

Service Plans 2014-18

Draft service plans for 2014-18 for the following 29 major work areas within the council are attached.

Children and Young People	Children's social care	Commissioning strategy and performance	Education			
Healthier Communities	Adult social care	Public health				
Overview and scrutiny	Business improvement	Corporate governance	Customer services	Human resources	Infrastructure and transactions	Resources
	Safer Merton	Shared legal services				
Sustainable Communities	Commercial Services (waste)	Development and building control	Environmental health	Future Merton	Housing needs	Leisure and culture development
	Libraries	MAE	Parking	Parks and green spaces	Property	Street cleaning
	Traffic and highways	Transport commissioning	Transport passenger fleet	Waste management		

The draft service plans, which are two page documents, aim to give a high level overview of the services financial position, what it exists to do, what it hopes to achieve, changes to future working and how it will achieve its major work programme over the next four years.

The budgetary information included in these plans is also subject to potential minor changes as the budgets for the forthcoming year are yet to be finalised. It is quite likely, therefore, that the interim plans which will be presented to Council will have further changes to them and look different to those attached.

Please note that Capital information is based on the programme being presented to Cabinet, for approval, in January 2014.

If you should have any queries about the service planning process please contact the Corporate Services Business Planning Team.

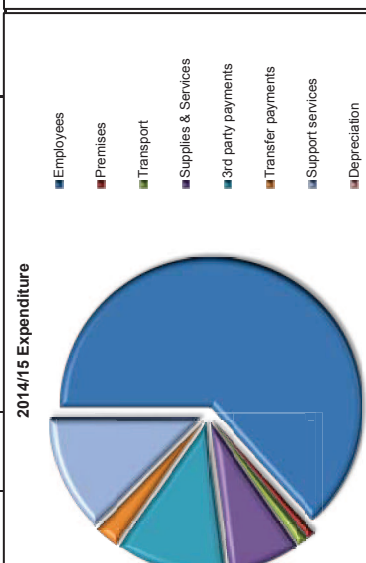
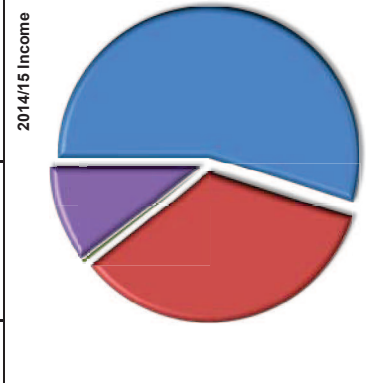
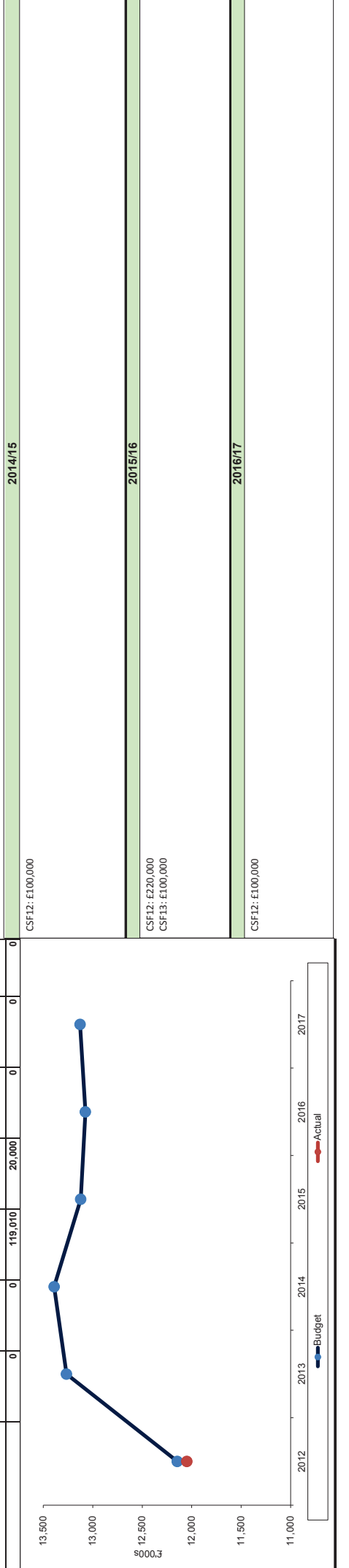
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Children and Young People

Children's Social Care		Anticipated demand				Planning Assumptions				The Corporate strategies your service contributes to															
Cllr Max Martin & Cllr Martin Whetton, Cabinet Members for Children Services & Education		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18						
Enter a brief description of your main activities and objectives below		Population growth - looked after children		Population growth - Child Protection Plans		Population growth - 0-19 population		Increased pressure on more expensive specialist targeted services due to EIP savings & statutory duty.		Reduced EIP activity may lead to increased need for statutory interventions at a later stage.		Children & Young person's Plan		Children & Young person's Plan		Anti Social Behaviour		Health & Wellbeing							
Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The model is designed to ensure that children and young people have the best possible outcomes in the borough across a range of outcomes: safety, well-being, health, education & life chances. Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure ongoing success of the model. Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time attendees, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high and low interventions with our families & promote family arrangements to enable them to care for their own children. Youth Inclusion provides a targeted service to support vulnerable, young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF.		Increase in 0-19 population		Increased pressure on more expensive specialist targeted services due to EIP savings & statutory duty.		Anticipated non financial resources		Staff (FTE) - reflects transfer of YS to Ed.		Adoption & fostering		More children to be placed for permanency in shorter time		Community Plan		Corp Equality Scheme		Family Poverty		LAC Strategy		Youth Crime			
Performance indicator		2012/13(A)		2013/14(A)		2014/15(A)		2015/16(E)		2016/17(E)		2017/18(E)		2012/13(A)		2013/14(A)		2014/15(A)		2015/16(E)		2016/17(E)		2017/18(E)	
% single assessments completed within agreed timescales		n/a		90		90		90		90		90		High		High		High		High		High		High	
26 weeks time limit		12		12		12		12		12		12		High		High		High		High		High		High	
Children in care adapted or receiving a Special Guardianship Order		10		10		10		10		10		10		High		High		High		High		High		High	
% CYP on Child Protection Plan for 2nd or subsequent time		5.5		8.3		8.3		8.3		8.3		8.3		Low		Low		Low		Low		Low		Low	
% NEET aged 16-19		125		110		110		110		110		110		Low		Low		Low		Low		Low		Low	
Number YAS first time entrants														Low		Low		Low		Low		Low		Low	

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18
Expenditure	13,837	14,024	15,029	15,181	14,914	14,867	14,920	14,920	14,867	14,920	14,920
Employees	8,385	8,314	9,395	9,301	9,395	9,298	9,301	9,301	9,298	9,301	9,301
Premises	125	125	125	125	125	125	125	125	125	125	125
Transport	205	205	191	189	189	191	193	193	189	193	193
Supplies & Services	1,158	1,379	1,203	1,153	1,167	1,180	1,193	1,193	1,167	1,180	1,193
3rd party payments	2,053	1,721	1,844	1,781	1,708	1,735	1,762	1,762	1,708	1,735	1,762
Transfer payments	351	543	472	398	404	411	417	417	404	411	417
Support services	1,956	1,798	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915	1,915
Depreciation	11	11	11	11	11	11	11	11	11	11	11
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18
Income	1,692	1,975	1,762	1,791	1,792	1,792	1,792	1,792	1,792	1,792	1,792
Government grants	1,569	1,285	957	962	962	962	962	962	962	962	962
Reimbursements	557	924	633	618	619	619	619	619	619	619	619
Customer & client receipts	8	208	5	5	5	5	5	5	5	5	5
Reserves	-442	-442	167	186	186	186	186	186	186	186	186
Capital Funded											
Council Funded Net Budget	12,145	12,049	13,267	13,390	13,122	13,075	13,122	13,075	13,075	13,122	13,122

Summary of major budget etc. changes											
Changes prior to 2014/15											
1) Employees expenditure increased due to restructuring including transfer of Youth Justice service											
2) Grant income reduced due to change in accounting practice of EIGP grant (£550k)											
3) Support services recharge increased due to changes in accounting practice.											
CSF12: £100,000											
CSF12: £220,000											
CSF13: £100,000											
CSF12: £100,000											

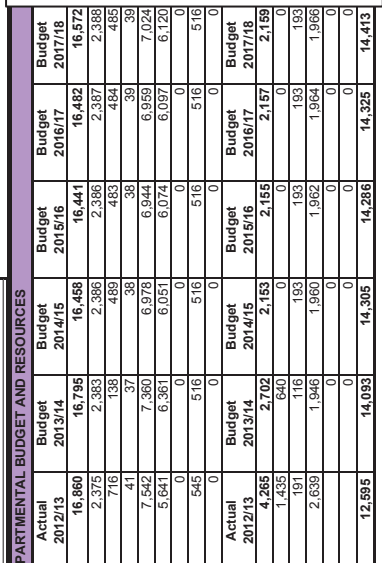
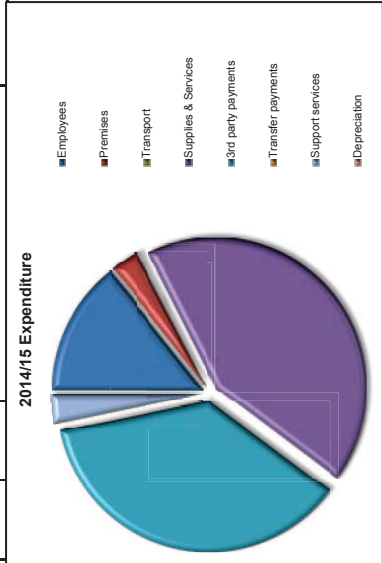


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD
Children's Social Care

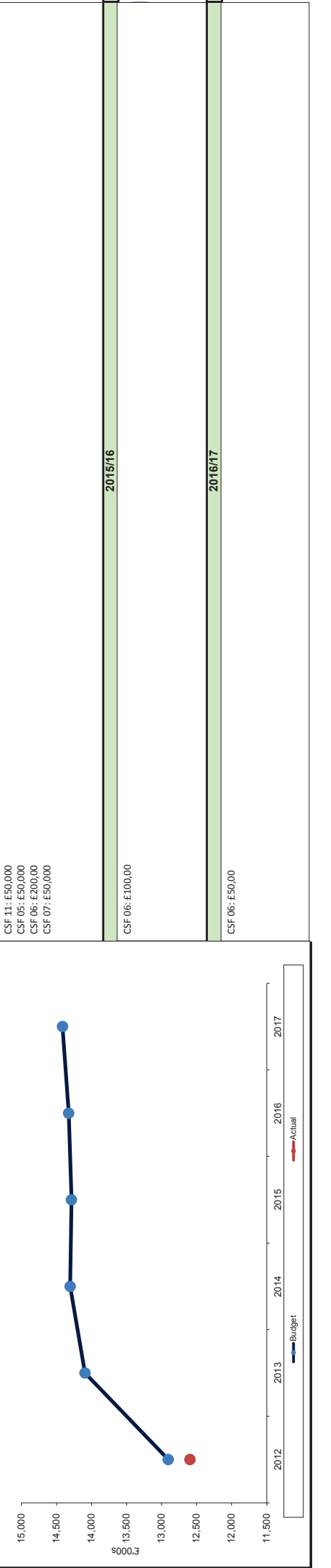
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Project 1	Project Title: Deliver transforming families year 2 & year 3 programme	To meet legislative requirements	2	3	6
Start date	2013-14				
End date	2015-16				
Project 2	Project Title: Social Care Information System procurement & implementation	To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes	3	3	9
Start date	2013-14				
End date	2015-16				
Project 3	Project Title: Preparation for new inspection regime	To meet legislative requirements	4	3	12
Start date	2013-14				
End date	2014-15				
Project 4	Project Title: Youth Justice	To meet legislative requirements	3	2	6
Start date	2014-15				
End date	2015-16				
Project 5	Project Title: Joint work with Housing	Improved resident well being	4	2	8
Start date	2014-15				
End date	2015-16				
Project 6	Project Title: Post-reorganisation review of staffing structure & processes	To improve safeguarding, contain services within limited budgets, & for staff retention	3	2	6
Start date	2013-14				
End date	2014-15				
Project 7	Project Title: Select one major outcome	Select one major outcome			0
Start date					
End date					
Project 8	Project Title: Select one major outcome	Select one major outcome			0
Start date					
End date					
Project 10	Project Title: Select one major outcome	Select one major outcome			0
Start date					
End date					

Commissioning, Strategy and Performance		Planning Assumptions				The Corporate strategies your service contributes to	
Cllrs Max Martin & Martin Whetton, Cabinet Members for Childrens Services & Education		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Enter a brief description of your main activities and objectives below							
The Commissioning, Strategy & Performance division provides strategic services for the Children, Schools & Families Department (CSF).							
<ul style="list-style-type: none"> policy, planning & performance management; commissioning, procurement & contract monitoring; access to resources for looked after children/pupils with SEN; pupil place planning; school admissions; school expansion & overall CSF capital programme management; some departmental business support. 							
<ul style="list-style-type: none"> leading on strategic & operational planning for CSF; leading in local Children's trust & partnership development; production of management information for internal & external reporting inc. performance management statutory returns; production of policy documents & procedural guidance for professional staff; leading on joint commissioning with partners; managing schools Private Finance Initiative & other service contracts; procuring placements for looked after children/pupils with SEN; planning sufficient school places; co-ordination of pupil admissions to Merton schools; project managing school expansions & other capital schemes. 							
Anticipated demand							
Increased demand for primary school		1-3fe	2fe	2fe	1fe	2fe	
Increased demand for secondary school					6fe	6fe	
Increased demand for special school places							
Overall demographic							
Anticipated non financial resources							
Staff (FTE)							
Contractors							
Performance indicator							
% reception year surplus places		1.5	2	2			
% secondary school Y7 surplus places Inc. Academies		12	12	12			
% major capital projects green/amber to time and cost		90	90	90			
% LAC in external agency foster care placements		40	38	38			
Average time to recruit in house foster carers		6 months	6 months	6 months			
% completion rates for parenting programmes		72	76	76			
% statutory returns to government on time		100	100	100			

DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Performance targets (Indicate if % target)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)
Expenditure	16,430	16,860	16,795	16,458	16,441	16,482	16,572						
Employees	2,445	2,375	2,383	2,386	2,386	2,387	2,388						
Premises	208	716	138	489	483	484	485						
Transport	33	41	37	38	38	39	39						
Supplies & Services	6,955	7,542	7,360	6,978	6,944	6,959	7,024						
3rd party payments	6,316	5,641	6,361	6,051	6,074	6,097	6,120						
Transfer payments	0	0	0	0	0	0	0						
Support services	473	545	516	516	516	516	516						
Depreciation	0	0	0	0	0	0	0						
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18						
Income	3,528	4,285	2,702	2,155	2,155	2,157	2,159						
Government grants	1,435	1,435	640	0	0	0	0						
Reimbursements	157	191	116	193	193	193	193						
Customer & client receipts	1,933	2,659	1,946	1,960	1,962	1,964	1,966						
Reserves	0	0	0	0	0	0	0						
Capital Funded	0	0	0	0	0	0	0						
Council Funded Net Budget	12,905	12,585	14,093	14,305	14,286	14,325	14,413						



Summary of major budget etc. changes	
Changes prior to 2014/15	
1) Movements in premises cost are due to changes in capital accounting and the revaluation budget adjustments.	
2) The supplies and Services actual for 2012-13 are significantly higher than the budget due to free school meal costs which is offset by the higher than budget customer and client receipts income as meal costs are recouped from schools.	
3) The lower spend on third party payments relate to the DSG underspend on ART residential placements.	
4) Grant income reduced due to change in accounting practice of EIP grant (£790k) and the sixth for SEN block grant (£640k).	



