeks	60	60	60	60	60	60	High	Monthly	Quality	Reduced customer service
-as part of sustainable communitiies to enable a comprehensive development management	% Minor applications processed within 8 weeks	65	65	66	65	65	65	High	Monthly	Quality	Reduced customer service
process to encourage regeneration.	% Other applications processed within 8 weeks	80	81	81	82	82	82	High	Monthly	Quality	Reduced customer service

35

£2.01m

65

75

600

775

29

35

£2.05m

66

75

600

750

29

35

66

75

600

750

30

£2.11m

35

£2.11m

67

75

600

725

31

35

2.11

67

75

600

700

32

Low

High

High

High

High

Quarterly

Monthly

Monthly

Quarterly

Quarterly

35

£1.97m

65

80

600

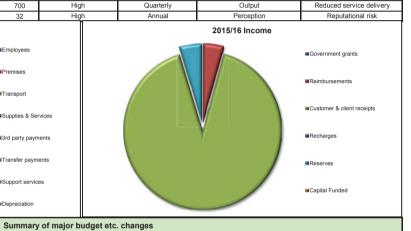
800

28

						packlog of enforce	cement cases	S
					% satisfied	d with Planning (annual reside	ent surv
	DE	PARTMENTAL	BUDGET AND	RESOURCES				1
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	
Expenditure	2,476	2,496	2,433	2,393	2,341	2,341	0	
Employees	1,561	1,608	1,580	1,540	1,488	1,488		1
Premises	2	0	2	2	2	2		1
Transport	32	23	32	32	32	32		1
Supplies & Services	365	327	386	386	386	386]
3rd party payments	0	0	0	0	0	0]
Transfer payments	2	0	2	2	2	2]
Support services	514	538	431	431	431	431]
Depreciation	0	0	0	0	0	0		
Revenue 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	
Income	1,950	1,859	2,061	2,261	2,261	2,261	0	
Government grants	0	0	0	0	0	0]
Reimbursements	134	181	96	96	96	96]
Customer & client receipts	1,816	1,678	1,859	2,059	2,059	2,059	The second second]
Recharg	0	0	0	0	0	0		J
Reserves	0	0	106	106	106	106]
Capital Funded						Ť.]
Council Funded Net Budget	526	637	372	132	80	80	0]
Canital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget	

-review the possibility of shared services with neighbouring boroughs.

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



Perception

Business critical

Perception

Quality

Quality

Reputational risk

Loss of income

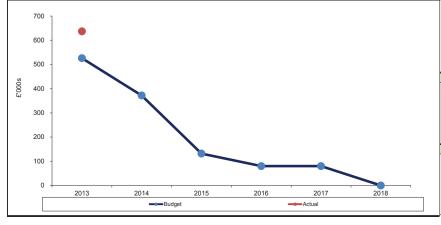
Loss of income

Reduced service delivery

Reduced service delivery

Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	2010/11	2010	201.11.0	2010/10		2011110	2010/10
	0	0	0	0	0	0	

HPDG grant expires June 2014(2 DC officers)



ER07=£200K; EN09=£40K EN11=£52K

% appeals lost

Income (Development and Building Control)

% Market share retained by LA (BC)

% enforcement site visits within 15 days

Number of enforcement cases closed

backlog of enforcement cases

2017/18

2015/16

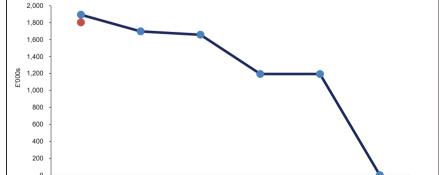
2016/17

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Development and Building Control APPENDIX 10 RISD RISD							
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME				
Pro	oject 1	Project Title:	Commercialisation of Building Control	Income generation	Likelihood	Impact	Score	
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive		3	2	6	
End date	2014-15	1 Toject Details.	market.					
Pro	oject 2	Project Title:	Mobile/Home working	More efficient way of working				
Start date	2014-15 2014-15	- Project Details:	This is introducing mobile and home working to the teams.		2	2	4	
Pro	oject 3 	Project Title:	Improving the development management processes	Delivering regeneration in the Borough				
Start date	2014-3	- Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.		2	2	4	
End date	2014-5							
Pro	oject 4	Project Title:	developing eforms and M3 capability and e-payments	utilising IT to our advantage				
Start date	2014-5	- Project Details:	Enforcement eforms , BC eforms and DC e-payments		4	1	4	
End date	2015-6							
Pro	oject 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	
Edicate								
	oject 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		,					
Pro	oject 7	Project Title:	Lean review of pre-application process (part of TOM)	Income generation				
Start date	2014/15	- Project Details:	To ensure the priocess is efficient and robust from a customer perspective and to		6	1	6	
End date	2014/15		investigate any further incom opportunities.					
Pro	oject 8	Project Title:	DC 60 Day rapid improvement plan	Improved customer satisfaction	1			
Start date	2014/15	- Project Details:	Improving all elements of the service from a customer care perspective and		5	1	5	
End date	2014/15		embedding new working practices.					
Pro	oject 9	Project Title:		Select one major outcome				
Start date		- Project Details:					0	
End date		- Froject Details:						
Pro	oject 10	Project Title:		Select one major outcome	1			
Start date		- Project Details:					0	
End date		Tioject Details:						

Re	legulatory Services Partnership			Planning Assumptions							ADDENI	be Carporate strategies your service contributes to	
	Cabinet Member for Sustainability & Regeneration	Anticipated demand		3/14		4/15		15/16	2016/17	2017/18			
Enter a brief descrip	ption of your main activities and objectives below	Total number of food premises	3		530	1	35		540	1545	1550	1550	Air Quality Action Plan
Provide statutory environmental health, trading standards and licensing functions across those council's that make up the Regulatory Services Partnership (currently LB Merton and LB			Total number of service requests		000	6250		6500		6760	7030	7030	Central Government
		E Licence/permit applications		1	360	18	1870		880	1890	1900	1900	Climate Change Strategy
Richmond).	liatory Services Partnership (currently LB Merton and LB												Commercial & Trading Standards Delivery
,		Anticipated non financial resour	rces	2013/14			4/15		15/16	2016/17	2017/18	2018/19	Crime & Disorder (partnership plan)
Deliver savings and efficiencies I	by:	Staff (FTE)			35	2	27	:	27	27	27	27	
 reducing overheads generating additional incon 	me												
attracting new business	····												
 rationalising ICT systems 													
Transform the service by:		Performance indicator				ts (T) & Prov				Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Transform the service by.				2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				met
demand management		% service requests replied in 5 working days	90	85	90	95	96	96	High	Monthly Monthly	Perception Outcome	Reduced customer service	
 streamlining business proc implementing new ways of 	cesses f working	Income generation by EHTSL % of category A,B & C food premises inspecte		£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	High	Annual	Business critical	Loss of income
implementing new ways or			eu	95	95 220	96 230	97	98 240	98 240	High High	Quarterly	Business critical	Government intervention Anti social behaviour
		No. of underage sales test purchases % Data capture from air pollution monitoring s	eites	220 90	90	90	235 90	90	90	High	Quarterly	Business critical	Reduced enforcement
		% licensing apps. processed within 21 days.	nies	95	95	96	96	98	98	High	Quarterly	Business critical	Reputational risk
		% of food premises rated 2* or above		90	92	94	95	96	96	High	Quarterly	Outcome	Reputational risk
		78 OF TOOL PROFITISES TALEGO Z. OF ABOVE		90	92	34	90	90	90	riigii	Quarterly	Outcome	reputational risk
	DEPARTMENTAL BUDGET AND RESOURCE			I						' I			
						2015/16 Ex	penditure					2015/16 Income	
Revenue £'000s	Budget Actual Budget Budget 2013/14 2013/14 2014/15 2015/16	Budget Budget Budget 2016/17 2017/18 2018/19				di.							
Expenditure	2,536 2,622 1,739 1,5								Employees				■Government grants
Employees		939 939											
Premises	2 0 0	0 0 0							Premises				■ Doimhuroomente
Transport Supplies & Services		39 39 39 54 54 54											■ Reimbursements
3rd party payments		2 103 104					1	'	Transport				
Transfer payments	0 0	0 0 0						1			/	1	■Customer & client receipts
Support services	481 498 371 3	71 371 371						١.	Supplies & Se	ervices			
Depreciation	Budget Actual Budget Budget	Budget Budget Budget				1							
Revenu 000s	2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19		MITTING.		1			3rd party payr	ments			■Recharges
Incom	695 804 347 3							,					,
Government grants Reimbursements	67 60 0	0 0 0							Transfer paym	nents			■Reserves
	86 160 3 346 388 344 3	3 3 3 4 344 344			//								
Custome & lient receipts Recharges	0 0	14 344 344							Support service	ces			
Reserve C)	196 196 0	0 0 0											■Capital Funded
Capital Funded	0 0								Depreciation				
Council Funded Net Budget	1,841 1,818 1,392 1,1	3 1,164 1,165 0											
Capital Budget £'000s	Budget Actual Budget Budget	Budget Budget Budget							Summary	of major budget etc	c. changes		
-	2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19							•	2015/16	· ·		
		+ + + + + + + + + + + + + + + + + + + +	ED40=0301	/						2015/16			
		+ + + + + + + + + + + + + + + + + + + +	ER10=£230k	^									
		+ + + + + + + + + + + + + + + + + + + +											
		+ + + + + + + + + + + + + + + + + + + +											
		+ + + + + + + + + + + + + + + + + + + +											
	0 0 0	0 0 0								2016/17			
2,000 1													
1,800 -													
1,600 -													
1,000													
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600		\											
600 -		\											
400 -		\								2018/19			
		\											
200 -		\											
0													
2013	2014 2015 2016	2017 2018											
		-Actual											