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

Commissioning, Strategy and Performance

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Progress existing capital schemes & provide additional FE's in primary schools Project Details: Completion of construction projects in progress. Consideration of further primary places required, planning & delivery of construction projects.	Project Title: To meet legislative requirements	To meet legislative requirements	3	3	9
Start date 2013-14						
Project 2	Project Title: Implementation of secondary & special school expansion strategy Project Details: Pupil places planning, development of strategy, statutory processes, planning & delivery of construction contracts. Includes consideration of provision for SEND.	Project Title: To meet legislative requirements	To meet legislative requirements	5	3	15
Start date 2013-14						
Project 3	Project Title: PFI - 5 year review Project Details: Quinquennial soft services review	Project Title: More efficient way of working	More efficient way of working	4	2	8
Start date 2014-15						
Project 4	Project Title: School Admissions System Procurement Project Details: Procurement of school admissions system, including consideration of surrounding processes. Also engagement with CC Programme.	Project Title: More efficient way of working	More efficient way of working	3	3	9
Start date 2013-14						
Project 5	Project Title: Participation & Engagement Review Project Details: Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor services for CYP & families; working with CCG to explore options for the future commissioning of health services for CYP & families -initial project to identify the way forward, could develop into a substantial piece of work for major transformational change depending on solution; commissioning of post-16 A&E'd & RPA places; commissioning of placements for older LAC.	Project Title: Improved resident well being	Improved resident well being	3	1	3
Start date 2014-15						
Project 6	Project Title: Commissioning Project Details: Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor services for CYP & families; working with CCG to explore options for the future commissioning of health services for CYP & families -initial project to identify the way forward, could develop into a substantial piece of work for major transformational change depending on solution; commissioning of post-16 A&E'd & RPA places; commissioning of placements for older LAC.	Project Title: More efficient way of working	More efficient way of working	3	2	6
Start date 2014-15						
Project 7	Project Title: Increase uptake of Free School Meals Project Details: To address a range of issues related to CSF property & accommodation, including consideration of further potential for flexible working & consolidation in the Civic Centre; review of caretakers' houses.	Project Title: Improved resident well being	Improved resident well being	2	2	4
Start date 2014-15						
Project 8	Project Title: Release of Assets Project Details: To address a range of issues related to CSF property & accommodation, including consideration of further potential for flexible working & consolidation in the Civic Centre; review of caretakers' houses.	Project Title: More efficient way of working	More efficient way of working	3	1	3
Start date						

Education			Anticipated demand		Planning Assumptions				The Corporate strategies your service contributes to	
Select your Cabinet Member & Portfolio			2012/13	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18	
Enter a brief description of your main activities and objectives below										
<p>Schools Standards & Quality will improve outcomes for all pupils in Merion Schools by: • monitoring, analysing & evaluating pupil & school performance • developing skills in planning, teaching, assessment, leadership & management • working with schools to reduce inequality & improve achievement for vulnerable groups • changing relationships between LA's, HT's & schools in context of new government policies</p> <p>Special Education Needs & Disabilities will improve outcomes for CYP with SEND by: • building capacity in schools & settings, families & the community • focus on early intervention & prevention as well as direct support for schools & families</p> <p>Early Years Services will improve outcomes for all children aged 0-5 via: • universal, early help & targeted services • free nursery places for 2 to 4 year olds • information for families (0-19) & family support • childcare market management</p> <p>Youth Inclusion will improve outcomes for Young People by: • providing universal & targeted in house & commissioned services for YP & schools • providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourage emotional & social development • developing alternative education offerings to enable YP to stay in education, training & employment • leading on the council's partnership with the police & CAMHS for education</p>			Forecast increase in population 5-19	2000	2400	2000	2400	2000	2400	Children & Young persons Plan
			Increase in compulsory education to 18	200 - 400	200 - 400	200 - 400	200 - 400	200 - 400	Community Plan	
			Forecast increase in targeted SEND services	780	780	780	780	780	Corp Equality Scheme	
			Forecast increase in population 0 - 4						Performance Management Framework	
			Anticipated non financial resources						Social Inclusion Strategy	
			Staff (FTE)						LAC strategy	
			School to school support						Family poverty	
			Voluntary Services						Health & wellbeing	
			Voluntary Services							
			Performance indicator						Main impact if indicator not met	
			% 5 GOSE A-C including English & maths	62	64	64	64	64	Outcome	Reputational risk
			% outcome of schools/Ofsted inspections good or outstanding	75	77	77	77	77	Outcome	Inspection outcomes
			% LA English & maths as KS2	78	80	80	80	80	Outcome	Reputational risk
			Provision of short breaks	520	520	520	520	520	Outcome	Increased costs
			% of all SEN statements issued in 26 weeks	95	95	95	95	95	Outcome	Breach statutory duty
			% EY foundation stage profile	63	65	65	65	65	Outcome	Reputational risk
			% Good or Outstanding child-minding per Ofsted	67	69	69	69	69	Outcome	Increased costs
			% Good or Outstanding children's centres per Ofsted	100	100	100	100	100	Outcome	Inspection outcomes
			Youth service participation rate	1800	2000	2000	2000	2000	Output	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget 2012/13			Budget 2013/14			Budget 2014/15			Budget 2015/16		
	Actual 2012/13	Budget 2012/13	2013/14	Budget 2013/14	2014/15	2015/16	Budget 2014/15	2015/16	2016/17	Budget 2015/16	2016/17	
Expenditure	167,652	170,704	176,515	172,904	173,010	174,344	173,631	174,344	173,631	174,344	173,631	
Employees	14,500	14,384	13,322	12,947	12,907	12,839	12,668	12,839	12,668	12,839	12,668	
Premises	679	700	545	768	781	605	783	783	605	783	605	
Transport	3,268	3,402	3,212	3,115	3,001	3,045	2,998	3,045	2,998	3,045	2,998	
Supplies & Services	124,193	127,620	134,211	129,221	129,648	130,533	130,076	130,533	130,076	130,533	130,076	
3rd party payments	17,991	17,662	18,002	18,994	19,204	19,653	19,427	19,653	19,427	19,653	19,427	
Transfer payments	1	39	19	19	19	19	19	19	19	19	19	
Support services	1,912	2,133	2,226	2,226	2,226	2,226	2,226	2,226	2,226	2,226	2,226	
Depreciation	5,071	4,864	4,978	5,224	5,224	5,224	5,224	5,224	5,224	5,224	5,224	
Revenue £'000s	Actual 2012/13	Budget 2012/13	2013/14	Budget 2013/14	2014/15	2015/16	Budget 2014/15	2015/16	2016/17	Budget 2015/16	2016/17	
Income	150,345	152,396	153,163	152,146	151,504	151,651	151,633	151,504	151,633	151,504	151,633	
Government grants	143,310	143,668	144,860	144,215	143,546	143,546	143,546	143,546	143,546	143,546	143,546	
Reimbursements	5,338	5,669	6,249	5,758	5,757	5,757	5,757	5,757	5,757	5,757	5,757	
Customer & client receipts	2,202	2,654	2,284	2,403	2,431	2,478	2,460	2,478	2,460	2,478	2,460	
Interest	44	44	44	44	44	44	44	44	44	44	44	
Reserves	181	-274	-274	-274	-274	-274	-274	-274	-274	-274	-274	
Capital Funded	-549											
Council Funded Net Budget	17,207	18,308	23,352	20,358	21,506	22,098	22,098	22,098	22,098	22,098	22,098	

2014/15 Expenditure

Government grants
Reimbursements
Customer & client receipts
Interest
Reserves
Capital Funded

2014/15 Income

Government grants
Reimbursements
Customer & client receipts
Interest
Reserves
Capital Funded

Summary of major budget etc. changes
Changes prior to 2014/15

1) Employee expenditure reduced partly due to transfer of Youth justice service to Children Social Care.
 2) The Supplies and services budget for 2013-14 increased due to an increase in DSG grant. This is not reflected on grant income as it was offset by 1860

2014/15

CSF01: £25,000
 CSF02: £70,000
 CSF03: £100,000
 CSF08: £140,000
 CSF09: £50,000
 CSF10: £25,000

2015/16

CSF02: £40,000
 CSF03: £10,000
 CSF08: £161,000

2016/17

CSF02: £40,000
 CSF03: £10,000
 CSF08: £50,000

2017/18

CSF02: £40,000
 CSF03: £10,000
 CSF08: £50,000

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

Education

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Improving pupil outcomes at KS2 & KS4 Ongoing work with schools. Challenge and support, monitoring, feedback, including Ofsted. Training and collaboration.	Project Title:	Improved resident well being	2	3	6
Start date 2013-14		Project Details:				
End date 2016-17						
Project 2	School Improvement - development of SLAs Ongoing development of partnership with schools, including new Ofsted requirements, developing new curricula. Merton Leaders of Education Programme. More commercial approach to SSQ services, and move to a sharper SLA based charging process. to facilitate provision to other organisations and to generate income.	Project Title:	Improved resident well being	2	2	4
Start date 2013-14		Project Details:				
End date 2016-17						
Project 3	Transforming Early Years Including provision of 2 year-old places to meet legislative requirement - stage 2 is for a further 300 places; ongoing development of the Locality Model to reorganise provision to maximise outcomes within available funding - service realignment & increasingly targeted provision, consider possibility of alternative / shared / mixed use for the centres.	Project Title:	Improved resident well being	3	2	6
Start date 2013-14		Project Details:				
End date 2015-16						
Project 4	Implementation of requirements of Children & Families bill Following on from White Paper set up to meet legislative requirements including Ed, Health & Care Plan, development of the local offer, joint working with other agencies, secure web portal to access & comment on care plan, also to set out services in the local offer, personal budgets for those families that want them. Related to SCIS & CC Programme. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	Project Title:	To meet legislative requirements	4	3	12
Start date 2013-14		Project Details:				
End date 2015-16						
Project 5	Development of AIEED & linked provision Development of Melbury College and commissioning of AIEED provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	Project Title:	To meet legislative requirements	3	2	6
Start date 2013-14		Project Details:				
End date 2015-16						
Project 6	Youth transformation phases 2 & 3 Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision	Project Title:	Improved resident well being	4	3	12
Start date 2013-14		Project Details:				
End date 2015-16						
Project 7	Raising Participation Age Development to provision to meet range of needs. Relates to CSP activity, including processes & accuracy of data from schools and colleges to reduce NEET, EET & unknowns.	Project Title:	To meet legislative requirements	3	2	6
Start date		Project Details:				
End date						
Project 8		Project Title:				
Start date		Project Details:				
End date						

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Healthier Communities and Older People

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

Adult Social Care

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Brokerage efficiencies	Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need - includes <i>Mental Health Placements 2014-15 Ref: ASC54</i> , <i>(2014-15 to 2017-18 Ref: CH9 - additional savings for 2015-16, 2016-17 plus proposed savings for 2017-18 awaiting Cabinet approval)</i> .		4	2	8
Start date	2013-14					
End date	2017-18					
Project 2	Project Title: Restructuring supporting people	Continue the mainstreaming of the procurement process and reducing overall expenditure within these contracts (2014-15 Ref: CH11).		4	2	8
Start date	2014-15					
End date	2014-15					
Project 3	Project Title: Voluntary sector grants - reduction in infrastructure	Delivering efficiencies through reduction in voluntary organisations' overheads and back office costs (2014-15 Ref: ASC51).		4	2	8
Start date	2014-15					
End date	2014-15					
Project 4	Project Title: Voluntary organisations	Delivering efficiencies through reduction in voluntary organisations' overheads and back office costs, or reduction in demand for statutory services (2014-15 Ref: CH6).		4	2	8
Start date	2014-15					
End date	2014-15					
Project 5	Project Title: Commissioning management restructure	Streamlining procurement and commissioning process (2014-15 Ref: ASC52).		3	1	3
Start date	2014-15					
End date	2014-15					
Project 6	Project Title: Procurement efficiencies	Delivering efficiencies through contract negotiations (2014-15 Ref: ASC55; 2015-16-2017-18 Ref: CH10 - additional savings for 2015-16, 2016-17 plus proposed for 2017-18 awaiting Cabinet approval).		4	2	8
Start date	2013-14					
End date	2017-18					
Project 7	Project Title: Meals on wheels contract saving	Delivering efficiencies through contract negotiations (2014-15 Ref: ASC63).		4	2	8
Start date	2014-15					
End date	2014-15					
Project 8	Project Title: Remodelling of reablement service	The service will be remodelled to reduce / eliminate downtime and match hours more closely with customer need (2014-15 Ref: ASC44)		4	2	8
Start date	2014-15					
End date	2014-15					
Project 9	Project Title: Reablement (outcome - care packages)	Reduced reablement outcome care packages (2014-15 Ref: ASC45).		4	3	12
Start date	2014-15					
End date	2014-15					
Project 10	Project Title: Promoting independence	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enabled to regain and maintain independence (2014-15 to 201617 Ref: CH2).		4	2	8
Start date	2014-15					
End date	2016-17					

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Adult Social Care									
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood		Risk Impact		Score	
Project 1	2013-14	Project Title:	Reviewed service packages	To meet budget savings	4	3	12		
Start date	2013-14	Project Details:	Review of care packages with a view to an overall average reduction in line with promoting independence (2014-15 Ref: ASC46).						
End date	2014-15	Project Title:	Additional reablement funding (PCT)	To meet budget savings	3	2	6		
Start date	2014-15	Project Details:	Additional one off funding from PCT to support health related social care services (2014-15 Ref: ASC47).						
End date	2014-15	Project Title:	Access and assessment staffing restructure	To meet budget savings	4	2	8		
Start date	2014-15	Project Details:	Access and assessment staffing restructure (2014-15 Ref: CH4, CH13; 2015-16 Ref: CH4 - awaiting Cabinet approval, 2016-17 Ref: CH4).						
End date	2016-17	Project Title:	Transport efficiencies / transport	To meet budget savings	3	2	6		
Start date	2014-15	Project Details:	Day service staff to become responsible for collecting customers and taking them home (2014-15 Ref: ASC49).						
End date	2014-15	Project Title:	Direct provisions - staffing restructure	To meet budget savings	3	2	6		
Start date	2013-14	Project Details:	Direct provisions - staffing restructure (2014-15 Ref: CH7).						
End date	2014-15	Project Title:	Below inflation uplift to third party suppliers	To meet budget savings	6	3	18		
Start date	2015-16	Project Details:	Continue the below inflation uplift. This will be a total of 7 years at 0% or below inflation uplift (2014-15 Ref: ASC7, 2015-16 & 2016-17 Ref: CH1).						
End date	2016-17	Project Title:	Realise benefits of new prevention programme	To meet budget savings	4	2	8		
Start date	2016-17	Project Details:	Realise benefits of new prevention programme; in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme through reduced grants to voluntary organisations (2016-17 Ref: CH5).						
End date	2016-17	Project Title:	Re-modelling and re-procuring the domiciliary care service	To meet budget savings	4	2	8		
Start date	2015-16	Project Details:	Re-modelling and re-procuring the domiciliary care service following the end of three year contract starting in 2012 (2015-16 Ref: CH09; 2016-17 & 2017-18 Ref: CH09 awaiting Cabinet approval).						
End date	2017-18	Project Title:	Remove Day Care Costs from Residential Customers	To meet budget savings	4	2	8		
Start date	2014-15	Project Details:	Cessation of day care costs from Residential customers (2014-15 Ref: CH12).						
End date	2014-15	Project Title:	All Saints Respite Extension	To meet budget savings	3	1	3		
Start date	2014-15	Project Details:	Extend All Saints Respite Service offer to PD customers (2014-15 Ref: CH14).						
End date	2014-15								

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

Public Health

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Integrated sexual health service	Commissioning an integrated tier 2 sexual health service which combines existing provision in Contraceptive and Sexual Health (CaSH) and Genito-Urinary Medicine (GUM) clinics. This service would be commissioned on a Payment by Results basis and allowing for cross-charging of non-Merton residents.		3	3	9
Start date	01/01/2014					
End date	01/04/2015					
Project 2	Project Title: Embedding Chlamydia screening programme	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.		3	2	6
Start date	01/01/2014					
End date	01/04/2015					
Project 3	Project Title: Review of local HIV services	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.		3	3	9
Start date	01/01/2014					
End date	01/04/2015					
Project 4	Project Title: LiveWell	LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions, linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.		2	1	2
Start date	01/04/2014					
End date	31/03/2015					
Project 5	Project Title: Prevention	Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes e.g. LiveWell to the influencing of local policy to create an environment that supports healthy choices e.g. alcohol licensing policy. Work from across the council e.g. the contract to manage the boroughs leisure centres, complements the public health led activity and has an important role to play in reducing the stark health inequalities between east and west Merton.		2	1	2
Start date	01/04/2014					
End date	31/03/2015					
Project 6	Project Title: Transition of responsibility for Health Visiting Service to Local Authority	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.				0
Start date						
End date						
Project 7	Project Title: National Child Measurement Programme	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management classes for families.				0
Start date						
End date						
Project 8	Project Title: NHS Health Checks	People aged 40 -74 with no known heart disease are offered an NHS Health Checks every five years to detect early signs of heart disease and risk factors.				0
Start date						
End date						
Project 9	Project Title: Drugs and Alcohol Prevention and Treatment	Select one major outcome				0
Start date						
End date						
Project 10	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						

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Overview and Scrutiny

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

Business Improvement

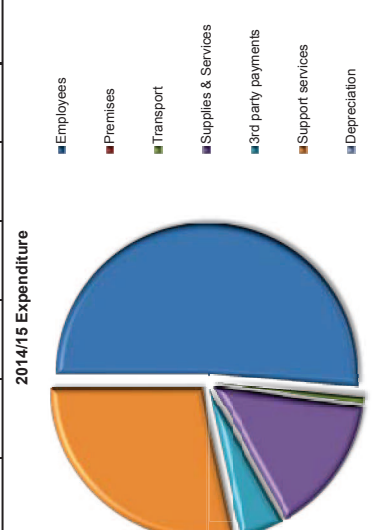
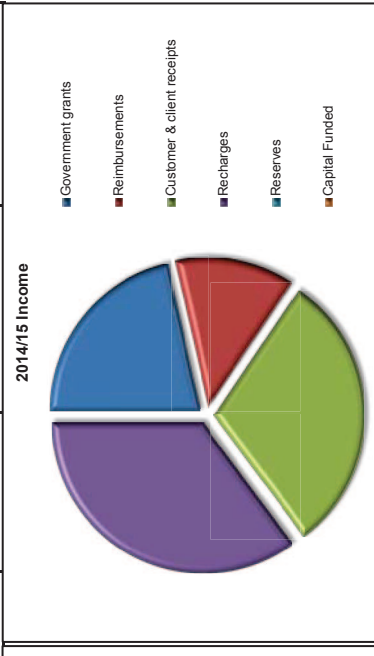
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	IT Strategy and Implementation Plan Refresh the IT strategy and implementation to ensure fit for purpose to support and enable delivery of TOMs and coordinate and lead on delivery in collaboration with I&T Division.	Project Title:	More efficient way of working The programme will ensure the systems architecture and IT infrastructure enables and supports businesses to deliver business as usual, continuous improvement and major transformational activity set out in relevant TOMs; and that the Council's systems comply with appropriate standards, legislation and good practice.	1	3	3
Start date		01/04/2014				
End date	31/03/2017					
Project 2	Customer Contact programme Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	Project Title:	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.	3	2	6
Start date		01/04/2013				
End date	31/03/2016					
Project 3	Electronic document and records management system Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	Project Title:	More efficient way of working EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
Start date		01/04/2013				
End date	31/03/2016					
Project 4	Transformation portfolio design and implementation Clarify cross-cutting programmes and projects for governance by the Merton 2015 Board and ensure appropriate monitoring and control is in place to provide assurance on delivery and achievement of benefits.	Project Title:	More efficient way of working Ensuring a coordinated, planned and disciplined approach to change and transformation within the organisation, and that scarce resources are effectively used and interdependencies carefully managed.	2	1	2
Start date		01/04/2014				
End date	31/03/2015					
Project 5	Programme Office Implementation Design and implement a functioning Programme Office	Project Title:	More efficient way of working Delivering functions including quality and delivery assurance, highlight and escalation reporting, raising capacity and capability for effective project and programme management, benefits realisation and management of the transformation portfolio.	3	2	6
Start date		01/04/2014				
End date	31/03/2015					
Project 6	Social Care Information System Procure and implement a Social Care information system to support adults social and children and families integrated care.	Project Title:	To meet legislative requirements	2	3	6
Start date		01/09/2013				
End date	30/08/2016					
Project 7	Continuous Improvement Programme Design and implement a programme of service/business/process reviews to lead, embed and support continuous improvement.	Project Title:	More efficient way of working A range of tools and support (business analysis, lean expertise) - based on demand analysis - to support business improvement and embed a culture of continuous improvement.	3	1	3
Start date		01/04/2014				
End date	31/03/2017					
Project 8		Project Title:	More efficient way of working	0	0	0
Start date						
End date						
Project 9		Project Title:	Select one major outcome			0
Start date						
End date						
Project 10		Project Title:	Select one major outcome			0
Start date						
End date						

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

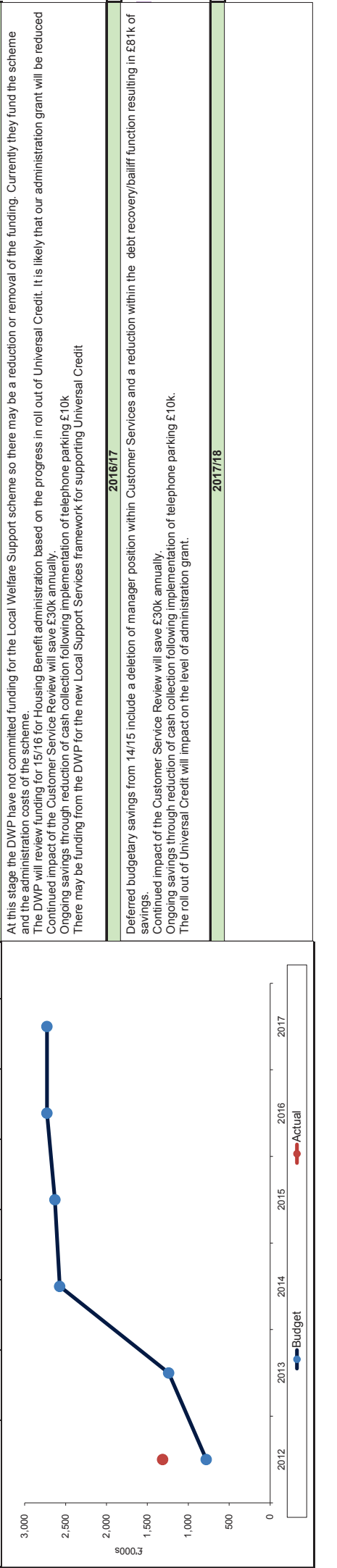
Corporate Governance

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

Customer Services Select your Cabinet Member & Portfolio Enter a brief description of your main activities and objectives below	Planning Assumptions					The Corporate strategies your service contributes to					
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2013/14	2014/15	2015/16	2016/17	2017/18
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 Transition Services; Registration - responsible for registration of births & deaths, marriages & civil partnerships; 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 sometime during 15/16.	Anticipated demand	16,000	16,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
	Benefit claimants	400,000	500,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Telephone callers	130,000	115,000	100,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Face to face customers	81,000	82,000	82,500	83,000	83,000	83,000	83,000	83,000	83,000	83,000	83,000
Council tax properties	202/13	203/14	204/15	205/16	206/17	207/18	2013/14	2014/15	2015/16	2016/17	2017/18
Anticipated non financial resources	148.06										
Staff (FTE)											
Performance indicator	Business Rates collected (excluding parking and miscellaneous debt)	97%	97.25%	97.5%	97.50%	97.50%	97.50%	97.50%	97.50%	97.50%	97.50%
Business Rates collected	% of Merton Bailiff Service files paid in full (excluding parking and miscellaneous debt)	58%	58%	58%	58%	58%	58%	58%	58%	58%	58%
HB - COC & new claims processing days	HB - COC & new claims processing days	16	16	10	10	10	10	10	10	10	10
HB overpayments with no recovery action	HB overpayments with no recovery action	16%	15.5%	22%	20%	19.00%	18.00%	18.00%	18.00%	18.00%	18.00%
First contact resolution	First contact resolution	TBA	TBA	TBA	TBA	TBA	TBA	TBA	TBA	TBA	TBA
Income from events (marriages, civil partnerships etc) New	Successful website visits	83%	84%	84%	84%	84%	84%	84%	84%	84%	84%



DEPARTMENTAL BUDGET AND RESOURCES											
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Actual 2013/14	Budget 2014/15	Actual 2014/15	Budget 2015/16	Actual 2015/16	Budget 2016/17	Actual 2016/17	Budget 2017/18
Revenue £'000s	11,936	11,684	12,456	12,456	9,749	9,739	9,646	9,673			
Expenditure	5,229	5,690	5,749	5,002	4,861	4,861	4,861	4,861			
Employees	63	64	39	20	21	21	21	21			
Premises	71	76	91	63	64	64	65	65			
Transport	3,416	2,928	3,346	1,447	1,459	1,470	1,491	1,491			
Supplies & Services	111	280	475	461	467	473	479	479			
3rd party payments	2,642	2,653	2,753	2,753	2,753	2,753	2,753	2,753			
Support services	3	3	3	3	3	3	3	3			
Depreciation											
Revenue £'000s	10,755	10,382	11,216	7,177	7,109	6,918	6,945	6,945			
Income	1,030	1,795	1,526	1,543	1,448	1,231	1,231	1,231			
Government grants	1,030	1,795	1,526	1,543	1,448	1,231	1,231	1,231			
Reimbursements	930	1,175	930	930	930	930	930	930			
Customer & client receipts	5,003	5,213	6,185	2,182	2,311	2,337	2,362	2,362			
Recharges	2,013	2,194	2,275	2,520	2,520	2,520	2,520	2,520			
Reserves											
Capital Funded	780	1,313	1,240	2,572	2,630	2,728	2,728	2,728			
Council Funded Net Budget											
Capital Budget £'000s											
Actual 2012/13											
Budget 2012/13											
Actual 2013/14											
Budget 2013/14											
Actual 2014/15											
Budget 2014/15											
Actual 2015/16											
Budget 2015/16											
Actual 2016/17											
Budget 2016/17											
Actual 2017/18											
Budget 2017/18											



Summary of major budget etc changes 2014/15

The DWP have confirmed funding for 2014/15 for Housing Benefit administration. Closure of the Cash Office will yield a £30k saving. Retendering of the cash collection contract will save £20k with ongoing savings in future years through the adoption of telephone parking. Review of Welfare Benefits and New Welfare Support program will save £30k. Continued impact of the Customer Service Review will save £30k annually. £20k saving through the rationalisation of Divisional budgets £20k increase in registrars income

At this stage the DWP have not committed funding for the Local Welfare Support scheme so there may be a reduction or removal of the funding. Currently they fund the scheme and the administration costs of the scheme. The DWP will review funding for 15/16 for Housing Benefit administration based on the progress in roll out of Universal Credit. It is likely that our administration grant will be reduced Continued impact of the Customer Service Review will save £30k annually. 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

Deferred budgetary savings from 14/15 include a deletion of manager position within Customer Services and a reduction within the debt recovery/bailiff function resulting in £81k of savings. Continued impact of the Customer Service Review will save £30k annually. Ongoing savings through reduction of cash collection following implementation of telephone parking £10k. The roll out of Universal Credit will impact on the level of administration grant.

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

Customer Services

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Customer Service review	More efficient way of working		3	2	6
Start date	01/04/2013	As part of the implementation of the customer contact electronic solution processes and resourcing will be reviewed				
End date	31/03/2015					
Project 2	Project Title: Improve access to on-line services	More efficient way of working		2	2	4
Start date	01/04/2013	Maintain successful visits to the website at 83%., improve the look and feel of the website, implement the recommendations of the customer services review, increase uptake of online transactions.				
End date	31/03/2016					
Project 3	Project Title: Council Tax support scheme	To meet legislative requirements		2	3	6
Start date	01/04/2013	During 14/15 options for a revised scheme will be reviewed for Council decision and possible implementation for 15/16				
End date	31/03/2016					
Project 4	Project Title: Implement and review Welfare Assistance Scheme	Improved resident well being		3	2	6
Start date	01/04/2013	A review of the scheme will be undertaken during 2014/15, however, there is currently uncertainty regarding future funding from 15/16				
End date	31/03/2015					
Project 5	Project Title: Appoint a medical examiner	To meet legislative requirements		2	2	4
Start date	01/04/2014	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.				
End date	31/12/2014					
Project 6	Project Title: Local Support Services	To meet legislative requirements		2	2	4
Start date	01/04/2014	In line with implementation and roll out of Universal Credit local authorities have been asked to provide a front line solution for those customers than cannot access and claim on-line. This service may be multi agency and include Job Centre Plus, voluntary sector and neighbouring authorities				
End date	31/03/2016					
Project 7	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						
Project 8	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						
Project 9	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						
Project 10	Project Title: Select one major outcome	Select one major outcome				0
Start date						
End date						

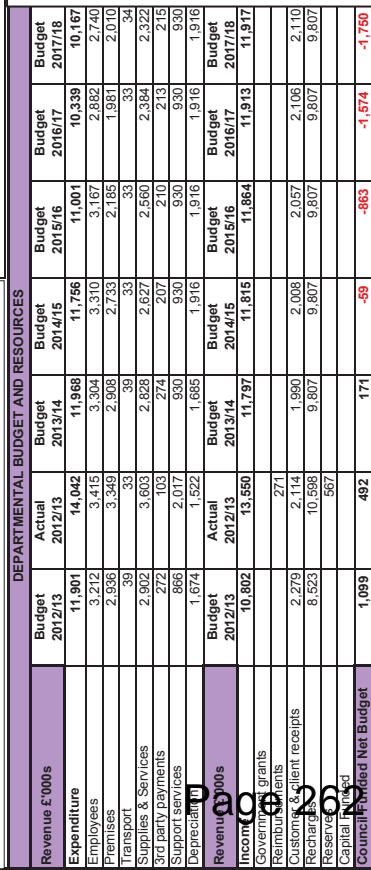
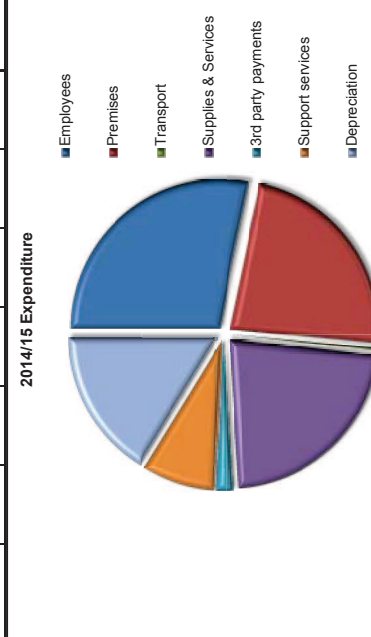
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Human Resources

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Project 1	Occupational Health Service Project Title: Project Details:	More efficient way of working	3	3	9
Start date 01/04/2014					
Project 2	Employee Assistance programme Project Title: Project Details: Flexible working - policy development and learning and development to support culture and technical change.	More efficient way of working	3	4	12
Start date 01/04/2014					
Project 3	Leadership and management development Project Title: Project Details: Centralisation of L&D and appraisal systems within iTrent system.	More efficient way of working	3	3	9
Start date 01/04/2014					
Project 4	Recruitment - agency and executive search via the LBRP Project Title: Project Details:	More efficient way of working	3	3	9
Start date 01/04/2015					
Project 5	Project Title: Project Details:	Select one major outcome			0
Start date					
Project 6	Project Title: Project Details:	Select one major outcome			0
Start date					
Project 7	Project Title: Project Details:	Select one major outcome			0
Start date					
Project 8	Project Title: Project Details:	Select one major outcome			0
Start date					
Project 9	Project Title: Project Details:	Select one major outcome			0
Start date					
Project 10	Project Title: Project Details:	Select one major outcome			0
Start date					

Infrastructure and Transactions	Planning Assumptions										The Corporate strategies your service contributes to			
	Anticipated demand		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
	Repairs & Maintenance of Corporate Buildings (Revenue)		21,640		806,000		800,00		800,00		800,00		800,00	
IT Service Calls	21,640		21,640		21,000		20,000		19,000		18,000		17,000	
Service Requests	6,000		6,000		6,000		6,000		6,000		6,000		6,000	
Transactions requested by departments	90,000		130,000		130,000		130,000		120,000		115,000		120,000	
Anticipated non financial resources	2012/13		2013/14		2014/15		2015/16		2016/17		2017/18			
FM (FTE)	35		35		34		29		29		28			
Transactional Services (FTE)	14.7		14.7		14.7		13		13		13			
IT Service Delivery (FTE)	33		33		33		32.2		27.2		27.2			
Staff (Apprentices)	1		2		5		4		3		0			
Performance indicator	2012/13(A)		2013/14(E)		2014/15(E)		2015/16(E)		2016/17(E)		2017/18(E)		Indicator type	
Repairs & Maintenance ratio of Reactive to Planned	60/40		50/50		40/60		30/70		30/70		30/70		Outcome	
Total external fee income	175,000		200,000		225,000		235,000		245,000		250,000		Output	
CO2 emissions corporate buildings (tonnes)	4050		4,200		4,100		4,000		3,900		3,800		Output	
First time fix rate for IT Service Desk	62%		63%		64%		64%		65%		65%		Outcome	
Customer Satisfaction - Incident resolution	85%		85%		90%		90%		90%		90%		Outcome	
Invoices paid within 30 days of receipt by LBM	89%		91%		89%		95%		95%		95%		Outcome	
Carefirst invoices paid within 30 days from invoice date	87%		88%		89%		90%		91%		92%		Business critical	