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Regulatory Services Partnership ADDET TO DESCRIPTION											
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood							
Pr	oject 1	Project Title:	Development of shared 'regulatory' service		Likelillood	iiiipact	Score					
Start date	2012-13	Project Details:	Provision of Environmental Health, Trading Standards and Licensing services with the London Boroughs of Croydon and Richmond with Merton acting as the lead/host borough.	To meet budget savings	2	3	6					
End date	2014-15		Rolling to the readment of countries and the readment of countries									
Pr	oject 2	Project Title:	Implementation of 'Flexible Working' across section									
Start date	2014-15	Project Details:	Following Phase 1 of Shared Service implementation look at opportunities to 'mobilise' operational staff, enhance flexible working arrangements i.e. working from home and satellite "touch-down" areas in partner boroughs arrangements to provide for a more	More efficient way of working	2	1	2					
End date	2015-16		efficient and resilient service.									
Pr	oject 3	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'									
Start date	2014-15	Project Details:	Build on existing practise by developing a system by which officers through their premises inspection work can better engage business in the development of improved health outcomes	Improved resident well being	2	2	4					
End date	2016-17		business in the development of improved health outcomes									
Pr	oject 4	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'		 	 						
Start date	2014-15											
Start date	2014-13	Project Details:	Build on existing practise by developing a system by which officers through their premises inspection work can better engage	Improved resident well being	2	2	4					
End date	2016-17		business in the development of improved health outcomes									
Pr	oject 5	Project Title:	Investigation of contaminated land at Marlowe Square									
Startujate	2013-14	Project Details:	Assess outcomes of wide scale soil sampling activities and develop action plan for treatment/remediation as necessary to reduce the risk of harm to local residents	Improved resident well being	5	2	10					
E ate	2015-16											
	oject 6	Project Title:	Introduce hard charging to determine core service costs									
Standate	2014-15	Project Details:	Introduce hard charging to determine core service costs and menu of optional additional services.	More efficient and cost effective way of working	2	1	2					
End date	2015-16											
Pr	oject 7	Project Title:	Establish commissioning model									
Start date	2014-15	Project Details:	Establish commissioning model to facilitate negotiation between shared service and constituent boroughs.	More efficient and cost effective way of working	2	1	2					
End date	2015-16											
Pr	oject 8	Project Title:			 							
Start date							0					
End date												
Pr	oject 9	Project Title:										
Start date	-,						0					
End date		Project Details:										
Pro	ject 10	Project Title:										
Start date		Project Details:					0					
End date		i Tojou Detalis.										

	Future N	Merton								Pla	nnina Assu	mptions					The Corporate strategies your
Clir Andrew Judge			lity & Regenerat	tion		Anticipated	d demand	2	013/14		4/15		15/16	2016/17	2017/18		
Enter a brief descri						Popul		21	06,038	208	,822	21	1,569	214,229	216,806	218,100	Asset Management Plan
utureMerton is tasked with delive	ering development	, regeneration, e	economic growth	and		Actual business	ses in borough		7,500	77	700	7	900	8,100	8,150	8,200	Road Safety Plan
ccomodating population growth o be merged with Traffic & High	for the long-term :	sustainability of	the borough.														Local Implementation Plan
-																	Local Transport Plan
Develop new Local Plan policie evelopment and growth objection	es and site assemb	oly strategies to	support regener	ation, economic	Ant	cipated non fir	nancial resources			201	2014/15		15/16	2016/17	2017/18	2018/19	Community Plan
Develop sustainable developm	ent policies to sup								28	2	27	1	27	27	27	27	Climate Change Strategy
Develop urban design / plannin sign quality in the borough	ng frameworks to	support regener	ation and growth	n and increase		Staff (Appre			1		1		2	2	0	0	Core Planning Strategy
Deliver projects as set out in or			mate Change Str	rategies and the													Economic Development Strategy
egeneration Delivery Plan (futu Attract developer interest, exte	re Growth Strateg	y 2015)	t public costor fo	unding and						<u> </u>							Local Development Framework
ipport to deliver our regeneration			it, public sector it	unung anu		Performance	e indicator		rmance Targe	. ,			, ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator r
To develop transport policies a	and secure externa	al funding from T						2013/14(T)	,	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	,		, , , , , , , , , , , , , , , , , , ,	met
eliver improvements to Merton's Lead on Major Planning development							(number per year)	320	320	411	411	411	411	High	Annual	Outcome	Loss of Government gran
ood Tower, St Georges Quarte	er, Morden town ce	ntre, Wimbledon	n Station, Redisc	coverMitcham)			ites (% of units vacar share from 35.40% bas	,	10	10	9	8	8	Low	Quarterly	Outcome	Reputational risk
	ad on planning and design quality for emerging estate regeneration proposals in p with Circle (High Path, Eastfields, Ravensbury) and Moat (Pollards Hill)						on from buildings	2012 0.3	9.0	0.4 11.5	0.3 12.0	0.2 12.5	0.2 13.0	High High	Annual Annual	Perception Outcome	Reputational risk Environmental issues
 artnership with Circle (High Pate) LBM lead on non-operationa 							on from buildings ccidents (Number of incide		9.0	11.5 50	12.0 45	12.5 42	13.0	Low	Annual	Perception	Reputational risk
nvestment purposes.		`					g from 2% 2012 base	, 00	2.0	3.0	0.2	0.2	0.2	Low	Annual	Output	Political risk
	M lead on Crossrail 2, Tramlink Extension; ID growth opportunities and external fund tunities						ed through EDS E&S		300	450	600	TBC	TBC	High	Annual	Outcome	Social exclusion
pportunities							mber that are appren		60	80	100	TBC	TBC	High	Annual	Outcome	Social exclusion
							eated as part of EDS		100	200	300	TBC	TBC	High	Annual	Outcome	Reduced Business Rate
	DE	PARTMENTAL	BUDGET AND	RESOURCES						•				<u> </u>	L	0045/40 In	
	Budget	Actual	Budget	Budget	Budget	Budget	Budget			2015/16 Ex	penaiture					2015/16 Income	
levenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						Employees				
xpenditure	3,547	3,463	2,987	2,987	2,573	2,573	0						Lilipioyees				■Government grants
mployees	1,356	1,434		1,046		632							Premises				
Premises Transport	294	284	270	270	270	270							irieilises				■ Reimbursements
Supplies & Services	889	798	808	808	808	808						_	·				
Brd party payments	512	441	445	445		445	i				- 1	١.	Transport				
Fransfer payments	0	0	0	0	0	0		/2				١ .		.	/# II		■Customer & client receipts
Support services Depreciation	363 124	379 124		287 122		287 122		1.5					Supplies & Se	ervices	(A)		
<u>(1)</u>	Budget	Actual	Budget	Budget	Budget	Budget	Budget	-									= Dasharas
Revenue 000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					,	13rd party payr	ments			■Recharges
ncome grants	1,653	1,659	1,289	1,329	1,379	1,379	0					/			V.		
Reimbursements	20 678	20 655	114	114	114	114	 						Transfer payn	nents			Reserves
Customer Vilient receipts	306	335	306	346		396					100					-	
Recharges	0	0	0	0	0	0							Support service	ces			
Reserve Capital Funded	649	649	869	869	869	869	<u> </u>										■Capital Funded
Council Funded Net Budget	1.894	1.804	1.698	1.658	1.194	1.194	0						Depreciation				
		, , , ,															
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						Summary	of major budget	etc changes		
Regeneration Partnerships	878,330	488,270	3,878,000	1,037,000	2010/1/	2011110	2010/10							2015/16			
lans and Projects	74,090	74,368					EN4:	=£40K									
·								alisation ongoing f	or Mitcham, 0	Colliers Wood	I, Cycling ar	d Asset Disp	oosals.				
							Over	all budgets to be n	e-cast Jan/Fe	b 2014 as pa	rt of propos	ed tranforn	nation: merg	ing futureMerton a	nd Traffic & Highways from	May 2014	
							J.E.							5		.,	
	1																
952.420 562.638 3.878.000 1.037.000						0	0							2016/17			



2016

2017

----Actual

2018

2015

2013

2014

■Budget

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

2017/18

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Future Merte		- NIDIX	/ 10	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pro	oject 1	Project Title:	Local Plan: Estate Regeneration		Likelinood	impact	Score
Start date	2014/15	- Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.	Improved resident well being	3	2	6
		Desired Title	Dadio ayya Mikahaya				
Start date	2012-13	Project Title: Project Details:	Rediscover Mitcham Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage	Improved resident well being	2	2	4
End date	2016-17		c£2.5m)				
Pro	oject 3	Project Title:	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	Quality place making to support a growing population whilst identifying regeneration opprtunities and inward investment.	4	1	4
End date	2019-20		Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+				
Pro	oject 4	Project Title:	Wimbledon Stadium				
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the Sites and Policies Plan	Improved efficiency of investment into the borough and make it a more attractive place to live and work	3	1	3
End date	2016-17						
Pro	oject 5	Project Title:	Climate Change Strategy & Action Plan				
Startugate	2014-15	Project Details:	Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the creation of a revolving invest-to-save investment fund. Other projects include Air Quality, Greening	Income generation	2	2	4
a G En c ate	2018-19		Businesses, PV roll-out and District Heat & Power feasibility				
N Pro	oject 6	Project Title:	futureWimbledon & Crossrail 2				
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opprtunities linked to Crossrail 2 and improving the quality of architecure, design and placemaking, Conference (2013) Ideas Competition (2014) Inward investment Prospectus	Promoting Merton and achieving greater inward investment in terms of Jobs and infrastructure.	2	2	4
End date	2022-23		(2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)				
Pro	oject 7	Project Title:	Morden Town Centre Regeneration				
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development	Increasing Merton's hosuing supply. Attracting investment into Morden. Physical improvements to public space and streetscape. Economic benefits and increased jobs via new development and increased local spending power. Improved resident wellbeing and improved reputation for LBM.	4	3	12
End date	2019/2020		Partner selection (2015/16-2016/17) Physical project delivery c2017/18				
Pro	oject 8	Project Title:	Economic Development Strategy and Action Plans				
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business Support Service. Merton Micro Loan and Business Loan Fund.	Improved economic resilience, supporting jobs and business growth	2	1	2
End date	2015-16		Support Service, Metron Micro Loan and Business Loan Fund.				
Pro	oject 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	Improved resident well being	2	2	4
End date	2015-16	,	training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.				
Pro	oject 10	Project Title:	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		,				

								ADDENING ADD									
	Leisure & Cultura							1			Planning Assu					APPEND	the Corporate strategies your
	er Cabinet Memb						d demand		013/14		4/15		015/16	2016/17	2017/18	2018/19	service contributes to
Enter a brief descrip	• •		d objectives be	elow		Popul			06,038	l .	,822	1	11,569	214,229	216,806	TBC	Asset Management Plan
Delivery of the objectives of the To Engage local people in healthy livi	i OM (Target Oper ving and lifestyle c	ating Model). nanges through	increased invol	vement and			e aged 8-17 in west of bo		7,550 25,400		700		7,900 26,850	8,050	8,200 128,100	TBC TBC	Children & Young person's Plan
participation in sports, arts, cultura	ral and physical ac	tivities and eve	nts, by working v	with partners to			lisadvantaged wards Leisure Centres		7BC		BC		7BC	127,540 TBC	TBC	TBC	Cultural Strategy
increase the number, scope and of the borough - thus creating a univer-			activities and ev	ents on offer in					013/14		4/15		015/16	2016/17	2017/18	2018/19	Community Plan
Implement Merton's new Culture 8	& Sport Framewo	k and promote	this methodolog	gy as best	Ant	Staff	nancial resources		16.6		6.4		16.4	14.1	14.1	14.1	Open Spaces Strategy Social Inclusion Strategy
practice across Merton and the Cu Build a replacement Morden Park				rk Mataranarta		Accomn		+	7				7	7	7	7	Voluntary Sector Strategy
Centre, encompassed in a master						Volun		+	20	1	20	1	20	20	20	20	Voluntary Sector Strategy
development of the BMX track and	nd transfer to St.M	arks Academy.				Staff se		+	30		30		30	30	30	30	
Deliver Merton's contribution to r						Otan Se	asoriai	Pr		rgets (T) & Pro				30	30	30	Main impact if indicator not
Manage Leisure Centres & Wimbl and all of the booking functions (p						Performand	e indicator	2013/14(T)		2015/16(PT)	2016/17(PT)	2017/18(PT)		Polarity	Reporting cycle	Indicator type	met
hall; etc).				, p,	Ir	come £ from M	erton Active Plus	40,000		55,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
We will also contribute towards se			c Partnership				atersports Centre	375,660		377,000	387,000	387,000	387,000	High	Monthly	Business critical	Loss of income
	ing improved technology especially in the area of online bookings, self-service, Income £ from Morden Assem							20,230	39,710	42,030	44,000	45,000	45,000	High	Monthly	Business critical	Loss of income
communications and sales & mark	munications and sales & marketing 14-25 yr old Fitness Centre Participation								100,000	103,000	106,000	106,000	106,000	High	Monthly	Output	Reduced uptake of service
	reloping the watersports centre into a marine college & outdoor adventure centre							100,000		100,000	100,000	100,000	100,000	High	Quarterly	Output	Reduced customer service
 drive our services through common vary the leisure centre contract 			dan Laisura Can	tro			ities Good to Excellent	48.5	51.5	52.0	52.5	53	53	High	Annual	Outcome	Reduced customer service
deliver grants, commissions and							Merton's Leisure Cen		TBC	TBC	TBC	TBC	TBC	High	Monthly	Output	Reduced uptake of service
& Sport Framework		circi sinp and	accordance	c.ic cuitale			ers of Polka Theatre	TBC	TBC	TBC	TBC	TBC	TBC	High	Quarterly	Output	Reduced uptake of service
reducing costs, increase income	e and be more co	st effective.						1	1	<u> </u>			1		,		
	DE	PARTMENTAL	BUDGET AND	RESOURCES				•		2015/46 5	vnonditure	•	-		•	2015/16 Income	•
Davierne Cloop	Budget	Actual	Budget	Budget	Budget	Budget	Budget			2015/10 E	xpenditure					2015/16 Income	
Revenue £'000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						■Employees				
Expenditure	2,025	2,056	2,088	1,975	1,981	1,98											■Government grants
Employees	690	737	685		690								■Premises				
Premises Transport	27	24			22			//					■F1CHISES				■Reimbursements
Supplies & Services											1		#Transast				= i comparacinonta
3rd party payments											100	1	■Transport		/		
Transfer Payments	10	0	5	5	5		5	-				\					■Customer & client receipts
Support se vices Depreciation	268 430	279 417	361 433		361 433	36° 43°							■Supplies & Sen	rices			
<u> </u>	Budget	Actual	Budget	Budget	Budget	Budget	Budget										=D. shares
Revenue 000s	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					,	■3rd party payme	ents			■Recharges
Government grants	977	968			1,000												
	7	10	0		0	(■Tran			■Transfer Payme	ents			Reserves	
Reimbursements Customer Client receipts	43 500	58 417	51 554		61 602												
Recharg	427	435			337								■Support service	s			
Reserves	0	48	0	0	0	(■Capital Funded		
Capital Funded												■Depreciation					
Council Funded Net Budget	1,048	1,088	1,146		981	987	0										
Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget						Summary of	major budget etc	changes		
Morden Leisure Centre	2013/14	2013/14	2014/15 100,000	2015/16 900,000	2016/17 9,000,000	2017/18 1,000,000	2018/19							2015/16			
Wimb Pk Lame de-silting		0	100,000	900,000	9,000,000	1,000,000		=£14K; EN36=£1	0K: FN37-CE	K. EV00-0120	N/			2013/10			
Other		366,204	634,290	300,000	300,000	300,000		-£14N, EN30-£1	UK, ENS7-ES	N, EVU9-£120	JK						
Otici		300,204	034,290	300,000	300,000	300,000	300,000										
							 										
					1		 										
				1			 										
				İ													
	0	366,204	734,290	1,200,000	9,300,000	1,300,00	1,800,000							2016/17			
								£14K; EN36=£10	0K; EN37=£5I	<							
1,400 ¬									,	-							
1,200 -																	
1,200																	
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2013	2014	201	5	2016	2017	2018	7										
	2013 2014 2013 2010 2017 2010 →Actual																
	■■Budget ■■Actual																

				S (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Leisure & Cultural Development ADDENIDIV 10							
			PROJECT DESCRIPTION	MALIOR EXPECTED OUTCOME							
Pro	oject 1	Project Title:	Increasing participation in culture, sport and physical activity	Improved resident well being	Likelihood	Impact	Score				
Start date	2014	Project Details:	Develop with partners joint community programmes in the east of the borough in accordance with the	·	2	2	4				
End date	2018-19	,,	Culture & Sport Framework								
Pro	oject 2	Project Title:	Increasing participation & engagement in the arts, cultural and well-being activities	Improved resident well being							
Start date	2014	- Project Details:	Develop and deliver in partnership with others projects and programmes which celebrate and commemorate local, national and international events.		2	2	4				
End date	2018-19										
Pro	oject 3 I	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										
Pro	oject 4	Project Title:	Morden Park Pool & Wimbledon Park Masterplan including Replacement Watersports Centre	Improved resident well being							
Start date	2014	Project Details:	Deliver a replacement Morden Park Pools and a master plan for Wimbledon Park which includes the replacement of the existing Wimbledon Park Watersports Centre.		4	2	8				
End date	2017-18										
Pro	oject 5	Project Title:	Implementation of Online Leisure & Cultural Bookings	More efficient way of working							
Start date	2012	- Project Details:	Develop & implement online booking & payment system for pitch, halls, pavilions, courses, events and activities. Working with IT and other service beneficiaries for a whole council approach. Work with Customer Contact Programme to ensure service needs are appropriately embedded within that		2	2	4				
Egate	2016-17		initiative.								
O Pro	oject 6	Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings							
State date End 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				
Pro	oject 7	Project Title:	St Mark's Academy School - Community Use	Improved resident well being	1						
Start date	2012	Project Details:	Work with St Mark's Academy School to increase their sports facilities; develop a community leisure		2	1	2				
End date	2016-17	1 Toject Details.	facility increasing community use and transferring the management of the BMX track to the school.								
Pro	oject 8	Project Title:	Cultural Framework Implementation	More efficient way of working							
Start date	2012	Project Details:	Promote Culture & Sport Framework widely as well as implementing delivery locally within that		2	1	2				
End date	2017-8	. reject Betaile.	framework.								
Pro	oject 9	Project Title:	Develop the boroughs involvement in major sporting, arts & cultural events	Improved reputation							
Start date	2012	- Project Details:	Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and		2	2	4				
End date	2018-19	. Tojost Botuno.	required								
Pro	oject 10	Project Title:	External Funding & Inward Investment Opportunities	Income generation							
Start date	2012	Project Details:	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at		2	1	2				
End date	2018-19	,	Wimbledon Park, etc.								