Performance targets (indicate if % target)		2014/15		2015/16		2016/17		2017/18	
Employees		90%	95%	90%	95%	90%	95%	90%	95%
Premises		85%	89%	85%	89%	85%	89%	85%	89%
Transport		64%	64%	64%	64%	65%	65%	65%	65%
Supplies & Services		90%	90%	90%	90%	90%	90%	90%	90%
3rd party payments		90%	90%	90%	90%	90%	90%	90%	90%
Support services		85%	88%	85%	88%	85%	88%	85%	88%
Depreciation		87%	87%	87%	87%	87%	87%	87%	87%



DEPARTMENTAL BUDGET AND RESOURCES										
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	11,901	14,042	11,968	11,756	11,001	10,339	10,167			
Employees	3,212	3,415	3,304	3,310	3,167	2,882	2,740			
Premises	2,938	3,249	2,908	2,733	2,185	1,991	2,010			
Transport	39	33	33	33	33	33	34			
Supplies & Services	2,902	3,603	2,828	2,627	2,560	2,384	2,322			
3rd party payments	272	103	274	207	210	213	215			
Support services	866	2,077	930	930	930	930	930			
Depreciation	1,674	1,522	1,685	1,816	1,816	1,816	1,816			
Revenue £'000s	10,802	13,550	11,797	11,815	11,864	11,913	11,917			
Government grants		271								
Reimbursements		2,714		2,008	2,057	2,106	2,110			
Customer & client receipts		8,523		9,807	9,807	9,807	9,807			
Recharges		567								
Reserves										
Capital Funded										
Council Funded Net Budget	1,099	482	171	-59	-863	-1,574	-1,750			
Capital Budget £'000s	0	0	0	2,017,000	1,084,300	2,862,000	2,806,000			
Information Technology				1,941,520	584,000	1,862,000	1,806,000			
Facilities Management				3,282,110	1,600,000	500,300	1,000,000			



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

Infrastructure and Transactions

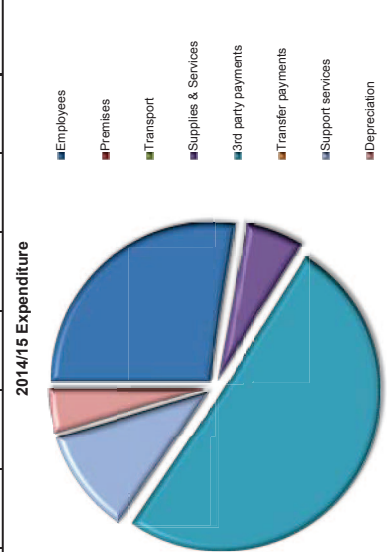
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
<p>Project 1 Replacement of IT Infrastructure and desktop equipment Replacement of desktop equipment and standardisation of operating systems including Microsoft Office to enable hot desking, mobile and flexible working through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

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

PROJECT DESCRIPTION		Resources		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Evaluation of future funding levels Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.	Project Title:	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 April 2015 - project length allows for post implementation review	To meet legislative requirements	2	2	4	
Start date		01/04/2013						Project Details:
End date	31/03/2018	Project Title:	Develop and implement whole life costing for capital projects This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the template to selected schemes	More efficient way of working	3	3	9	
Start date	01/08/2013	Project Details:						
End date	30/09/2015	Project Title:	Improve joint finance and business planning The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system	More efficient way of working	2	2	4	
Start date	01/09/2014	Project Details:						
End date	31/03/2016	Project Title:	Evaluation of different models of funding the capital programme In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and borrowing or any other suitable methods of funding capital expenditure.	Required to deliver options for the MTFS	2	2	4	
Start date	01/07/2014	Project Details:						
End date	31/03/2016	Project Title:	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 2) The roll out of the system for use in monitoring local performance indicators 3) The provision of screen icons to senior management for performance and risk information.	More efficient way of working	2	2	4	
Start date	01/04/2014	Project Details:						
End date	31/03/2015	Project Title:	Capital Review 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.	More efficient way of working	2	2	4	
Start date	01/04/2014	Project Details:						
End date	31/03/2015	Project Title:	Recharge Review Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2014/15 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.	More efficient way of working	3	2	6	
Start date	01/04/2014	Project Details:						
End date	31/03/2015	Project Title:	Select one major outcome	Select one major outcome			0	
Start date		Project Details:						
End date		Project Title:	Select one major outcome	Select one major outcome			0	
Start date		Project Details:						
End date		Project Title:						

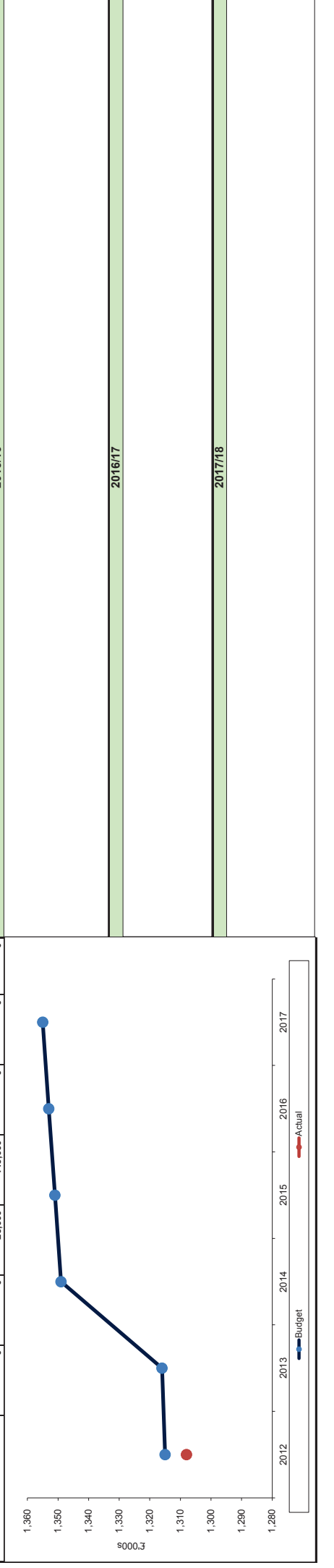
Safer Merton Cllr Edith-Joan Macauley Cabinet Member for Engagement & Equality	Planning Assumptions										The Corporate strategies your service contributes to	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Enter a brief description of your main activities and objectives below											Adult Treatment Plan	
Safer Merton is a partnership of the statutory, voluntary and business sector partners who 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 staff. The delivery of Crime and Disorder reduction is achieved through a range of interventions such as											Anti Social Behaviour	216,806
• Tackling anti social behaviour and domestic violence											Central Government	141
• Managing Neighbourhood Watch											Children & Young persons Plan	275
• The provision of school officers, CCTV and offender work											Community Plan	2016/17
Other support and commissioned services are part of the teams remit as well as ensuring that the council is compliant with legislation, and delivered by Police officers, joint health staff, voluntary sector and community.											Crime & Disorder (partnership plan)	24
The Statutory duty of the council consists of:											E. Merton & Mitcham Neighbourhood Renewal	
• A duty to establish a crime and disorder partnership												
• 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												
• Delivering Anti-Social Behaviour actions and interventions												
• Specific duties around Domestic Violence.												

Performance Indicator	Performance targets (Indicate if % target)										Indicator type	Reporting cycle	Polarity	Main Impact if indicator not met	
	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2018/19(E)	2019/20(E)	2020/21(E)	2021/22(E)					
% of ASB cases in line with the national standard time	95	95	95	95	95	95	95	95	95	95	95	Monthly	Low	Business critical	Anti social behaviour
% CCTV cameras operational	95	95	95	95	95	95	95	95	95	95	95	Monthly	High	Outcome	Reputational risk
Proportion who successfully complete treatment and do not re present	33	34	35	36	37	37	37	37	37	37	37	Quarterly	High	Outcome	Safeguarding issues
% of residents worried about drunk & rowdy behaviour (ARS)	43	42	41	40	39	39	39	39	39	39	39	Annual	Low	Perception	Reputational risk
% of residents worried about ASB (ARS)	45	44	43	42	41	41	41	41	41	41	41	Annual	Low	Perception	Reputational risk
% of residents worried about crime (ARS)	52	51	50	49	48	48	48	48	48	48	48	Annual	Low	Perception	Reputational risk
No. Multi Agency Risk Assessment cases (domestic abuse)	105	117	129	141	153	153	153	153	153	153	153	Monthly	High	Business critical	Breach statutory duty
No. of One Stop Shop sessions	46	46	46	46	46	46	46	46	46	46	46	Quarterly	High	Business critical	Reduced service delivery
No. of Local Multi Agency Problem Solving meetings	27	27	27	27	27	27	27	27	27	27	27	Quarterly	High	Business critical	Reduced service delivery
% of residents worried about drug users (ARS)	34	33	32	31	30	30	30	30	30	30	30	Annual	Low	Perception	Reputational risk
% of residents feeling well informed about tracking ASB (ARS)	29	30	31	32	33	33	33	33	33	33	33	Annual	High	Perception	Reputational risk



Revenue £'000s	DEPARTMENTAL BUDGET AND RESOURCES										Budget 2017/18
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
3,203	3,203	3,204	3,052	3,054	3,056	3,058					
1,101	895	1,012	840	840	840	840					
5	5	4	4	4	4	4					
7	2	7	7	7	7	7					
161	201	179	179	179	179	179					
1,467	1,455	1,568	1,553	1,555	1,557	1,559					
0	0	0	0	0	0	0					
358	420	330	330	330	330	330					
104	104	104	139	139	139	139					
1,888	1,772	1,888	1,703	1,703	1,703	1,703					
322	260	317	230	230	230	230					
1,464	1,610	1,539	1,467	1,467	1,467	1,467					
76	5	6	6	6	6	6					
0	0	0	0	0	0	0					
26	-103	26	0	0	0	0					
1,315	1,308	1,316	1,349	1,351	1,352	1,355					

Capital Budget £'000s	Summary of major budget etc. changes 2014/15									
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
0	0	25,000	145,000	0	0	0	0	0	0	0



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

Safer Merton

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Project Details: Finding ways to limit the impact of the loss of grants from Central government and Mayors office	2013	To meet legislative requirements	4	2	8
Start date		on going				
End date						
Project 2	Project Title: Project Details: ASB changes This is the changes in definition regarding Anti-Social Behaviour (although this is still awaiting defining from Central Government)	2012	To meet legislative requirements	4	3	12
Start date		on going				
End date						
Project 3	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 4	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 5	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 6	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 7	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 8	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 9	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						
Project 10	Project Title: Project Details: Select one major outcome		Select one major outcome			0
Start date						
End date						

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

Legal Services

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1		Shared service				
Start date	01/04/2014	To embed the newly expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings		2	2	4
End date	31/03/2016					
Project 2		Smarter Working				
Start date	01/04/2014	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service		2	1	2
End date	31/03/2016					
Project 3		Delivering Savings				
Start date	01/04/2015	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond				0
End date	31/03/2018					
Project 4						
Start date						0
End date						
Project 5						
Start date						0
End date						
Project 6						
Start date						0
End date						
Project 7						
Start date						0
End date						
Project 8						
Start date						0
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Project 9						
Start date						0
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Project 10						
Start date						0
End date						

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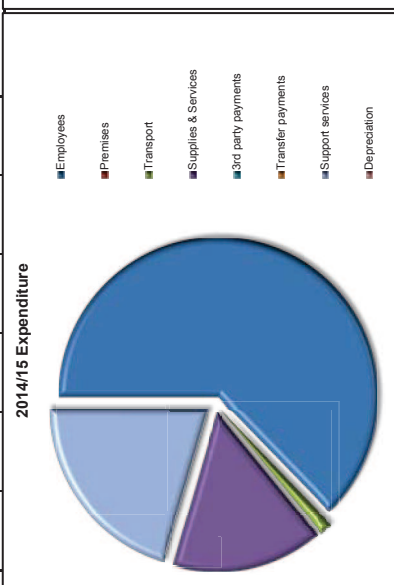
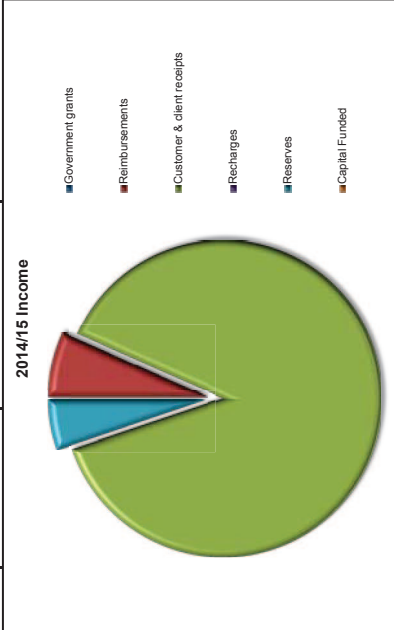
Sustainable Communities

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

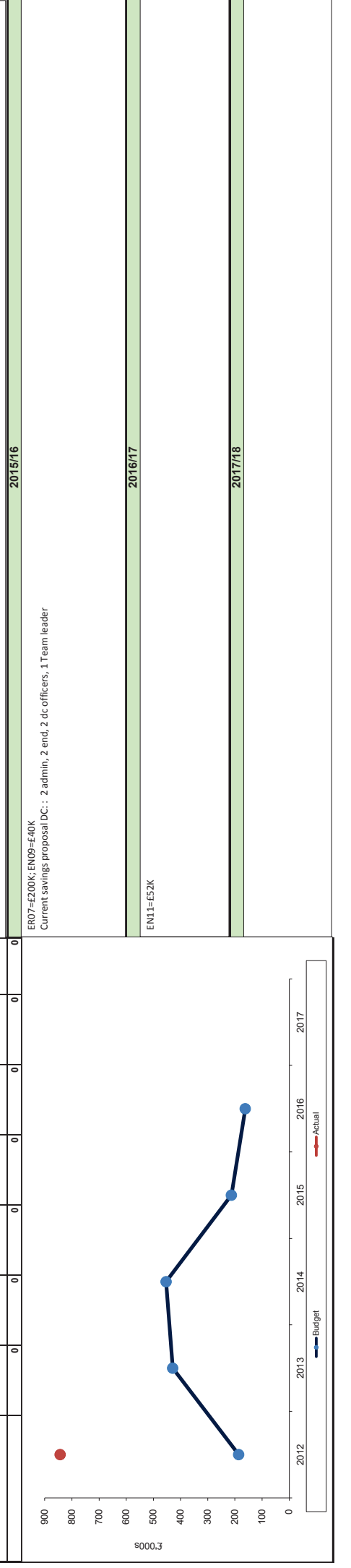
Commercial Services (Waste Operations)

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title:	More efficient way of working		0	0	0
Start date	Project Details:					
End date						
Project 2	Project Title:	Income generation		0	0	0
Start date	Project Details:					
End date						
Project 3	Project Title:	More efficient way of working		0	0	0
Start date	Project Details:					
End date						
Project 4	Project Title:	Improved resident well being		0	0	0
Start date	Project Details:					
End date						
Project 5	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 6	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 7	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 8	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 9	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 10	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						

Development and Building Control	Anticipated demand				Planning Assumptions				The Corporate strategies your service contributes to																																																																																																																																																																																					
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18																																																																																																																																																																																		
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Enter a brief description of your main activities and objectives below																																																																																																																																																																																													
Building Control	Building regulations regulate the built environment to add to the sustainability initiative, and safety at sports grounds, ensure that they are safe for occupation by spectators. Dangerous Structures service is provided to protect the residents.																																																																																																																																																																																													
Development Control	Assess and determine planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Implement the Mayor, Community Infrastructure Levy (CIL) charging regime.																																																																																																																																																																																													
Objectives	<ul style="list-style-type: none"> - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share - review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible. 																																																																																																																																																																																													
Performance indicator	<table border="1"> <thead> <tr> <th colspan="4">Performance targets (indicate if % target)</th> <th colspan="4">Polarity</th> <th colspan="4">Indicator type</th> <th colspan="4">Main impact if indicator not met</th> </tr> <tr> <th>2012/13(A)</th> <th>2013/14(A)</th> <th>2014/15(A)</th> <th>2015/16(E)</th> <th>2016/17(E)</th> <th>2017/18(E)</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>60</td> <td>60</td> <td>45</td> <td>35</td> <td>30</td> <td>30</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> </tr> <tr> <td>65</td> <td>65</td> <td>50</td> <td>40</td> <td>35</td> <td>35</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> </tr> <tr> <td>80</td> <td>80</td> <td>75</td> <td>60</td> <td>55</td> <td>55</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> </tr> <tr> <td>35</td> <td>35</td> <td>40</td> <td>50</td> <td>55</td> <td>55</td> <td>Low</td> <td>Low</td> <td>Low</td> <td>Low</td> <td>Low</td> <td>Low</td> <td>Perception</td> <td>Perception</td> <td>Perception</td> <td>Perception</td> <td>Perception</td> <td>Perception</td> </tr> <tr> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>£1.97m</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>Business critical</td> <td>Business critical</td> <td>Business critical</td> <td>Business critical</td> <td>Business critical</td> <td>Business critical</td> </tr> <tr> <td>85</td> <td>80</td> <td>75</td> <td>75</td> <td>75</td> <td>75</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>Perception</td> <td>Perception</td> <td>Perception</td> <td>Perception</td> <td>Perception</td> <td>Perception</td> </tr> <tr> <td>80</td> <td>80</td> <td>75</td> <td>45</td> <td>45</td> <td>45</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> </tr> <tr> <td>600</td> <td>600</td> <td>550</td> <td>300</td> <td>300</td> <td>300</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>High</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> <td>Quality</td> </tr> </tbody> </table>												Performance targets (indicate if % target)				Polarity				Indicator type				Main impact if indicator not met				2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	60	60	45	35	30	30	High	High	High	High	High	High	Quality	Quality	Quality	Quality	Quality	Quality	65	65	50	40	35	35	High	High	High	High	High	High	Quality	Quality	Quality	Quality	Quality	Quality	80	80	75	60	55	55	High	High	High	High	High	High	Quality	Quality	Quality	Quality	Quality	Quality	35	35	40	50	55	55	Low	Low	Low	Low	Low	Low	Perception	Perception	Perception	Perception	Perception	Perception	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	£1.97m	High	High	High	High	High	High	Business critical	Business critical	Business critical	Business critical	Business critical	Business critical	85	80	75	75	75	75	High	High	High	High	High	High	Perception	Perception	Perception	Perception	Perception	Perception	80	80	75	45	45	45	High	High	High	High	High	High	Quality	Quality	Quality	Quality	Quality	Quality	600	600	550	300	300	300	High	High	High	High	High	High	Quality	Quality	Quality	Quality	Quality	Quality
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DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	2,330	2,436	2,483	2,612	2,472	2,421	2,421	2,421	2,330	2,436	2,483	2,612	2,472	2,421	2,421
Employees	1,564	1,573	1,622	1,576	1,536	1,485	1,485	1,485	1,564	1,573	1,622	1,576	1,536	1,485	1,485
Premises	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Transport	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32
Supplies & Services	248	302	306	386	386	386	386	386	248	302	306	386	386	386	386
3rd party payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer payments	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Support services	486	536	514	514	514	514	514	514	486	536	514	514	514	514	514
Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue £'000s	2,144	1,593	2,054	2,059	2,259	2,259	2,259	2,259	2,144	1,593	2,054	2,059	2,259	2,259	2,259
Government grants	106	67	134	135	135	135	135	135	106	67	134	135	135	135	135
Reimbursements	1,938	1,404	1,816	1,819	2,019	2,019	2,019	2,019	1,938	1,404	1,816	1,819	2,019	2,019	2,019
Customer & client receipts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recharges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserves	0	122	104	105	105	105	105	105	0	122	104	105	105	105	105
Capital Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Council Funded Net Budget	186	843	429	453	213	162	162	162	186	843	429	453	213	162	162



EN06=E73K
HPDG grant expires June 2014(2 DC officers)

EN07=E200K;EN09=E40K
Current savings proposal DC : 2 admin, 2 end, 2 dc officers, 1 Team leader

EN11=E52K

Summary of major budget etc. changes 2014/15

2015/16

2016/17

2017/18

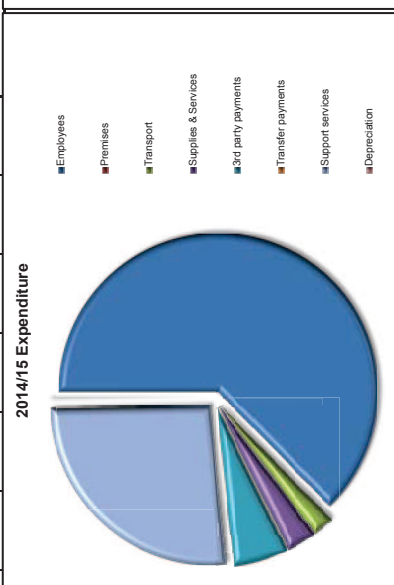
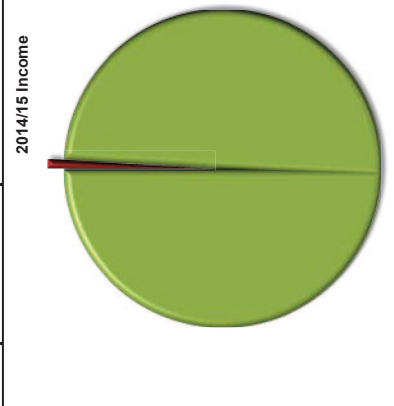
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Development and Building Control

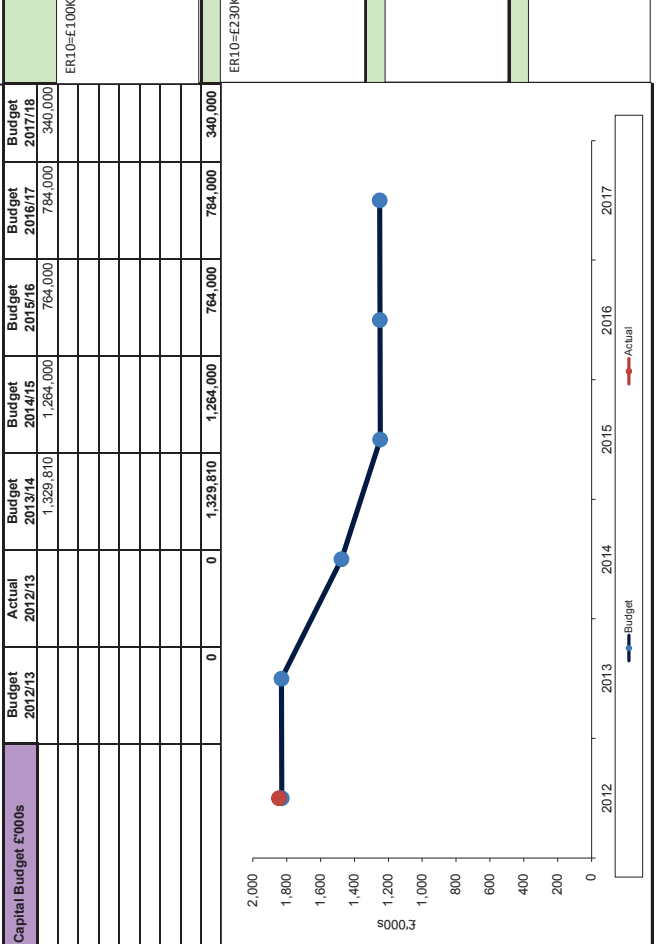
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Project Details: This is to ensure Building Control is more commercial aware in a more competitive market.	2013-14	Commercialisation of Building Control	3	2	6
End date		2014-15				
Project 2	Project Title: Project Details: This is introducing mobile and home working to the teams.	2014-15	Mobile/Home working	2	2	4
End date		2014-15				
Project 3	Project Title: Project Details: Introduction of CLL IT system, either M3 or bespoke bolt on.	2014-3	Select one major outcome	3	2	6
End date		2014-5				
Project 4	Project Title: Project Details:		Select one major outcome			0
End date						
Project 5	Project Title: Project Details:		Select one major outcome			0
End date						
Project 6	Project Title: Project Details:		Select one major outcome			0
End date						
Project 7	Project Title: Project Details:		Select one major outcome			0
End date						
Project 8	Project Title: Project Details:		Select one major outcome			0
End date						
Project 9	Project Title: Project Details:		Select one major outcome			0
End date						
Project 10	Project Title: Project Details:		Select one major outcome			0
End date						

Environmental Health, Trading Standards & Licensing Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand					Planning Assumptions					The Corporate strategies your service contributes to							
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Total number of food premises	1525	1550	1535	1540	1545	1550	1535	1550	1535	1540	1545	1550	Air Quality Action Plan					
Total number of service requests	7500	7750	8000	8250	8500	8750	8000	8250	8500	8750	9000	8000	Central Government					
License/permit applications	1850	1860	1870	1880	1890	1900	1870	1880	1890	1900	1910	1870	Climate Change Strategy					
Anticipated non-financial resources													Commercial & Trading Standards Delivery					
Staff (FTE)	35	27	20	20	20	20	20	20	20	20	20	20	Crime & Disorder (partnership plan)					

Performance indicator	Performance targets (indicate if % target)												Indicator type	Reporting cycle	Polarity	Main impact if indicator not met
	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18				
% service requests replied in 5 working days	95	90	85	85	85	85	95	90	85	85	85	85	Perception	Monthly	High	Reduced customer service
Income generation by EH/SL	£325,000	£345,000	£345,000	£345,000	£345,000	£350,000	£325,000	£345,000	£345,000	£345,000	£350,000	£350,000	Outcome	Monthly	High	Loss of income
% of inspection category A,B & C food premises	100	95	90	90	90	90	100	95	90	90	90	90	Business critical	Annual	High	Government intervention
No. of underage sales test purchases	240	220	200	200	200	200	240	220	200	200	200	200	Business critical	Quarterly	High	Anti social behaviour
% Data capture from air pollution monitoring sites	90	90	90	90	90	90	90	90	90	90	90	90	Business critical	Quarterly	High	Reduced enforcement
No. of enforcement/improvement notices	200	120	120	120	120	120	200	120	120	120	120	120	Quality	Quarterly	High	Loss of Government grant
% licensing apps processed within 21 days	100	95	90	90	90	90	100	95	90	90	90	90	Business critical	Quarterly	High	Reputational risk
% of food premises rated 2* or above	95	90	90	90	90	90	95	90	90	90	90	90	Outcome	Quarterly	High	Reputational risk



DEPARTMENTAL BUDGET AND RESOURCES	Budget						Budget						Budget						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
Revenue £'000s	1,829	1,846	1,831	1,477	1,248	1,251	1,829	1,846	1,831	1,477	1,248	1,251	1,829	1,846	1,831	1,477	1,248	1,251	
Expenditure	2,222	2,657	2,242	1,824	1,695	1,598	2,222	2,657	2,242	1,824	1,695	1,598	2,222	2,657	2,242	1,824	1,695	1,598	
Government grants	11	312	0	411	347	347	11	312	0	411	347	347	11	312	0	411	347	347	
Reimbursements	65	142	65	3	3	3	65	142	65	3	3	3	65	142	65	3	3	3	
Customer & client receipts	317	403	346	344	344	344	317	403	346	344	344	344	317	403	346	344	344	344	
Recharges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Reserves	0	-46	0	0	0	0	0	-46	0	0	0	0	0	0	0	0	0	0	
Capital Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Council Funded Net Budget	1,829	1,846	1,831	1,477	1,248	1,251	1,829	1,846	1,831	1,477	1,248	1,251	1,829	1,846	1,831	1,477	1,248	1,251	
Capital Budget £'000s																			
Budget 2012/13	1,329,810	1,329,810	1,264,000	764,000	764,000	764,000	1,329,810	1,329,810	1,264,000	764,000	764,000	764,000	1,329,810	1,329,810	1,264,000	764,000	764,000	764,000	764,000
Budget 2013/14																			
Budget 2014/15																			
Budget 2015/16																			
Budget 2016/17																			
Budget 2017/18																			
Actual 2012/13	0	0	0	1,329,810	1,264,000	764,000	0	0	0	1,329,810	1,264,000	764,000	0	0	0	1,329,810	1,264,000	764,000	764,000
Actual 2013/14																			
Actual 2014/15																			
Actual 2015/16																			
Actual 2016/17																			
Actual 2017/18																			
Summary of major budget etc. changes	2014/15																		
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DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

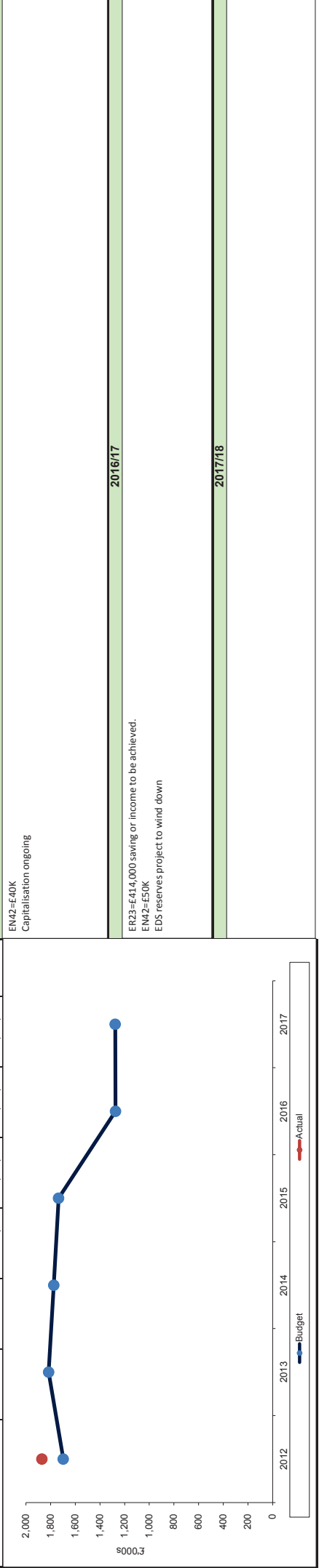
Environmental Health, Trading Standards & Licensing

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Development of shared 'regulatory' service		To meet budget savings				0
Project 1	Project Title:					
Start date	Project Details:					
End date						
2012						
2014						
Project 2	Project Title:	Implementation of 'Flexible Working' across section				0
Start date	Project Details:					
End date						
2014						
2015						
Project 3	Project Title:	Roll-out of London-wide 'Feeding Stuffs' Protocol				0
Start date	Project Details:					
End date						
2014						
2015						
Project 4	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'				0
Start date	Project Details:					
End date						
2014						
2015						
Project 5	Project Title:	Launch 'Healthier Workplace Commitment' with Public Health England				0
Start date	Project Details:					
End date						
2014						
2015						
Project 6	Project Title:	Investigation of contaminated land at Marlowe Square				0
Start date	Project Details:					
End date						
2013						
2015						
Project 7	Project Title:	Improve Air Quality in Willow Lane Industrial Estate				0
Start date	Project Details:					
End date						
Project 8	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 9	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						
Project 10	Project Title:	Select one major outcome				0
Start date	Project Details:					
End date						

Future Merton		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2014/15	2015/16	2016/17	2017/18
Enter a brief description of your main activities and objectives below		Population		206,038		211,569		206,822		216,806	
To deliver the council's regeneration plans, prioritising areas for regeneration and investment and to:		Actual businesses in borough		7,500		7,900		7,700		8,100	
<ul style="list-style-type: none"> develop new spatial planning policies to support regeneration objectives develop site assembly requirements to support regeneration and development develop sustainable development policies to support Merton's commitment to carbon reduction develop urban design frameworks to support regeneration and increase design quality in the borough deliver projects as set out in our Economic Development and Climate Change Strategies and the Regeneration Delivery Plan attract developer and inward investment, public sector funding and support to deliver our regeneration. 		Planning / Regen caseload									
<ul style="list-style-type: none"> to develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm deliver regeneration projects in Mitcham and Colliers Wood using the Mayor of London's Funding adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (11M0). Lead on Major Planning Developments (AFC Wimbledon / YMCA / Colliers Wood Tower) LBM lead on emerging estate regeneration proposals in partnership with Circle MPH 		Anticipated non financial resources		2012/13		2013/14		2014/15		2015/16	
		Staff (FTE)		24		24		23		23	
		Select anticipated resources									
		Select anticipated resources									
		Select anticipated resources									
		Performance indicator									
		New homes target (number per year)		370		320		411		411	
		Town centre vacancy rate (% of units vacant)		12		10		10		9	
		Lic. made share for walking + cycling (% inc from 35-40% base 2012)		0.00		0.40		0.2		0.2	
		Emissions reduction from buildings (% from 2009 baseline)		4.0		6.5		9.0		11.5	
		Reduction in KS1's road traffic accidents (Number of incidents)		56		54		44		39	
		Modal increase in cycling (% increase)		2		3		4		5	
		Number of new jobs created through EDS&SAP		New		150		300		450	
		Number of new jobs created, number that are apprentices		New		40		60		80	
		Number of new businesses created as part of EDS/MSSS (Cumulative)		New		50		100		200	