	Parking					Planning Assumptions								The Corporate strategies your		
	Cabinet Member for Performance &				d demand		201		201	4/15	201		2016/17	2017/18	A016799D □ I	Saprice Contributes to
	iption of your main activities and o	-			ent permits issued			638	14,			nown	Not known	Not known		
The service is required to enforce be maintained and ensuring resid	e the parking regulations to ensure the dents and blue badge holders have the	ne through flow of traffic can he ability to park in bavs thev	<u> </u>	Number of visito	rs permits issued	1	252	,520	280	600	Not k	nown	Not known	Not known		Medium Term Financial Strategy Local Transport Plan
	lus income generated by traffic mana															Local Halisport Flair
			An	ticipated non f	nancial resource	es	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	
Objectives enforce parking regulations acre	oss the borough including Controlled	d Parking Zones and bus		Staff	(FTE)		7	'1	7	2	8	37	87	87	87	
lanes	ove traffic enforcement efficiency, sp	-		Tran	sport		1	5	1	5	1	5	Not known dependant upon ANPR needs	Not known dependant upon ANPR needs		
Automatic Number Plate Recogni	ition (ANPR) cameras at bus lane ar	nd moving traffic locations.											upon ANT IX needs	upon ANT IC needs		
This will improve compliance and to maintain a survey of parking	l ease congestion at key points acro- needs, hours of operation, the avail-	ss the borough				+										
the charging structure	ng infrastructure to ensure that locati			Performan	ce indicator						rmance Targe		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
controls can be effectively enforce	ced thus improving compliance and u	ultimately congestion	Performance indicator % of parking permits issued within 5-7 days				2013/14(T)	2014/15(T) 2015/16(F		2015/16(PT) 2016/17(PT)		2018/19(PT)	•			met
to take account in business pla	anning of the increase in population a mises to be changed to residential us	and changes in planning			110 5-7 days 12 month rolling a	average)	90%	90%	90%	90%	90%	90%	High Low	Monthly Quarterly	Outcome Quality	Loss of income Loss of income
increase in demand for parking sp	paces in existing CPZ's and pressure	e in areas with no controlled			TAS compared to										Business critical	Loss of income
parking to introduce CPZ's.			years data				48%	50%	52%	54%	54%	54%	High	Monthly	Business critical	Loss of income
			Percentage of c years data	ases lost at PA	TAS compared to	the previous	24%	23%	22%	21%	21%	21%	Low	Monthly	Business critical	Loss of income
				ases where cou	ncil does not cont	test at PATAS								<u> </u>	1	
			due to new evid	ence compared	to the previous ye	ears data	28%	27%	26%	25%	25%	25%	Low	Monthly	Business critical	Loss of income
														 	+	
														<u> </u>		
													<u> </u>			
2000	DEPARTMENTAL BI Budget Actual	Budget Budget	Budget	Budget	Budget			2	015/16 Exp	enditure					2015/16 Income	
Revenue £'000s	2013/14 2013/14	2014/15 2015/16	2016/17	2017/18	2018/19							Employees				-0
Expenditure Employees	4,527 4,469	4,677 4,677		4,67												■ Government grants
Premises	2,407 2,338 692 663	2,476 2,476 689 689	689	689	9			N				Premises				
Transport	144 130 229 261	155 155 229 229						N.								■ Reimbursements
Supplies & Services 3rd party payments	221 215	225 225						1				Transport				
Tale fer payments	0 747 775	0 0 832 832	832	832		/					١.	Supplies & Se	ervices		1	■Customer & client receipts
prort services begreciation	87 87	71 71	71	7												
Revenue £'000s	Budget Actual 2013/14 2013/14	Budget Budget 2014/15 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							3rd party payn	nents			■Recharges
ir Some	11,725 11,383	12,182 12,505		13,29							,				- 1	
Government grants Rainbursements	0 0	0 0	0	(Transfer paym	nents			■Reserves
Casioner & client receipts	11,725 11,379	12,182 12,505	13,013	13,295	5							Support service				
Recharges Reserves					+							Support service	æs			■Capital Funded
Capital Funded							•					Depreciation				
Council Funded Net Budget	-7,198 -6,914	-7,505 -7,828	-8,336	-8,618												
Capital Budget £'000s	Budget Actual 2013/14 2013/14	Budget Budget 2014/15 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19							Summary	of major budget etc	. changes		
Tackling Traffice Congestion		1,300,000	0	(0								2015/16			
Other	57,095	42,910 0	0	(EN05=£37K; E				officers to	handla inarar	ann in hank	office values of with inte	advetion of ANDD some	are enforcement C2401/	
			 		A	ANPR income	=£3,214k							oduction of ANPR came		
			t			Growth = £550	k - To help	mitigate los	s of income f	rom propos	ed Deregulat	tion Bill rega	arding the enforcement of	of static contraventions	Funded from introduction	of ANPR.
			-		 											
	0 57,095	1,342,910	n	-									2016/17			
	5.,550	,,			E	EN02=£226K;	EV12=£125	5K								
0 7043	2014 2045	2016	2017	200		ANPR income re										
-1,000 -	2014 2015	2010	2017	2018												
				/												
-2,000 -				/												
-3,000 -				/												
% -4,000 -				/		=140 6::							2017/18			
-5,000 -				7		EV12=£125K ANPR income re	eduction = f	500k								
-5,000 -			/		"											1
-6,000 -																
-7,000 -			/													
		_	/										2018/19			
-8,000 -		—											2018/19			
-9,000 -																
-10,000																
10,000			Actual													
	■ Budget															

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Parking						
			PROJECT DESCRIPTION	MA IOR EXPECTED DITCOME AT THE TIME RISK					
Pro	oject 1	Project Title:	Tackling Traffic Congestion		Likelihood	Impact	Score		
Start date	2014-15	Project Details:	Replace the existing cameras and back office system to enable unmanned (automated) enforcement of bus lane and moving traffic contraventions.	More efficient way of working	2	2	4		
End date	2015-16	,	bus lane and moving traffic contraventions.						
Pro	oject 2	Project Title:	Cashless parking						
Start date	2013-14	- Project Details:	Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer satisfaction	1	1	1		
End date	2014-15	Decised Titles							
FI	oject 3	Project Title:							
Start date		Project Details:							
End date									
Pro	oject 4	Project Title:							
Start date		Project Details:							
End date									
	oject 5	Project Title:							
Start date		- Project Details:							
T Pro	oject 6	Project Title:							
Starbate Starbate End date		- Project Details:							
	oject 7	Project Title:							
Start date									
End date		- Project Details:							
Pro	oject 8	Project Title:							
Start date		Project Details:							
End date	oject 9	Decis of Titles							
Start date	oject 9	Project Title:							
End date		- Project Details:							
	oject 10	Project Title:			1		$\vdash \vdash \vdash$		
Start date	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Project Details:							
End date		1 Toject Details.							

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

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

Objectives:

The team's primary objectives in the forthcoming years include the following principal tasks: increasing income

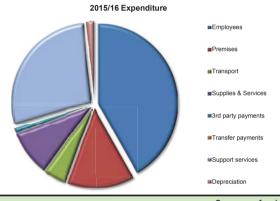
- reducing operational expenditure
- maintaining and improving service standards and performance
 securing investment and delivering improvements to open space facilities
- securing investment and udenting improvements to open space tacting he encouraging and facilitating community self-management of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

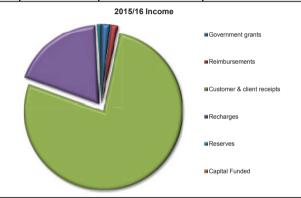
			Pla	anning Assur	nptions					The Corporate strategies your
Anticipated demand	201	3/14	201	14/15	201	5/16	2016/17	2017/18		service contributes to
Increased sports pitch demand (Total number of bookings)	2	%	1%		1%		1%	1%	1%	Open Spaces Strategy
Attendance at major community outdoor events (No. of people	50,000		50,	,000	55,	000	55,000	60,000 60,000		Children & Young person's Plan
Number of funerals at LBM cemeteries	20	00	2	.05	2	10	215	220	240	Cultural Strategy
Anticipated non financial resources	201	2013/14 2014/15			201	5/16	2016/17	2017/18	2018/19	Capital Programme
Staff (FTE)	6	4	8:	3.8	80	0.3	77.8	73.8	73.8	
Staff accommodation units (No. of mess rooms/depots)	1	2	1	12	1	12	12	10	10	
Transport vehicles	1	9	1	19	1	19	19	18	17	
Performance indicator	Performance Targets (T) & Provisional Perform				ets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not	
r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting cycle	indicator type	met
Residents % satisfaction with parks & green spaces	71	72	73	74	75	76	High	Annual	Perception	Reputational risk

Performance indicator	Perforn	nance Target	s (T) & Provi	isional Perfo	rmance Targ	jets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
r enormance marcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting Cycle	mulcator type	met
Residents % satisfaction with parks & green spaces	71	72	73	74	75	76	High	Annual	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	70	71	72	73	74	75	High	Biennial	Perception	Reputational risk
Total LBM cemeteries income £	396,000	536,000	553,000	569,000	586,000	604,000	High	Monthly	Business critical	Loss of income
Total outdoor events income £	305,000	316,000	328,000	341,000	351,000	362,000	High	Monthly	Business critical	Loss of income
Number of Green Flags	5	5	5	5	5	6	High	Annual	Quality	Reputational risk
Number of outdoor events in parks	120	130	130	130	130	130	High	Monthly	Perception	Reputational risk
Volunteer input in parks management (No. of groups)	25	30	35	40	45	50	High	Quarterly	Perception	Reduced service delivery

DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						
Expenditure	5,540	5,670	5,255	5,251	5,251	5,251	(
Employees	2,240	2,319	2,202	2,202	2,202	2,202							
Premises	873	899	715	715	715	715							
Transport	244	249	243	243	243	243							
Supplies & Services	541	490	494	490	490	490							
3rd party payments	49	47	49	49	49	49							
Transfer payments	7	-2	7	7	7	7							
Support se vices	1,471	1,553	1,460	1,460	1,460	1,460							
Depreciation	115	115	85	85	85	85							
Revenue 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						
Income	3,024	3,025	2,965	3,000	3,013	3,013							
Government grants	50	43	53	53	53	53							
Reimbursements	188	251	48	48	48	48							
Custome Wlient receipts	2,276	2,197	2,319	2,354	2,367	2,367							
Recharges	487	511	570	570	570	570							
Reserves Capital Fored	23	23	-25	-25	-25	-25							
Capital Funded	0	0				, and the second							
Council Funded Net Budget	2.516	2,645	2.290	2,251	2.238	2,238	_						

Council Funded Net Budget	2,516	2,645	2,290	2,251	2,238	2,238	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
Parks Investment		692,055	998,350	401,420	365,000	250,000	350,000
P&D Machines				60,000			
	0	692,055	998,350	461,420	365,000	250,000	350,000