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Expenditure	2,927	3,140	3,198	2,681	2,683	2,271	2,273					
Employees	1,104	1,157	1,015	1,015	1,015	601	601					
Premises	126	275	289	270	270	270	270					
Transport	6	3	9	9	9	9	9					
Supplies & Services	719	610	509	509	509	509	509					
3rd party payments	555	644	751	393	395	397	399					
Transfer payments	0	0	0	0	0	0	0					
Support services	344	378	363	363	363	363	363					
Depreciation	73	73	73	122	122	122	122					
Revenue £'000s	Budget 2012/13		Budget 2013/14		Budget 2014/15		Budget 2015/16		Budget 2016/17		Budget 2017/18	
	1,239		1,269		907		947		997		997	
Government grants	218		0		0		0		0		0	
Reimbursements	691		118		98		98		98		98	
Customer & client receipts	272		362		306		346		396		396	
Recharges	0		0		0		0		0		0	
Reserves	48		958		505		505		505		505	
Capital Funded	1,688		1,871		1,774		1,736		1,274		1,276	
Capital Budget £'000s	Budget 2012/13		Budget 2013/14		Budget 2014/15		Budget 2015/16		Budget 2016/17		Budget 2017/18	
	829,860		829,860		4,280,860		1,378,000		1,037,000			
Regeneration Partnerships			74,080									
Plans and Projects												
	0		0		903,750		1,378,000		1,037,000		0	

Summary of major budget etc changes		2014/15	2015/16	2016/17	2017/18
EN41=£40K	Rediscover Mitcham and Colliers Wood MRF Capital Spend to increase HPDGC possibly deployed to increase staff (off revenue) or achieve savings.				
EN43=£60K	Potential capital investment for Mini-Hollands - new cycle team				
	Greater income from Pre-Application charging				
EN42=£40K	Capitalisation ongoing				
ER23=£414,000	saving or income to be achieved.				
EN42=£50K					
EDS	reserves project to wind down				



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

Future Merton

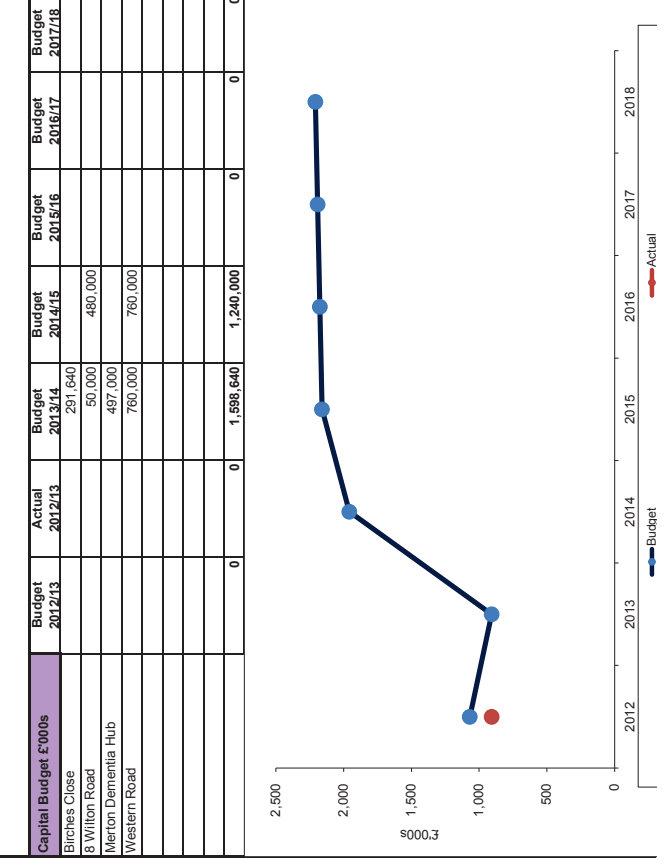
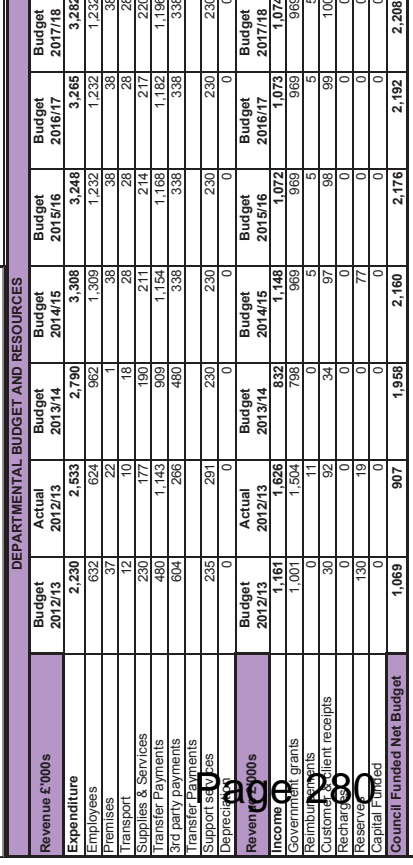
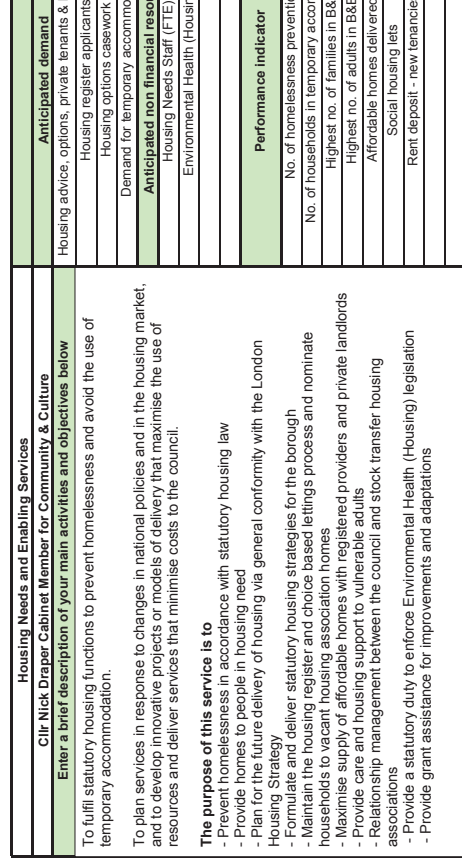
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Morden station planning brief, Morden public realm and Master Plan	Income generation				
Start date	2012	Work in Partnership with TfL to bring forward the redevelopment of Morden Station for a mixed use, retail led scheme to reinvigorate Morden Town Centre. This will feed into the wider masterplan and public realm improvements for the town centre		3	2	6
End date	2017					
Project 2	Project Title: Rediscover Mitcham	Improved resident well being				
Start date	2012	Revitalising Mitcham Fair Green and surrounding streets by investing in the public realm, local businesses, and transport proposals, working closely with local residents, the business community, Heritage Lottery Fund and Transport for London.		2	2	4
End date	2016					
Project 3	Project Title: Colliers Wood / South Wimbledon Planning Framework	Income generation				
Start date	2014	Work with stakeholders to facilitate the regeneration of Colliers Wood / South Wimbledon Development Framework (through the preparation of a masterplan, development control and delivery of new, more sustainable homes)		4	2	8
End date	2019					
Project 4	Project Title: Wimbledon Greyhound Stadium	Improved efficiency of investment into the borough and make it a more attractive place to live and work				
Start date	2011	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>		3	2	6
End date	2016					
Project 5	Project Title: Invest to save: energy efficiency and generation in Merton	Income generation				
Start date	2014	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		2	2	4
End date	2018					
Project 6	Project Title: Destination Wimbledon continued - Crossrail2 and tramlink	Improved efficiency of investment into the borough and make it a more attractive place to live and work				
Start date	2014	Working with businesses, government, Network Rail and Transport for London on town centre revitalisation and public realm improvements in the context of the changes to central Wimbledon arising from Crossrail2, the improved tram service and site investment.		2	2	4
End date	2022					
Project 7	Project Title: Raynes Park Enhancement Plan continued	Improved resident well being				
Start date	2010	Working with the local business and residents community to continue the Raynes Park Enhancement Plan, including improvements to the public realm on the south side of the station		2	2	4
End date	2018					
Project 8	Project Title: EDS Merton Business Support Service	Improved economic resilience, supporting jobs and business growth				
Start date	2012	The authority to assist businesses through the current financial difficulties where possible		2	1	2
End date	2015					
Project 9	Project Title: Smarter travel: road safety	Improved resident well being				
Start date		Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.		2	2	4
End date						
Project 10	Project Title: Greening business	Improved economic resilience, supporting jobs and business growth				
Start date		Running various programmes in collaboration with Merton Chamber of Commerce, government, the Mayor of London and other business groups to assist businesses in reducing their electricity, gas and water bills and saving carbon		2	1	2
End date						

Housing Needs and Enabling Services	Planning Assumptions								The Corporate strategies your service contributes to	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2017/18	2018/19
Cllr Nick Draper Cabinet Member for Community & Culture Enter a brief description of your main activities and objectives below To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation. To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council. The purpose of this service is to - Prevent homelessness in accordance with statutory housing law - Provide homes to people in housing need - Plan for the future delivery of housing via general conformity with the London Housing Strategy - Formulate and deliver statutory housing strategies for the borough - Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes - Maximise supply of affordable homes with registered providers and private landlords - Provide care and housing support to vulnerable adults - Relationship management between the council and stock transfer housing associations - Provide a statutory duty to enforce Environmental Health (Housing) legislation - Provide grant assistance for improvements and adaptations	Anticipated demand Housing advice, options, private tenants & landlords advice Housing register applicants Housing options casework Demand for temporary accommodation Anticipated non financial resources Housing Needs Staff (FTE) Environmental Health (Housing)								Homelessness Strategy Housing Strategy	
	11500	10500	10500	10500	11500	11500	11500	11500	10500	11500
	8250	7000	7900	8850	7750	8700	8700	8850	7750	8700
	1200	1350	1100	1100	1250	1250	1250	1100	1250	1250
	275	275	275	300	300	300	300	300	300	300
	25.5	26.5	26.5	24.5	24.5	23.5	23.5	24.5	24.5	23.5
	0	0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0

Performance Indicator	Performance targets (indicate if % target)							Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2018/19(E)				
No. of homelessness preventions	525	550	550	550	550	550	550	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation	87	100	100	100	100	100	100	Low	Monthly	Business critical	Increased costs
Highest no. of families in ERB	7	7	7	7	7	7	7	Low	Monthly	Business critical	Increased costs
Affordable homes delivered	120	150	70	40	80	30	30	High	Annual	Business critical	Reputational risk
Social housing lets	420	450	410	370	390	380	380	High	Quarterly	Outcome	Increased waiting times
Rent deposit - new tenancies	125	90	90	90	90	90	90	High	Annual	Outcome	Increased waiting times

Revenue £'000s	DEPARTMENTAL BUDGET AND RESOURCES									
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	2,230	2,633	2,790	3,308	3,248	3,265	3,282			
Employees	632	624	962	1,309	1,232	1,232	1,232			
Premises	37	22	1	38	38	38	38			
Transport	12	10	18	28	28	28	28			
Supplies & Services	230	177	190	211	214	217	220			
Transfer Payments	480	1,143	909	1,154	1,168	1,182	1,196			
3rd party payments	604	266	480	338	338	338	338			
Transfer Payments	235	291	230	230	230	230	230			
Support services	0	0	0	0	0	0	0			
Depreciation	0	0	0	0	0	0	0			
Revenue £'000s	1,161	1,626	1,448	1,148	1,072	1,073	1,074			
Government grants	1,001	1,504	798	869	862	862	862			
Reimbursements	0	0	0	0	0	0	0			
Customer & client receipts	30	92	34	97	98	99	100			
Recharges	0	0	0	0	0	0	0			
Reserves	130	19	0	77	0	0	0			
Capital Funded	0	0	0	0	0	0	0			
Council Funded Net Budget	1,069	907	1,958	2,160	2,176	2,192	2,208			

Capital Budget £'000s	Summary of major budget etc. changes									
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Birches Close			261,640	480,000						
8 Wilton Road			50,000	487,000						
Merton Dementia Hub			760,000	760,000						
Western Road										
	0	0	1,958,640	1,240,000	0	0	0	0	0	0



Transfer of DFG budget from EBR £270k Savings - £92k

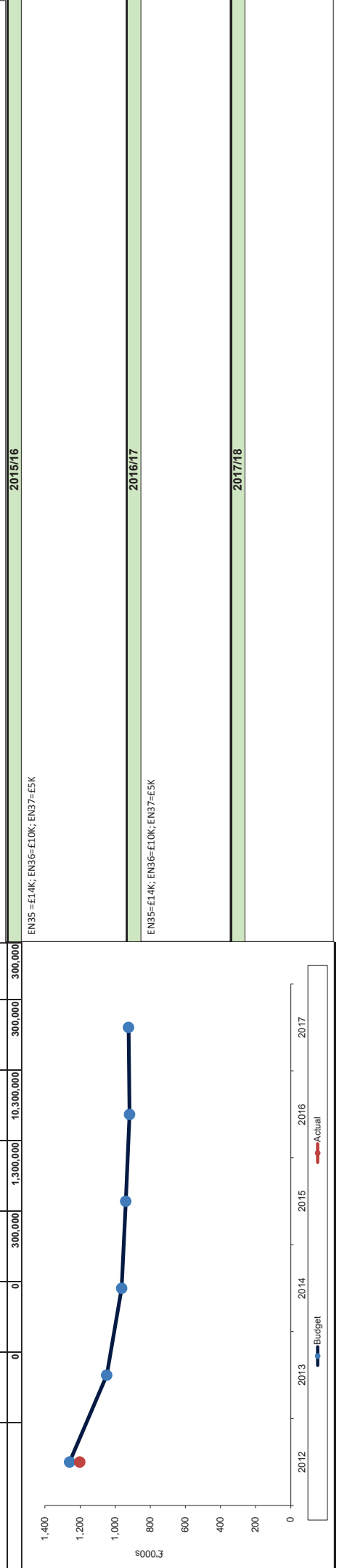
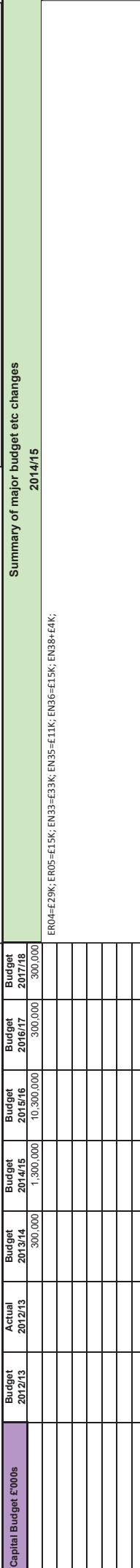
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Housing Needs and Enabling Services

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Shared lives optimisation		To meet budget savings		3	3	9
Project 1	Project Title: Optimise the use of Shared Lives thereby reducing the placements in residential care and associated spend by £350k each year for three years (total cost reduction of £1050k to Adult Social Care budget).					
Start date	2013-14					
End date	2014-15					
Deliver on-line self-assessment tools		More efficient way of working		3	1	3
Project 2	Project Title: Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre-assessment.					
Start date	2014-15					
End date	2014-15					
Maximise use of private rented sector		More efficient way of working		2	2	4
Project 3	Project Title: 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.					
Start date	2013-14					
End date	2017-18					
Integrate Environmental Health (Housing)		More efficient way of working		1	3	3
Project 4	Project Title: Integrate Environmental Health (Housing) into Community & Housing and develop a suite of performance indicators.					
Start date	2014-15					
End date	2014-15					
Review Housing Register and Nominations Policy		More efficient way of working		1	1	1
Project 5	Project Title: Review Housing Register and Nominations Policy.					
Start date	2014-15					
End date	2014-15					
Feasibility Study: Social Enterprise Private Lettings Agency		More efficient way of working		3	1	3
Project 6	Project Title: Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.					
Start date	2014-15					
End date	2015-16					
DFG Process Review		More efficient way of working		1	3	3
Project 7	Project Title: Review process for the administration of the Disabled Facilities Grant (DFG).					
Start date	2014-15					
End date	2014-15					
Welfare Reform Mitigation		Improved resident well being		1	2	2
Project 8	Project Title: Contact households in the borough affected by the Benefits Cap and determine impact on homelessness and seek to prevent homelessness by working proactively to mitigate the effects.					
Start date	2013-14					
End date	2014-15					
Select one major outcome		Select one major outcome				0
Project 9	Project Title: Select one major outcome					
Start date						
End date						
Select one major outcome		Select one major outcome				0
Project 10	Project Title: Select one major outcome					
Start date						
End date						

Leisure & Cultural Development	Planning Assumptions				The Corporate strategies your service contributes to			
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2016/17	2017/18
Cllr Nick Draper Cabinet Member for Community & Culture								
Enter a brief description of your main activities and objectives below								
Engage local people in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events available on offer in the borough - thus creating a universal culture and sport offer.								
Implement Merton's new Culture & Sport Framework and promote this methodology as best practice across Merton and the Culture and Sport sector more widely.								
Build a new Multi-use Games Area at the Canons, and redevelop tennis courts at St.Marks Academy								
Build a replacement Morden Park Pool and plan for a replacement Wimbledon Park Watersports Centre. Complete the development of the BMX track and transfer to St.Marks Academy.								
Deliver Merton's contribution to major sports, arts & cultural events.								
Manage Leisure Centres & Wimbledon Theatre contracts, one public hall, a water sports centre, BMX track and all of the booking functions (pitch hire, cemenites, allotments, activity programmes; pavilions; hall, etc). We will also contribute towards the new Health and Well-being duties.								
Over the next four years we will transform our services by:								
• using improved technology especially in the area of online bookings, self-service, communications and sales & marketing								
• making the watersports centre technologically operational								
• deliver grants, commissions and raising funds in partnership and in accordance with the Culture & Sport Framework								
• renegotiate the leisure centre contract								
• Sport Framework								
• reducing costs, increase income and be more cost effective.								
Anticipated demand	Population	203,247	206,038	208,822	211,569	214,229	216,806	
	Number of Children & Young People aged 8-17 in west of borough							
	Population of most disadvantaged wards							
Anticipated non financial resources	Staff (FTE)	17.77	15.3	15.3	15.3	15.3	15.3	
	Accommodation	7	7	7	7	7	7	
	Voluntary Services	20	20	20	20	20	20	
	Staff seasonal	30	30	30	30	30	30	
Performance indicator								
	Income generated £ - Merton Active Plus	52,000	40,000	46,000	61,000	66,000	67,650	Business critical
	Income £ from Watersports Centre	358,960	375,660	392,460	402,460	412,460	422,770	Output
	Income £ from Morden Assembly Hall	17,230	20,230	24,230	26,550	28,550	29,260	Output
	14-25 yr old Fitness Centre Participation at leisure centres	56,350	57,480	90,000	95,000	100,000	100,000	Output
	External funding £ - Capital & Revenue	250,000	100,000	100,000	100,000	100,000	100,000	Business critical
	% of residents rating Leisure & sports facilities Good to Excellent	48.0	48.5	49.0	49.5	50.0	50.5	Outcome

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Performance targets (indicate if % target)				Main impact if indicator not met
								2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	
Expenditure	2,899	2,297	2,025	1,995	2,001	2,008	2,014					
Employees	837	827	690	695	687	690	692					
Premises	12	46	27	22	22	22	22					
Transport	11	8	11	8	8	8	8					
Supplies & Services	908	388	343	288	288	288	288					
3rd party payments	194	248	244	286	290	294	298					
Transfer Payments	8	2	10	5	5	5	5					
Support services	450	344	268	268	268	268	268					
Depreciation	479	430	430	433	433	433	433					
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18					
Government grants	1,640	1,095	977	1,032	1,061	1,090	1,090					
Reimbursements	11	7	0	0	0	0	0					
Customer & client receipts	560	312	43	36	41	46	46					
Recharges	448	454	500	569	593	617	617					
Reserves	621	329	427	427	427	427	427					
Capital Funded	0	0	0	0	0	0	0					
Council Funded Net Budget	1,259	1,202	1,048	963	940	918	924					
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18					
	0	0	300,000	1,300,000	10,300,000	300,000	300,000					

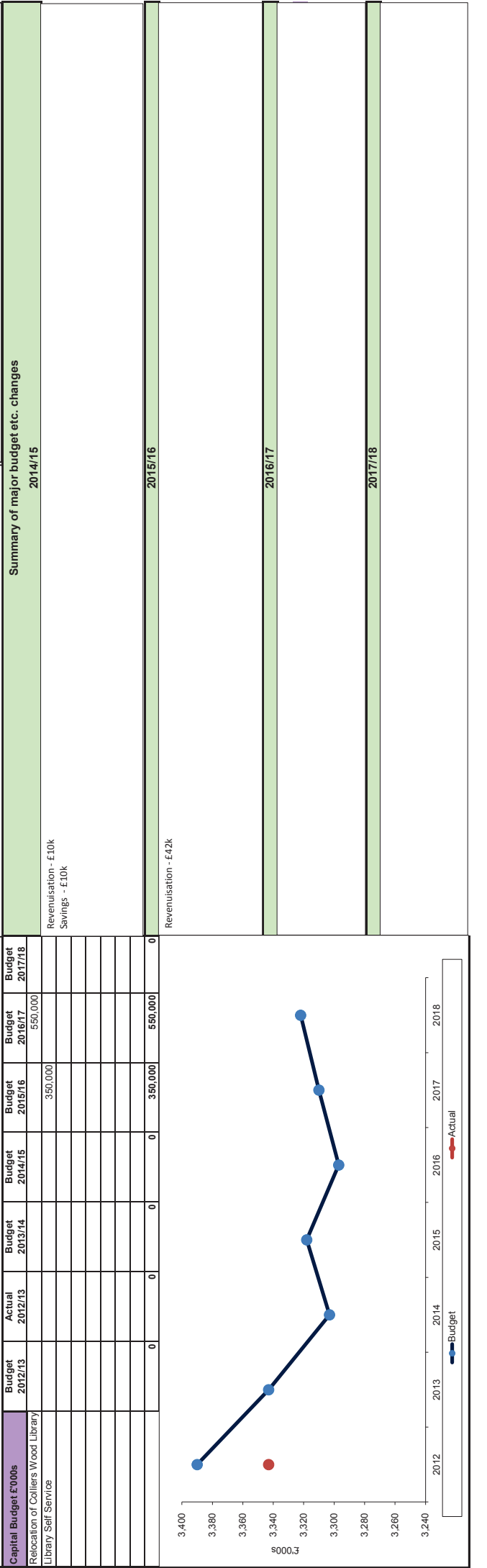
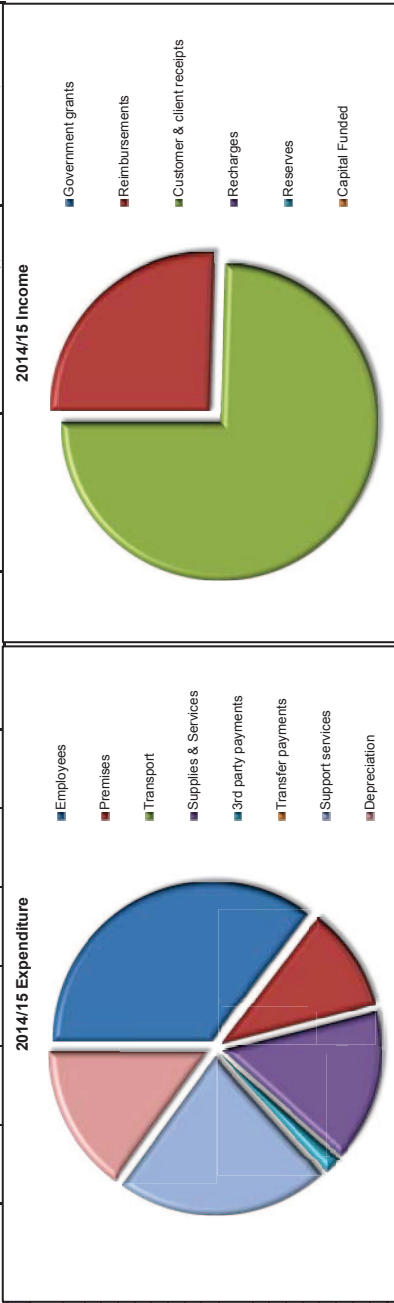


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Leisure & Cultural Development

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME	Likelihood	Risk Impact	Score
Project 1	Project Title: Increasing participation in culture, sport and physical activity	Improved resident well being			
Start date	2014	Develop with partners joint community programmes in the east of the borough in accordance with the Culture & Sport Framework	2	2	4
End date	2016-17				
Project 2	Project Title: Increasing participation & engagement in the arts, cultural and well-being activities	Improved resident well being			
Start date	2014	Develop and deliver in partnership with others projects and programmes which celebrate and commemorate local, national and international events.	2	2	4
End date	2016-17				
Project 3	Project Title: Leisure Centres Contract	To meet budget savings			
Start date	2014	Renegotiate the Leisure Centres Contract to generate savings	2	2	4
End date	2016-17				
Project 4	Project Title: Morden Park Pool & Wimbledon Park Watersports Centre	Improved resident well being			
Start date	2014	Deliver a replacement Morden Park Pools and create a business case to replace the existing Wimbledon Park Watersports Centre.	4	2	8
End date	2017-18				
Project 5	Project Title: Implementation of Online Leisure & Cultural Bookings	More efficient way of working			
Start date	2012	Implement the Mango online booking system for pitch, halls, pavilions, courses, events and activities. Working with IT and other service beneficiaries for a whole council approach.	2	2	4
End date	2015-16				
Project 6	Project Title: Commercialisation of Culture & Sport Activities, Projects and Programmes	To meet budget savings			
Start date	2012	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. Also move the work of the team to cover two distinct strands of commercial and community activities.	2	2	4
End date	2016-17				
Project 7	Project Title: St Mark's Academy School - Community Use	Improved resident well being			
Start date	2012	Work with St Mark's Academy School to develop a community leisure facility increasing community use and transferring the management of the BMX track to the school.	2	1	2
End date	2016-17				
Project 8	Project Title: Cultural Framework Implementation	Improved resident well being			
Start date	2012	Launch Cultural Framework and commence delivery within that Framework.	2	1	2
End date	2015-6				
Project 9	Project Title: Develop the boroughs involvement in Ride London	Improved reputation			
Start date	2012	Deliver and develop Merton's contribution to the Ride London Event as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and required	2	2	4
End date	2016-17				
Project 10	Project Title: External Funding & Inward Investment Opportunities	Income generation			
Start date	2012	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs.	2	1	2
End date	2016-17				

Libraries		Planning Assumptions							The Corporate strategies your service contributes to							
Cllr Nick Draper Cabinet Member for Community & Culture		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2015/16	2016/17	2017/18						
Enter a brief description of your main activities and objectives below		54,000	54,000	54,500	55,000	56,000	56,000	55,000	56,000	56,000	Community Plan					
The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the needs of adults and children' according to the Public Libraries and Museums Act 1964.		100,000.00	105,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00	Corp Equality Scheme					
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.		120,000	125,000	130,000	135,000	135,000	135,000	135,000	135,000	135,000	Customer Services Strategy					
Certain aspects of the service must be provided for free: Free lending of books Free access to information Free library membership		1,100,000	1,150,000	1,150,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,210,000	Voluntary Sector Strategy					
The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction levels.		Anticipated demand	Anticipated demand	Anticipated demand	Anticipated demand	Anticipated demand	Anticipated demand	Anticipated demand	Anticipated demand	Anticipated demand	Anticipated demand	Performance Management Framework				
		Active users	Active users	Active users	Active users	Active users	Active users	Active users	Active users	Active users	Performance Management Framework					
		Stock issues	Stock issues	Stock issues	Stock issues	Stock issues	Stock issues	Stock issues	Stock issues	Stock issues	ICT Policy					
		Registered members	Registered members	Registered members	Registered members	Registered members	Registered members	Registered members	Registered members	Registered members	Performance Management Framework					
		Visitor figures	Visitor figures	Visitor figures	Visitor figures	Visitor figures	Visitor figures	Visitor figures	Visitor figures	Visitor figures	Workforce Development Plan					
		Staff (FTE)	Staff (FTE)	Staff (FTE)	Staff (FTE)	Staff (FTE)	Staff (FTE)	Staff (FTE)	Staff (FTE)	Staff (FTE)	Asset Management Plan					
		Accommodation (Libraries)	Accommodation (Libraries)	Accommodation (Libraries)	Accommodation (Libraries)	Accommodation (Libraries)	Accommodation (Libraries)	Accommodation (Libraries)	Accommodation (Libraries)	Accommodation (Libraries)						
		Equipment (PC's)	Equipment (PC's)	Equipment (PC's)	Equipment (PC's)	Equipment (PC's)	Equipment (PC's)	Equipment (PC's)	Equipment (PC's)	Equipment (PC's)						
		Performance indicator		Performance targets (indicate if % target)		Performance targets (indicate if % target)		Performance targets (indicate if % target)		Performance targets (indicate if % target)		Main impact if indicator not met				
		No. of visitors accessing the library service online		2012/13(A)		2013/14(A)		2014/15(A)		2015/16(A)		2016/17(A)		2017/18(A)		
		Active users		95,000	110,000	115,000	125,000	135,000	150,000	High	High	High	High	High	High	Business critical
		% self service usage for stock transactions		54,000	54,000	54,500	55,000	56,000	56,000	High	High	High	High	High	High	Business critical
		Active volunteers in libraries		95	95	95	95	95	95	High	High	High	High	High	High	Outcome
		Maintain income		143	180	180	180	180	180	High	High	High	High	High	High	Business critical
		Partnership numbers		£282,570	£282,570	£282,570	£292,570	£292,570	£292,570	High	High	High	High	High	High	Unit cost
		% customer satisfaction (ARS)		20	25	30	30	30	30	High	High	High	High	High	High	Quality
				78	78	78	78	78	78	High	High	High	High	High	High	Outcome
				Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select indicator type
				Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select indicator type

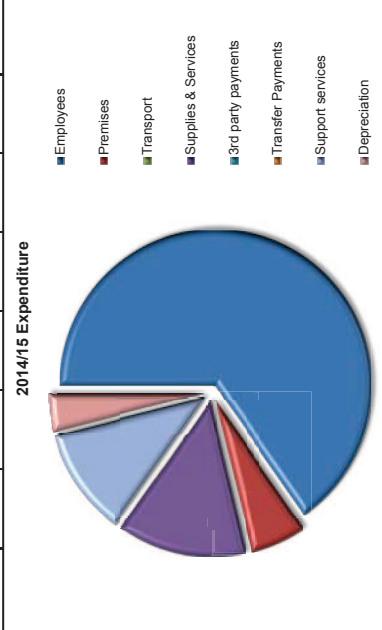
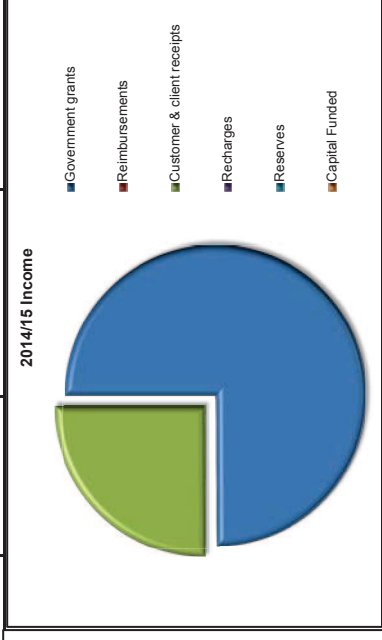