Summary of major budget etc. changes 2015/16

2016/17

EN45=£39K

2,800 2,600 2,400 2,200 2,000 1,800 1,600 1,400 1,200 1,000 800 600 400 200 2013 2016 2017 2014 2015 2018

----Actual

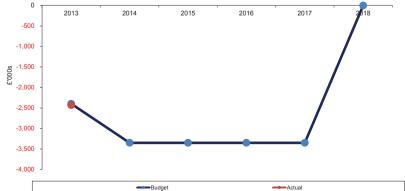
──Budget

EN45=£13K

2017/18

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Parks and Green				
				· APP	(IDN=	$\frac{10}{Rs}$	
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	Likelihood		Score
Pre	oject 1	Project Title:	Management of parks & open spaces				
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering in parks	More efficient way of working	2	2	4
End date	2017-18	•	community groups. Increase volunteering in parks				
Pro	oject 2	Project Title:	Management of bowling greens				
Start date	2012-13	Project Details:	Review and transformation of the current bowls provisions in Merton	e current bowls provisions in Merton More efficient way of working		2	4
End date	2017-18		·				
Pre	oject 3	Project Title:	Commercialisation of grounds and sports services				
Start date	2012-13	Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor	Income generation	2	2	4
End date	2018-19	,	events				
Pro	oject 4	Project Title:	New cemetery extensions				
Start date	2012-13	Project Details:	Provision of new burial capacity across Merton's cemeteries	Income generation	2	3	6
End date	2015-16						
Pre	oject 5	Project Title:	Development of new sporting hub at Joseph Hood Rec				
Start date	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground	Income generation	3	2	6
Eggate	2017-18						
	oject 6	Project Title:	New pavilion & facilities at Dundonald Rec				
Stablate	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)	Improved reputation	2	2	4
End date	2016-17	Froject Details:	Delivery of new paymon and affect facilities at Dundonaid Rec (With CSF)				
Pre	oject 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	4
End date	2015-16						

																A DDEN	DIV. 10
	Property									nning Assum		T		1			h Corpora e strategies your
	Cabinet Member for Sustainabi			71	Anticipate			13/14		4/15		15/16	2016/	17	2017/18	2018/19	service contributes to
	ription of your main activities ar					roposed disposals		2		9		8	5		8		Capital Programme
o ensure that all property trans naintain an accurate record of	sactions provide value for money the property assets of the council ts. To manage the councils invest	and comply with s and to provide as	statute .10 sset valuations			proposed lettings.		30		9 25		21	21		21		Economic Development Strategy
o support the council's account	ts. To manage the councils investi asset base to ensure that it has the	ment portfolio to r	maximise			pposed rent reviews mmercial properties		394		94		394	394		394		Housing Strategy Medium Term Financial Strategy
support its services at a stan	dard it can afford. To support rege	eneration, deal wit	ith occupation			inancial resources		13/14		4/15		15/16	2016/		2017/18	2018/19	Asset Management Plan
rogramme of property sales to	Travellers and lead the integrated maximise capital receipts. Comm	nunity Right to Bid	d -to manage	And	Staff (6		6	6		6		6	2010/13	Asset Management Flan
pplications for community ass	ets to be listed and claims for com lity of acting for other authorities	pensation. TOM	will lead to			(/				-					-		
significantly driving economic d	evelopment and regeneration thric	ough closer working	ing with Future														
, ,	e timing of sales and capital receip	pts.															
Objectives complete Asset Valuations to	timetable agreed with Director of	Corporate Servic	es		Performano	co indicator	Perfor	Performance Targets ((T) & Provisional Performa		ets (PT)	Polarity		Reporting cycle	Indicator type	Main impact if indicator n
drive programme of property	disposals to maximise capital rece	eipts and exceed t	target		Periormano	ce mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	(PT)		Reporting cycle	indicator type	met
support the business plan	property to ensure the council has	s use minimum	necessary		Capital		£5m	£1m	£5m	TBC	TBC		High		Quarterly	Business critical	Loss of income
 maximise revenue income by provide timely advice to inforr 	n regeneration projects					rop. owned by council	5	4.0	3.5	3.5	3.3	1	Low		Quarterly	Outcome	Loss of income
ensure team is arranged to so	upport objectives.		, , , , , , , , , , , , , , , , , , ,	% Debt o	,	tenants Inc. businesses	9.8	9.0	8.5	8.5	8.5	1	Low		Quarterly	Outcome	Loss of income
					Asset Va	aluations	150	150	150	150	150		High	1	Annual	Business critical	Breach statutory duty
							_	1	+			+ +					
								1	+		-	1					
							+	-	+			+					+
							1					1					
	DEPARTMENTAL	L BUDGET AND	RESOURCES					· .	2015/16 Exp	ondituro						2015/16 Income	·
	Budget Actual	Budget	Budget	Budget	Budget	Budget		4	2015/16 EXP	enulture						2015/16 IIICOIIIE	
evenue £'000s	2013/14 2013/14	2014/15	2015/16	2016/17	2017/18	2018/19						■Employees					
xpenditure	2,169 2,295			1,182													■Government grants
mployees remises	271 280 258 289		270 270	270 270								■Premises					
ransport	0 3	3 1	1	1	270	1		- 1									■Reimbursements
Supplies & Services	222 240		155	155	155	5	//	- 1	ll .			■Transport					
rd party payments ransfer payments	27 12	2 0	0	0	0	0	//	1	VI.								Contrary 8 elient enviets
Support se vices	518 598	3 444	444	444	444	4		1				■Supplies & Serv	vices				■Customer & client receipts
Depreciation	873 873		42	42	42						1					N	
Revenue £'000s	Budget Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19			A\		,	■3rd party payme	ents			4	■Recharges
ncome	4,567 4,724																/
overheent grants	0 0	0	0	0	(0			A\			■Transfer payme	ents			,	■Reserves
leimbursements custo nack client receipts	18 58 4.046 4.088	3 5 3 4,042	5 4,042	5 4,042	4.042	5										/	- Neserves
lecharges	502 577			483								■Support services	es				
Reserves	1 1	0	0	0	(0											■Capital Funded
Capita Funded Council Funded Net Budget	-2398 -2429	-3348	-3348	-3348	-3348	,						■Depreciation					
ouncil i unded Net Budget		00.00		0010													
Capital Budget £'000s	Budget Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19						Summary of	of major bud	dget etc. d	changes		
riests House	0 0	0	300,000	0	2011/10	0 0							2015/1	6			
/H Smiths Dilapidations	0 0	86,680	0	0	(0 0											
																	
		1 ,	. ,		1	1 1											
		++	<u> </u>		t	+											



2017/18

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Property APPENDIX 10 RISK									
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME			0			
Pr	oject 1	Project Title:	Integrated Project Team		Likelihood	Impact	Score			
Start date	2012-13	Project Details:	This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental	Income generation	2	2	4			
End date	on going									
Pr	oject 2	Project Title:	Asset Management Plan							
Start date	2012-13	Project Details:	This is the creation of a plan which will help to maximise all the property held by the council	Income generation	1	2	2			
End date	on going									
Pr	oject 3	Project Title:								
Start date		Project Details:								
End date										
Pr	oject 4	Project Title:								
Start date		Project Details:								
End date										
	oject 5	Project Title:								
Start date		- Project Details:								
O Pr	oiect 6	Project Title:								
Start date		Project Details:								
End date		i reject Betane.								
Pr	oject 7	Project Title:								
Start date		Project Details:								
End date										
Pr	oject 8	Project Title:								
Start date		Project Details:								
End date										
Pr	oject 9	Project Title:								
Start date		- Project Details:								
End date										
Pro	oject 10	Project Title:								
Start date		- Project Details:								
End date										

			Planning Assumptions					
Safer Merton		2042/44			2045/47	2047/40	LARREND	The Corporate strategies your
Clir Edith Joan Macauley Cabinet Member for Engagement & Equality	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		Adult Treatment Plan
Enter a brief description of your main activities and objectives below	Number of new ASB cases	540	600	600	600	600	600	
Safer Merton is a partnership of the statutory, voluntary and business sector partners who	Population	206,038	208,822	211,569	214,229	216,806	450	Anti Social Behaviour
work together to combat crime & disorder and increase safety & the perceptions of safety, within the borough. The team consists of Voluntary Sector and Police and Health funded	No. Multi Agency Risk Assessment cases (domestic abuse)		158	158	158	158	158	Central Government
staff. The delivery of Crime and Disorder reduction is achieved through a range of	Clients presenting at the One Stop Shop	191	230 2014/15	230	230 2016/17	230	230	Children & Young person's Plan
interventions such as • Tackling anti social behaviour and domestic violence	Anticipated non financial resources	2013/14 22	2014/15	2015/16 20	2016/17	2017/18	2018/19	Community Plan Crime & Disorder (partnership plan)
Managing Neighbourhood Watch	Staff (FTE)	22	20	20		+	 	Crime & Disorder (partnership plan)
Drugs and alcohol abuse			1	1		 		
The provision of school officers, CCTV and offender work Other support and commissioned services are part of the teams remit as well as ensuring		+		-				Merton & Mitcham N'bourhood Renewal
that the council is compliant with legislation.		Porformanco Targo	ets (T) & Provisional Perfe	ormanco Targote (PT)				
The service is managed through the council, and delivered by Police officers, joint health	Performance indicator	2013/14(TP) 2014/15(T)	2015/16(PT) 2016/17(PT)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
staff, voluntary sector and the community. The Statutory duty of the council consists of:	% CCTV cameras operational	94 95	95 95	95 95	High	Quarterly	Outcome	Reputational risk
A duty to establish a crime and disorder partnership	% of residents worried about drunk & rowdy behaviour (ARS		40 39	39 38	Low	Annual	Perception	Reputational risk
Complete an annual strategic assessment and agree a plan with partners in response Respond to and deal with crime and disorder through evidence based analytical work	% of residents worried about ASB (ARS)	44 43	43 42	42 41	Low	Annual	Perception	Reputational risk
Respond to and deal with crime and disorder through evidence based analytical work Delivering Anti-Social Behaviour actions and interventions	% of residents worried about crime (ARS)	50 50	50 49	49 48	Low	Annual	Perception	Reputational risk
Specific duties around Domestic Violence.	No. Multi Agency Risk Assessment cases (domestic abuse)		141 153	153 153	High	Monthly	Business critical	Breach statutory duty
	No. of One Stop Shop sessions	45 46	46 46	46 46	High	Quarterly	Business critical	Reduced service delivery
	No. of Local Multi Agency Problem Solving meetings	33 27	27 27	27 27	High	Quarterly	Business critical	Reduced service delivery
	% of residents worried about drug users (ARS)	33 32	32 31	31 30	Low	Annual	Perception	Reputational risk
	% of residents feeling well informed about tackling ASB (ARS)	35 31	31 33	33 34	High	Annual	Perception	Reputational risk
DEPARTMENTAL BUDGET AND RESOURCES			2015/16 Expenditure	· · · · · · · · · · · · · · · · · · ·	Ì		•	-
Pudget Actual Budget Budget	Budget Budget Budget		2010/10 Expenditure				2015/16 Income	
Revenue £'000s 2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19			■Employees		E		
Expenditure 1,668 1,544 1,526 1,490				■ Limployees				■Government grants
Employees 863 799 840 840				■Premises				
Premises 2 5 2 2 Transport 7 1 7 7	2 2			■F1eIIIses				■ Reimbursements
Supplies & Services 179 159 179 143	, , ,							Tembursements
3rd party payments 162 118 129 129				■Transport				
Transfer payments 0 0 0 0	0 0			1				■Customer & client receipts
Support services 330 337 230 230 Depreciation 125 125 139 139			V I	■Supplies & Se	ervices			
Depreciation 125 125 139 139 Budget Actual Budget Budget	139 139 Budget Budget Budget							
Revenue 000s 2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19			■3rd party pays	nents			■Recharges
Income 337 270 278 278	278 278 0			/				
Government grants 217 195 70 70			(1		nents			■Reserves
Reimburgements 84 48 202 202 Custome lient receipts 123 114 6 6			/	,				T C SCI V C S
Recharges 0 0 0 0	0 0			■Support servi	ces			
Reserves -87 -87 0 0	0 0			,				■Capital Funded
Capital Funded				■Depreciation				
Council Funded Net Budget 1,331 1,274 1,248 1,212	1,212 1,212 0							
Capital Budget £'000s Budget Actual Budget Budget	Budget Budget Budget			Summary	of major budget et	r changes		
2013/14 2013/14 2014/15 2015/16	2016/17 2017/18 2018/19			Guillian		o. onungeo		
10,167 0 300,000	300,000 0 0				2015/16			
	EV01=£36H	K						
	 							
	 							
	 							
	 							
0 10,167 0 300,000	300,000 0 0				2016/17			
0 10,167 0 300,000	300,000 0 0				2010/1/			
1,600 ¬								
1,000								
1,400 -								
1,700								
1 200								
1,200 -								
4.000	\				2017/18			
g 1,000 -	\				2017/10			
0.3	\							
800 -	\							
	\							
600 -	\							
	\							
400 -	\				2018/19			
400					2010/10			
200 -	\							
200 -	7047							
200 - 0 2013 2014 2015 2016	2017 2018 Actual							

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

Street Cleaning					Planning Assumptions									The Corporate strategies your
Cllr Judy Saunders	Cabinet Member for Perform	ance & Implementation		Anticipated demand	20	13/14	2014			15/16	2016/17	2017/18		Service contributes to
	ription of your main activities	<u>.</u>		Population		6,038	208.			1,569	214,229	216,806	TBC	Anti Social Behaviour
		•	1	Housing Properties		0,890	81,0			1,400	81,800	82,100	TBC	Performance Management Framework
collecting fly tips removing li	the street scene by maintain itter detritus graffiti fly posti	ng the public highway, ng and keeping gullies clean.		Kilometers of Roads		375	37			375	375	375	375	Waste Management Plan
	e street scene by education,		<u> </u>	Midmeters of Roads		010		Ü	,	070	0/0	0/0	010	Community Plan
	g fouling, abandoned vehicle	s, graffiti and fly posting; and	Antic	ipated non financial resources	20	13/14	2014	1/15	20	15/16	2016/17	2017/18	2018/19	Community Flam
collecting stray dogs.	ff:-i+i id		Antic	Staff (FTE)		103	10			103	103	103	103	
priorities.	n efficient service in accordar	ice with Highways section	—	Transport		26	2			26	26	26	26	
Objectives				папарот	-		-				20	20	20	
	responsibilities in respect of													
	ugh co-ordinated and partner				Perfor	mance Targe	ts (T) & Provi	sional Perfo	rmance Tar	gets (PT)				Main impact if indicator not
provide value for money se champion the needs of the	ervices that meet the needs of	or residents and businesses		Performance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)		Polarity	Reporting cycle	Indicator type	met
	rmation and improve feedbac	k	% Resider	nts satisfied with street cleanliness	58	60	56	57	58	59	High	Annual	Perception	Reputational risk
 protect and care for the we 	elfare and development of ou	r employees, the environment,	% Sites s	surveyed below standard for litter	8.5	7.5	9.5	9	8.5	8	Low	Quarterly	Perception	Reputational risk
	community in which we opera		% Sites su	rveyed below standard for Detritus	12.5	12	15	14.5	14	13.5	Low	Quarterly	Perception	Reputational risk
 provide a safe and support outstanding health and safet 	tive environment for all our en	nployees and strive for	% Sites si	urveyed below standard for graffiti	5.5	5.0	4.5	4.0	4	4	Low	Quarterly	Perception	Reputational risk
	sed approach to service desig	n and improvement	% Sites su	urveyed below standard for weeds	14.50	14.00	13.50	13.00	12.5	12	Low	Quarterly	Perception	Reputational risk
improve levels of satisfacti		. p		lumber of fly tips reported	3300	3200	3700	3600	3500	3400	Low	Monthly	Outcome	Reputational risk
			Days	lost through sickness per FTE	12	10	15	14	13	12	Low	Quarterly	Outcome	Increased costs
			% Sites sur	veyed below standard for flyposting	1	1	1	1	1	1	Low	Quarterly	Perception	Reputational risk
			% of FF	PNs issued that have been paid	New	New	65%	68%	70%	72%	High	Monthly	Output	Loss of income
	DEPARTMENT	AL BUDGET AND RESOURCES					2015/16 Exp	enditure			T T		2015/16 Income	
Devenue Cloop	Budget Actual	Budget Budget	Budget	Budget Budget			2010/10 EX	, en unture					2010/16 INCOME	
Revenue £'000s	2013/14 2013/14	2014/15 2015/16	2016/17	2017/18 2018/19										
Expenditure	5,337 5,1			5,303 0					■Emol	louese =0	nicae			
Employees	3,347 3,3			3,313	2				■Empl	y.cs ■Prer				■Government grants ■Reimbursements
Premises	34		4 24	24										
Transport Supplies & Services		24 492 4 43 160 1	2 492 0 160	492 160										
3rd party payments			2 144	146	//									
Transfer payments	0	0	0 0	0					⊪Trans	sport ■Sup	blies & Services			
Support se vices	1,057 1,0		8 1,168	1,168										■Customer & client receipts ■Recharges
Depreciation		94 0	0 0	0										HOustomer & client receipts mixecharges
Revenue 000s	Budget Actual 2013/14	Budget Budget 2014/15 2015/16	Budget 2016/17	Budget Budget 2017/18 2018/19										
In a come		36 231 2		231 0					⊪3rd p	earty payments Tran	sfer payments			
Government grants	0	0 0	0 0	0										
Reimbursements	0	0 0	0 0	0					/					
Customer Vient receipts	231 2	36 231 2	1 231	231	V			1					1	■Reserves ■Capital Funded
Recharge	 		+ +		~	-								
Reserves Capital Funded			+ +						■ Supp	oort services ■Dep	reciation			
Council Funded Net Budget	5,106 4,90	5,065 5,06	5,070	5,072 0										
	Budget Actual	Budget Budget	Budget	Budget Budget						_				
Capital Budget £'000s	2013/14 2013/14	2014/15 2015/16	2016/17	2017/18 2018/19						Summary	of major budget etc	c. changes		
											2015/16			
	0	0 0	0 0	0 0							2016/17			
6,000 _]														
5,500 -														
5,000 -		-	_											
4,500 -			\											
			\											
4,000 -			\								2017/18			
8 3,500 -			\											
3,000 -			\											
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				\										
1,500 -				\							2018/19			
1,000 -											_0.0/10			
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1 . 1														
0 +														
2013		015 2016	2017	2018										
	2014 2 ——Budget		2017 —Actual	2018										

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Street Cleaning								
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME	ENDI)			
Pro	oject 1	Project Title:	Introduce mobile working		Likelihood	Impact	Score	
Start date	2014-15	Project Details:	This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.	More efficient way of working	2	2	4	
End date	2015-16							
Pro	oject 2	Project Title:	Introduce timed commercial waste collections in town centres					
Start date	2013-14	Project Details:	Introduce time banded waste collections in town centres starting with Wimbledon town centre now completed. We are expanding this year to Mictham and Morden Town centres.	To meet legislative requirements	2	2	4	
End date	2015-16							
Pro	oject 3	Project Title:	Review Street Cleansing equipment					
Start date	2014-15	Project Details:	Chewing Gum equipment as well as review Mechanicals sweeping resource with a view to consider more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) being finalised.	Improve residents satisfaction	2	2	4	
End date	2015-16	,	more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) being finalised.					
Pro	oject 4	Project Title:	Street Champions Initiative					
Start date	2014-15	Project Details:	Re-launch street champions initiative	Improve residents satisfaction	2	2	4	
End date	2015-16		·					
Pro	oject 5	Project Title:	Increase Enforcement Capacity					
Start date	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	
Emate	2015-16							
(D) Pro	oject 6	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		2	2	4	
End date	2017-18	,	well as commercial waste collection.					
Pro	oject 7	Project Title:	Litter bin type and provision	More efficient way of working				
Start date	2014-15	Project Details:	Review of existing litter bin provision and type considering different options for greater capacity and reduced emptying		1	2	3	
End date	2015-2016							
Pro	oject 8	Project Title:	Optimisation of Mechanical equipment	More efficient way of working				
Start date	2015-16	Project Details:	Undertake a review of existing work of mechanical vehicles and with a view to optimise routes.		2	2	4	
End date	2015-16	,	The state of the s					
Pro	oject 9	Project Title:						
Start date		Project Details:						
End date		,						

Traffic & Highways Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below

The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 street lights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.

The main aims of the service are to:

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

The overall objectives of the Service is to effectively maintain and manage the highway network and to ensure that this network is safe and serviceable for all road users.

Specific Objectives:

Introduce Mobile working

Channel shift and move to on-line self service system

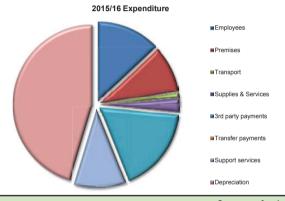
Anticipated demand	201	3/14	201	4/15	201	5/16	2016/17	2017/18		ЫY	setvice contributes to
Street lights	12,	673	12,	673	12,	673	12,673	12,673	/ \\	אוכ	Road Safety Plan
Number of trees to be maintained	16,	570	16,	640	16,	710	16,710	16,710			Local Transport Plan
Network Maintenance and Improvement	363	.5km	363	.5km	363	.5km	363.5km	363.5km			Local Implementation Plan
Number of Streetwork Permits issued	11,	650	18,	000	18,	,000	18,000				Capital Programme
Anticipated non financial resources	201	3/14	201	4/15	201	5/16	2016/17	2017/18	2018/19	Lo	cal Development Framework
Staff (FTE)	3	38	3	38	Merger of	T&H and fM					
Performance indicator	Perforn	nance Target	ts (T) & Provisional Performance			jets (PT)	Polarity	Reporting cycle	Indicator type		Main impact if indicator not
r enormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Folarity	Reporting cycle	indicator type		met
Avg days taken to repair out of light Lamp Columns	New	3	3	3	3	3	Low	Quarterly	Quality		Reduced customer service
% response to Emergency Callouts (within 2 hrs)	100	100	100	100	100	100	High	Monthly	Quality		Increased costs
% Streetworks permitting determined	98	98	98	98	98	98	High	Monthly	Quality		Loss of income
% Streetworks inspections completed	32	35	37	38	38	38	High	Quarterly	Unit cost		Loss of income
% jobs completed where no Fixed Penalty Notice issued	96	98	99	99	99	99	High	Monthly	Outcome		Reduced customer service
% of Condition Surveys completed on time	90%	92%	95%	95%	95%	95%	High	Annual	Quality		Increased costs
Carriageway Condition - Unclassified Roads non principal Defectivenes Condition Indicator	New	21%	20%	19%	19%	19%	Low	Annual	Quality		Increased costs
Footway condition - Defectiveness Condition Indicator	New	21%	20%	19%	19%	19%	Low	Annual	Quality	Quality Increase	
II	I	I	I	i		1		ı			

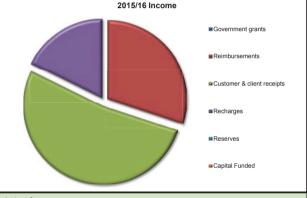
Planning Assumptions

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	12,708	12,455	12,127	11,856	11,792	11,808	0
Employees	1,857	1,645	1,831	1,543	1,544	1,544	
Premises	1,224	1,158	1,138	1,138	1,108	1,108	
Transport	131	113	131	131	131	131	
Supplies & Services	399	350	326	327	307	307	
3rd party payments	2,152	2,144	2,058	2,074	2,059	2,075	
Transfer payments	0	0	0	0	0	0	
Support services	1,294	1,394	1,259	1,259	1,259	1,259	
Depreciation	5,651	5,651	5,384	5,384	5,384	5,384	
Revenue 000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income (T)	2,957	2,705	2,787	2,787	2,797	2,797	0
Government grants	0		0	0	0	0	
Reimburgements	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	
Reserve							
Capital Funded							
Council Funded Net Budget	9,751	9,750	9.340	9,069	8.995	9,011	0

Capital Budget £'000s	Budget	Actual	Budget	Budget	Budget	Budget	Budget
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
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	3 703 000







The Corporate strategies your

Summary of major budget etc. changes 2015/16

2016/17

EN29=£252K

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

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

2017/18

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Traffic & Highways APPENDIX 10 Risk									
			PROJECT DESCRIPTION	MAJOR EXPECTED OUTCOME						
Pr	oject 1	Project Title:	Flood and Water Management Schemes		Likelihood	Impact	Score			
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy	To meet legislative requirements	1	1	1			
End date	2015-16	r roject Betaile.	Section of the Hole Hole Making and Hole Battery							
Pr	oject 2	Project Title:	Delivery of Mitcham Town Centre scheme							
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre	Improved customer satisfaction	4	3	12			
	oject 3	Project Title:	Ride London		ļ					
		Project fille.	Nue London							
Start date	2015-16	Project Details:	Delivery of London - Surrey Cycle Road Race	Improved customer satisfaction	1	1	1			
End date	2015-16									
Pr	oject 4	Project Title:	Mobile Working	More efficient way of working						
Start date	31/01/2015	Project Details:	Implement Mobile working solution across Trafic and Highway		2	2	4			
End date	31/03/2015									
Pr	oject 5	Project Title:	On-line self Service System	Improved customer satisfaction						
Start date	2015-16	Project Details:	Move to on-line self service system		2	2	4			
Edicate	2016-17									
	oject 6	Project Title:	4 Year work Programme							
Start date	2015-16	Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough		2	1	3			
End date	2019-20									
Pr	oject 7	Project Title:	Street Lighting Investment - Conversion to LED	Improved resident well being						
Start date	2015-16	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs		2	2	4			
End date	2018-19									
Pr	oject 8	Project Title:		Improved resident well being	1					
Start date		Designat Destailer			2	2	4			
End date		Project Details:								
Pr	oject 9	Project Title:								
Start date		Project Details:								
End date		Troject Details:								
Pro	ject 10	Project Title:								
Start date		Project Details:								
End date		FTOJECT DETAILS.								

Transport				PI	anning Assu	mptions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	13/14	20	14/15	201	15/16	2016/17	2017/18	A PARA MI) X service contributes to
Enter a brief description of your main activities and objectives below	CSF Passenger Journeys - Contractors	95	5000	95	0000	95	5000	95000	95000		Capital Programme
To provide a comprehensive and effective Home to School and Vunerable Adults transport	CSF Passenger Journeys - In-House	70	0000	70	70000		0000	70000	70000		Children & Young person's Plan
service, in support of the user departments such as Children Schools & Families and Community & Housing using the in-house fleet and taxi providers.	C&H Passenger Journeys - Contractors	48	48000		50000		0000	50000	50000		Adult Treatment Plan
a nousing using the in-nouse neet and taxi providers.	C&H Passenger Journeys - In-House		85000		85000		0000	70000	70000		Customer Services Strategy
Providing self drive vehicles for the in-house departments (Waste Operations, Leisure, Parking	Anticipated non financial resources	201	13/14	20	14/15	2015/16		2016/17	2017/18	2018/19	
etc.) who require vehicles to carryout their services.	No. of Commissioned Taxi Framework contractors		34		34		34	34	34		
Full fleet manaegment is provided to support the council fleet of vehicles. This includes all	Staff		68		63		63	63	63		
servicing , repairs maintenance and Operators Licence requirements.	No.Transport Fleet vehicles	1	192		192		92	192	192		
Providing health & safety and vehicle related in-house training to all council staff and external											
organisations	Performance indicator	Perforr	mance Targe	ts (T) & Prov	isional Perfo	ormance Targ	gets (PT)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	renormance mulcator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	illulcator type	met
Procurement of vehicles for the authority ensuring depts get the vehicles to suit their services, and provide assistance on vehicle specifications.	Spot checks on contractors	50	50	50	50	50	50	High	Monthly	Business critical	Reduced customer service
and provide assistance on venicle specifications.	Parents/carers satisfaction with taxi journeys	0	75%	75%	80%	80%	80%	High	Annual	Perception	Reduced customer service
<u>Objectives</u>	% MOT vehicle pass rates	95	95	95	95	95	95	High	Quarterly	Outcome	Reduce customer service
Ensuring that the service provided by cTransport is effective ,value for money while still	Average % passnger vehicles in use	65	65	70	70	70	70	High	Quarterly	Unit cost	Increased costs

65

85

97

12

70

85

97

10

70

85

97

10

70

85

97

8

70

85

97

8

High

High

High

High

Quarterly

Quarterly

Annual

Quarterly

65

85

97

16

Average % passnger vehicles in use

% in-house journey that meet timescales

% Client user satisfaction

Sickness - average days per FTE

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	8,665	9,017	8,572	8,687	8,687	8,687	0
Employees	1,806	2,176	1,837	1,835	1,835	1,835	
Premises	91	97	91	88	88	88	
Transport	5,740	5,686	5,378	5,492	5,492	5,492	
Supplies & Services	97	92	89	95	95	95	
3rd party payments	0	5	0	0	0	0	
Transfer payments	0	0	0	0	0	0	
Support se vices	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
Government grants	8,771	8,555	8,572	8,687	8,687	8,687	0
	0		0	0	0	0	
Reimbursements	911	839	911	911	911	911	
Customer Wlient receipts	7,868	7,716	8,572	7,776	7,776	7,776	
Recharge	0	0	0	0	0	0	
Reserves Capital Funded			·		·	·	
Capital Publed	1						
Council Funded Net Budget	-106	462	0	0	0	0	0

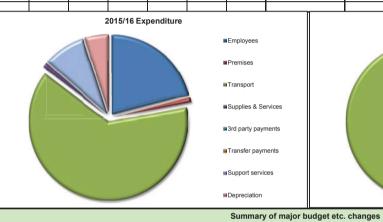
meeting customers expectations.

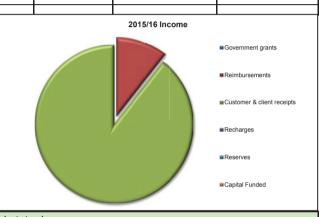
Procurement of goods & services for the workshop area. Ensuring value for money and compiling with authorities standing orders

Procurement of replacement vehicles for the whole of the authority.

We will ensure legal compliance with regards to all stautory requirements for road tranposrt positions in the control of
services including operators licence requiements.

Council Funded Net Budget	-106	462	0	0	0	0	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Replacement Fleet Vehicles		89,100	590,000	500,000	500,000	500,000	500,000
Other		14,236	30,000	46,890	0	0	0
	0	103 336	620 000	546 890	500 000	500 000	500 000





Unit cost

Outcome

Outcome

Unit cost

Increased costs

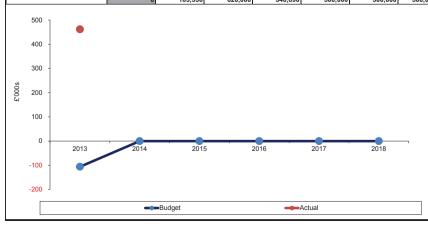
Incresed costs

Reduce update of service

Increased costs

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

2016/17



2017/18

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Transport APPENDIX 10 RISCO PERCEPTURE.								
	PRO JECT RESCRIPTION MAJOR EXPECTED QUITCOME								
Pr	oject 1	Project Title:	New Joint Passenger Transport Framework		Likelihood	Impact	Score		
Start date	2015-16	Project Details:	Joint Passenger Transport Framework with neighboroughing boroughs Sutton and Kingston.	More efficient way of working, reducing costs and sharing routes	2	2	4		
End date	2019-20								
Pr	oject 2	Project Title:	Benchmarking - Internal Services						
Start date	2014-15	Project Details:	To carry out benchmarking excersises on internal services to find alternative options, value for money and possible savings to client departments	To imporve service and reduce costs	2	2	4		
End date	2015-16								
Pr	oject 3	Project Title:							
Start date		Project Details:					0		
End date									
Pr	oject 4	Project Title:							
Start date		Project Details:					0		
End date									
	oject 5	Project Title:							
Start date		Project Details:					0		
O Pr	oject 6	Project Title:							
Start date Start date End date		Project Details:					0		
Pr	oject 7	Project Title:							
Start date		Project Details:					0		
End date									
Pr Start date	roject 8	Project Title:							
End date		Project Details:					0		
Pr	oject 9	Project Title:							
Start date		Project Details:					0		
End date									
Pro	oject 10	Project Title:							
Start date		Project Details:					0		
End date									

Citr Judy Saunders Cabinet Member for Performance & Implementation Anticipated demand 2013/14 2014/15 2015/16 2016/17 2017/18 3 3 3 3 2 2 2 2 2 2		Waste Management					Planning Assumptions							The Corporate strategies your	
## Properties of the control of growth and antiferior and depotent actions of the control of the	- v			Antic	20	2013/14				15/16	2016/17	2017/18		X selve contributes to	
April Company Compan	<u>:</u>												Waste Management Plan		
Telephone and Telephone Control Contro					•		-,						· ·		
According to the property of	lousehold Reuse and Recycling	Centres - Merton is required to provide facilities	for the				1.000								-
**************************************	isposal of excess household and	d garden waste free of charge.					,	<u> </u>	-						
The second process of the second process of the control of the con	provide efficient and accessible	e services to all of our customers, including those	with specific				13/14	201	4/15						gg,
The content of the	needs.											_			
Part		services provided and to keep improving our services	vices in line					+					+		
Post-control Post	promote public awareness of wa	raste minimisation and encourage re-use and recy	ycling through					1							
Publish Publ	nformation, education and empov	werment.													
No.				D. of co.		Perfor	mance Targe	ts (T) & Provi	sional Perfo	mance Targ	gets (PT)	D. L. St.	B	lu d'anton tour	Main impact if indicator not
Property of Prop				Pertori	nance indicator	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)	Polarity	Reporting cycle	indicator type	met
Person wave, cycle in part of any of the common c				% House	old waste recycled	42	42	40	41	43	43	High	Monthly	Business critical	Reputational risk
State Stat				% Residents sati	sfied with refuse collection	on 72	74	72	74	76	77	High	Annual	Perception	Reputational risk
Name of recess for per colored 324 472 572 588 66 68 69 69 69 69 69				Residual was	e kg per household pa	512	504	496	483	483	483	Low	Monthly	Outcome	Increased costs
First Answer calling part Instance of Fig. 191 27 192 190 190 10						48	47	46	46	46	46	Low	Monthly	Outcome	Increased costs
Doctor for control position 70 10 10 10 10 10 10 10						60	55	50	45	45	45	Low		1	Reduced customer service
State Stat				Total waste a	ising per household Kg	874	873	872	868	868	868	Low	Monthly	Outcome	Reputational risk
Subject Subj								15	14	13	12				Increased costs
Column C				% Residents satis	fied with recycling faciliti	ies 73	75	75	76	77	78				Reputational risk
Polytopic Artists Deligate Artists Deligate												High	Annual	Output	Reduced customer service
Biologia Anguel Biologia Anguel Biologia Biologi		DEPARTMENTAL BUDGET AND	RESOURCES				2	015/16 Exne	nditure					2015/16 Income	
## Services 1975 19	venue £'000s						_								
Company Comp											■Employees				Coverement greats
10 10 10 10 10 10 10 10															Government grants
## Part 1,385 1,38											■Premises				
\$\frac{\text{total}}{\text{total}} = \frac{\text{total}}{\text{total}} = \frac{\text{total}}{tot															■Reimbursements
The contents 2 2 2 2 2 3 2 3 3 3	oplies & Services	740 692 890	890	890	890						■Transport				\
1,17			5,949		5,200			M		1					A
Proceedings			1 360		1 360			NII		١.	■Sunnlies & Ser	vices			Customer & client receipts
Post								4			шопринез и ост	VICCS			
2013/14 2013/14 2014/15 2016						<u> </u>					=2-4				Recharges
Part of Control 2008 200 200 200 200 200 200 200 200 20										1	■3rd party paym	ents			Theoretics and the second seco
## Capital Funds 188 18	come									/					
Side										,	Transfer paym	ents			■Reserves
1/28	ustomer Wlient receipts														
Sunction 15,00 14,124 12,127 12,490 12,850	echarges										■Support service	es			
Sunction 15,00 14,124 12,127 12,490 12,850	eserves	-128 -128 0	0	0	0										■Capital Funded
Surger Actual Surger Actual Surger Actual Surger S		15 200 14 124 12 679	12 459	12 655 11	850 0						■Depreciation				
2013/4 2014 2014 2016 2016 2017 2018 2018 2018 2018 2018 2018 2018 2018	Julion - unuou itot Zuugot			, , , , , , , , , , , , , , , , , , , ,											
103 384 215 400 49 000 25 500	apital Budget £'000s										Summary	of major budget et	c changes		
EVIDENCE SON												2015/16			
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	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Waste Management PROJECT PROSPITION WASTE P								
	PRO IECT DESCRIPTION MA IOR EXPECTED QUITCOME								
Pro	oject 1	Project Title:	South London waste partnership (phase B)		Likelihood	Impact	Score		
Start date	2012-13	Project Details:	The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposals in a sustainable manner and to ensure cost effectiveness. Interim service	More efficient way of working	2	4	8		
End date	2014-15	,,	commencing on 1 April 2014						
Pro	oject 2	Project Title:	Mobile technology including GPS and in cab monitors	More efficient way of working					
Start date	2014-15	Project Details:	Procurement and introduction of the GPS, driver behavioural management, route optimisation system. This project has been delayed as planned to introduce during 2014-15. Will not start to be implemented		3	2	6		
End date	2015-16		until 2015-16, therefore planned savings need to be deferred.						
Pro	oject 3	Project Title:	Double shift garden waste collection vehicles reduce 2 x vehicles						
Start date	2015-16	- Project Details:	Issues with disposal licences may cause a delay to the commencement date of this project.	More efficient way of working	3	2	6		
End date	2016-17								
Pro	oject 4	Project Title:	LWARB efficiency review of Domestic waste collections	More efficient way of working					
Start date	2014-15	Project Details:	Review of existing service to ensure we have the most efficient service and consider options for the		2	2	4		
End date	2014-15	,	future. Phase one completed need to agree if we move forward with phase 2.						
Pro	oject 5	Project Title:	South London waste partnership (phase C)						
Sta rt da te	2014-15		The SLWP inloudes 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		3	2	6		
age 28	2017-18	Project Details:	collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection.	More efficient way of working	3	2			
—➤ Pro	oject 6	Project Title:	SLWP HRRC Procurement						
Start date	2013-14	Project Details:	The planned re-procurement of the HWRC contract / return of Garth Road Transfer Station	More efficient way of working	3	2	6		
End date	2014-15								
Pro	oject 7	Project Title:	Waste Framework procurement						
Start date	2014-15	Project Details:	A project for procurement of a Framework Agreement for non-guaranteed tonnages across different	More efficient way of working	3	2	6		
End date	2014-15		waste streams, to achieve better pricing from materials in the medium term.						
Pro	oject 8	Project Title:							
Start date		Project Details:					0		
End date									
Pro	oject 10	Project Title:			t		\Box		
Start date		Project Details:					0		
End date		,							

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