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Libraries

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	E-communications Strategy Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Issue a quarterly customer e-newsletter; 3. Develop a library application for mobile phones; 4. Continue to develop library website.	Project Title: Project Details	More efficient way of working	2	2	4
Start date 2013-14 End date 2015-16						
Project 2	Heritage Project Monitor the Heritage Strategy and deliver expected outcomes. Complete Heritage Lottery Funded digitation project 'Merton Memories' and launch new heritage website. Increase income from heritage services by providing online sales facilities.	Project Title: Project Details	Improved customer satisfaction	2	2	4
Start date 2013-14 End date 2015-16						
Project 3	Stock efficiency program Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2014/15 and 2015/16. Maximise usage of e-resources.	Project Title: Project Details	Select one major outcome	2	1	2
Start date 2013-14 End date 2015-16						
Project 4	Children & Young People's projects 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.	Project Title: Project Details	Improved resident well being	2	2	4
Start date 2013-14 End date 2016-17						
Project 5	Outreach and Community Engagement plan Deliver an annual outreach plan to increase usage of libraries. Run the Public Library User Surveys (PLUS) annually. Conduct research and engagement work with under represented groups and shape services accordingly.	Project Title: Project Details	Improved customer satisfaction	2	2	4
Start date 2013-14 End date 2016-17						
Project 6	IT Projects Re-tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system.	Project Title: Project Details	Improved customer satisfaction	3	2	6
Start date 2013-14 End date 2017-18						
Project 7	Assisted digital support Increase volunteer numbers and skills in supporting customers with more complex IT needs. Increase partnership numbers to support the assisted digital agenda and link in with other council and partner services. Complete staff IT skills analysis and put development plans in place.	Project Title: Project Details	Improved resident well being	2	1	2
Start date 2013-14 End date 2015-16						
Project 8	Security services contract Re-tender of contract and on-going monitoring of current performance against contract.	Project Title: Project Details	More efficient way of working	3	2	6
Start date 2015-16 End date 2015-16						
Project 9	Library redevelopments Progress redevelopment plans where highlighted in Sites & Policies Development Plan. Investigate co-location opportunities with other council services and partners.	Project Title: Project Details	Improved customer satisfaction	3	2	6
Start date 2013-14 End date 2016-17						
Project 10	London Libraries Consortium Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.	Project Title: Project Details	More efficient way of working	3	2	6
Start date 2013-14 Projects 2017-18						

Merton Adult Education		Planning Assumptions						The Corporate strategies your service contributes to	
Cllr Martin Whetton Cabinet Member for Education		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
Enter a brief description of your main activities and objectives below		1000	1000	1000	1000	1000	1000	Medium Term Financial Strategy	
Our vision is to enrich lives through learning and our mission is to provide high quality qualification and personal development learning responsive to the diverse needs of our communities. It is our ambition for Merton Adult Education to become an innovator and the college of choice for our community.		3000	3000	3000	3000	3000	3001	Community Plan	
We are committed to providing the best learning experience for our students, deliver an 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.		New	300	500	600	600	601		
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. The course offer is developed in response to both government priority targets and responding to emerging local needs. A range of courses are delivered within the following departments, English and Maths, ESOL, IT, Mind and Body, Early Years, Foreign Languages, NEET, Family Learning, Neighbourhood Learning for Deprived Communities, Fitness, Art and Craft and Employability.		154	148	146	146	146	147		
Performance indicator		2012/13(A)	2013/14(A)	2014/15(A)	2015/16(A)	2016/17(A)	2017/18(A)	Main impact if indicator not met	
Number of accredited learners		1000	1000	1000	1000	1000	1000	Business critical	
No. of personal development learners		3000	3000	3000	3000	3000	3000	Business critical	
% achievement rate		95%	96%	96%	96%	96%	96%	Loss of income	
% retention rate		87%	87%	88%	88%	88%	88%	Government intervention	
% success rate		83%	83%	84%	84%	84%	84%	Government intervention	
Income target		612890	732890	732890	732890	732890	732890	Loss of income	
Number of commercial learners		300	500	600	600	600	600	Loss of income	



DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Budget		Budget		Budget		Budget		Budget	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16
2,994	2,698	2,673	2,615	2,508	2,507	2,514				
1,758	1,832	1,813	1,647	1,633	1,625	1,625				
164	164	141	145	147	149	151				
351	352	334	337	342	347	352				
0	0	0	0	0	0	0				
232	230	286	286	286	286	286				
86	96	96	97	97	97	97				
2,384	2,464	2,500	2,500	2,500	2,500	2,500				
1,873	1,889	1,873	1,873	1,873	1,873	1,873				
3	6	3	0	0	0	0				
564	569	624	627	627	627	627				
0	0	0	0	0	0	0				
0	0	0	0	0	0	0				
210	234	173	15	8	7	14				

Summary of major budget etc changes

2014/15

£176k 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

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 notice

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

Income and saving targets difficult to achieve due to the college received funding from an external source, allocations are awarded annually further reductions will impact on being able to meet saving targets.

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

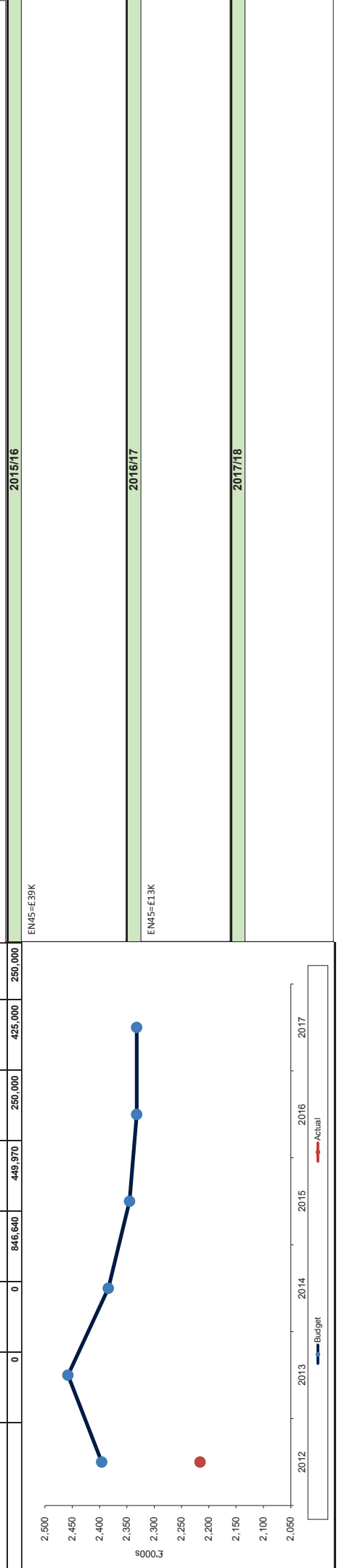
Merton Adult Education

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Introduction of New 24+ Loans Devise and implement an awareness raising campaign to promote the take up of the new 25+ Advanced Loans	Project Title:	To meet legislative requirements	3	2	6
Start date		01/09/2013				
End date	31/07/2014	Project Details:				
Project 2	MAE Commercial Business Plan 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	Project Title:	Income generation	3	2	6
Start date		01/01/2014				
End date	31/12/2015	Project Details:				
Project 3	Widening Participation in Learning Update and implement the college widening participation strategy focused on increasing participation amongst disadvantaged localities within the borough.	Project Title:	Improved resident well being	2	1	2
Start date		01/09/2013				
End date	31/07/2015	Project Details:				
Project 4	Accommodation Strategy 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	Project Title:	To meet legislative requirements	3	2	6
Start date		01/01/2014				
End date	31/07/2015	Project Details:				
Project 5	Virtual Learning Environment Strategy Outline a robust VLE model and implement a range of programmes and services via this medium	Project Title:	More efficient way of working	2	1	2
Start date		01/01/2014				
End date	30/08/2014	Project Details:				
Project 6	Increase the use of the E Learning Portal Moodle 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	Project Title:	More efficient way of working	2	1	2
Start date		01/10/2014				
End date	31/07/2015	Project Details:				
Project 7	Adult Skills and Employability Scrutiny Action Plan Implementation Implement the key skills and employability elements of the scrutiny action plan	Project Title:	More efficient way of working	2	1	2
Start date		01/11/2013				
End date	31/03/2016	Project Details:				
Project 8	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 9	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 10	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				

Parks and Green Spaces	Planning Assumptions					2017/18	The Corporate strategies your service contributes to
	2012/13	2013/14	2014/15	2015/16	2016/17		
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration							
Enter a brief description of your main activities and objectives below							
The service manages, maintains and develops Merton's parks & open spaces including the management of a cemetery service, and a varied programme of events from small community to large commercial ones. There are currently in excess of 100 separate sites. The team also manages allotments and works with allotment societies to assist them self-manage wherever possible. The service is becoming increasingly efficient and commercial in the way it manages its sports and other lettings and is moving to a position where community groups and organisations contribute directly to front-line delivery, including self-management of assets. The current TOM transformation process will emphasise and further embed these principles.							
Objectives:							
The team's primary objectives in the forthcoming years include the following principal tasks:							
<ul style="list-style-type: none"> • increasing income • maintaining and improving service standards and performance • securing investment and delivering improvements to open spaces facilities • encouraging and facilitating community self-management of sites and facilities • providing project management, support and/or advice on the development and delivery of major open space construction and redevelopment projects • implementation of agreed TOM transformation process outcomes 							
Anticipated demand							
Increased sport pitch demand	3%	2%	1%	1%	1%	1%	Open Spaces Strategy
Attendance at major community outdoor events (No. of people)	40,000	50,000	50,000	55,000	55,000	60,000	Children & Young person's Plan
Number of burials at LBM cemeteries		200	200	200	200	200	Cultural Strategy
Anticipated non financial resources							London wide strategy
Staff (FTE)	73	69.5	74	75	75	75	Capital Programme
Accommodation units	12	12	11	11	11	11	
Transport vehicles	19	19	19	19	19	19	
Select anticipated resources							
Performance indicator							
Residents % satisfaction with parks & green spaces	70	71	72	73	74	75	Reputational risk
Young peoples % satisfaction with parks & green spaces	69	70	71	72	73	74	Reputational risk
Total LBM cemeteries income £	384,000	443,000	456,000	469,000	484,000	494,000	Loss of income
Total outdoor events income £	289,000	305,000	328,000	341,000	351,000	361,000	Loss of income
Number of Green Flags	5	5	5	5	5	5	Reputational risk
Number of outdoor events in parks	110	120	130	130	130	130	Reputational risk
Increase % income from sports bookings	5	3	3.75	3.75	3.75	3	Loss of income
Volunteer input in parks management (No. of groups)	New	25	30	35	40	45	Business critical

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Expenditure	4,618	5,261	4,745	5,266	5,262	5,262	5,262	5,262	5,262	5,262	5,262	5,262
Employees	2,083	2,153	1,981	2,202	2,202	2,202	2,202	2,202	2,202	2,202	2,202	2,202
Premises	624	612	539	612	715	715	715	715	715	715	715	715
Transport	271	233	217	243	243	243	243	243	243	243	243	243
Supplies & Services	481	457	435	494	490	490	490	490	490	490	490	490
3rd party payments	1	1	7	7	7	7	7	7	7	7	7	7
Transfer payments	1,107	1,712	1,471	1,471	1,471	1,471	1,471	1,471	1,471	1,471	1,471	1,471
Depreciation	98	94	94	85	85	85	85	85	85	85	85	85
Revenue £'000s	2,222	3,045	2,287	2,882	2,917	2,930	2,930	2,930	2,930	2,930	2,930	2,930
Government grants	76	22	53	53	53	53	53	53	53	53	53	53
Reimbursements	225	116	44	48	48	48	48	48	48	48	48	48
Customer & client receipts	1,662	1,649	1,728	2,319	2,354	2,367	2,367	2,367	2,367	2,367	2,367	2,367
Recharges	259	1,140	487	487	487	487	487	487	487	487	487	487
Reserves	0	118	-25	-25	-25	-25	-25	-25	-25	-25	-25	-25
Capital Funded												
Council Funded Net Budget	2,396	2,216	2,458	2,384	2,345	2,332	2,332	2,332	2,332	2,332	2,332	2,332

Summary of major budget etc. changes											
2014/15											
2015/16											
2016/17											
2017/18											
EN45=£39K											
EN45=£39K											
EN45=£13K											
EN45=£13K											



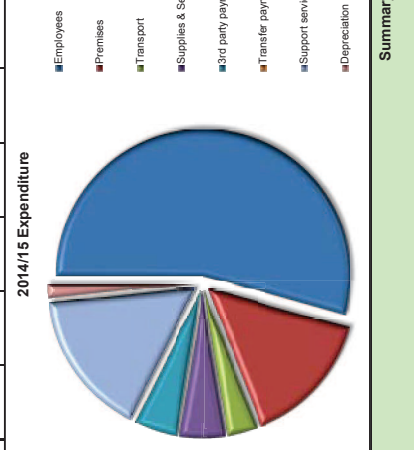
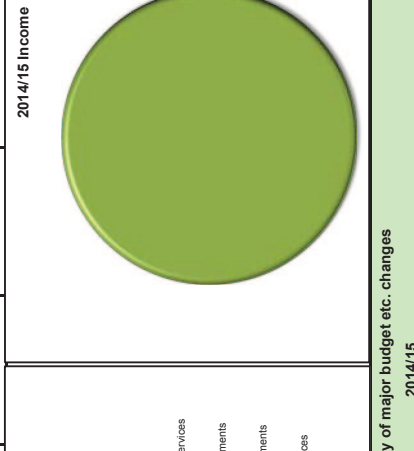
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Parks and Green Spaces

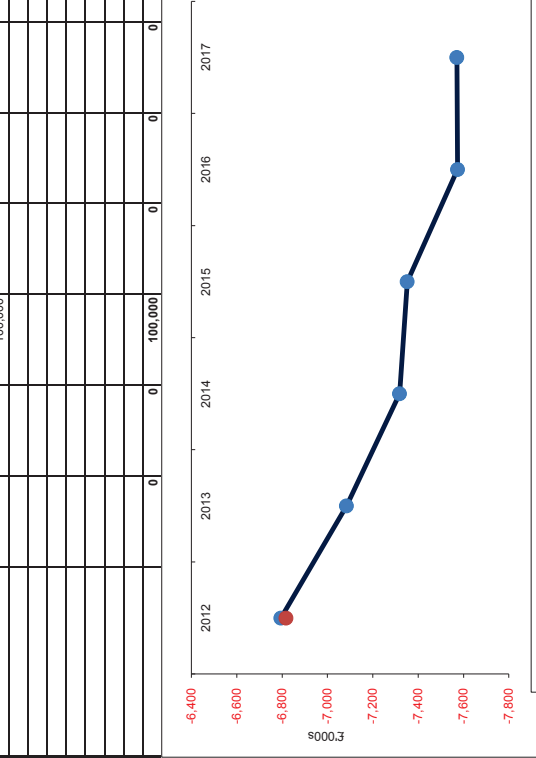
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1		Management of parks & open spaces				
Start date	2012	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups.		2	2	4
End date	Ongoing					
Project 2						0
Start date		Project Title:				
End date		Project Details:				
Project 3		Management of allotments				
Start date	2012	To increase number of allotment sites being managed by local allotment societies through self-management agreements		2	2	4
End date	Ongoing					
Project 4		Management of bowling greens				
Start date	2012	Review and transformation of the current bowls provisions in Merton		2	2	4
End date	Ongoing					
Project 5		Morley Park (development of new open space)				
Start date	2012	To review the management arrangements for the new Morley Park.		3	2	6
End date	31/12/2016					
Project 6		Car parking fees in key parks				
Start date	2012	Introduction of car parking fees in some park's car parks		4	2	8
End date	2015					
Project 7		Commercialisation of grounds and sports services				
Start date	2012	Increased commercialisation of the grounds, sports and other Greenspaces' services		2	2	4
End date	Ongoing					
Project 8		New cemetery extensions				
Start date	2012	Provision of new burial capacity across Merton's cemeteries		2	3	6
End date	31/12/2015					
Project 9		Development of new sporting hub at Joseph Hood Rec				
Start date	2012	Production and implementation of a new masterplan for Joseph Hood Recreation Ground		3	2	6
End date	31/12/2017					
Project 10		New pavilion & facilities at Dundonald Rec				
Start date	01/01/2014	Delivery of new pavilion and allied facilities at Dundonald Rec		3	2	6
End date	31/12/2015					

Cltr Judy Saunders Cabinet Member for Performance & Implementation Enter a brief description of your main activities and objectives below	Planning Assumptions										The Corporate strategies your service contributes to		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2013/14	2014/15	2015/16	2016/17	2017/18	2013/14	2014/15
Number of resident permits issued	13,638	13,638	14,481	Not known	Not known	Not known	13,638	14,481	Not known	Not known	Not known	13,638	14,481
Number of visitors permits issued	252,520	252,520	280,600	Not known	Not known	Not known	252,520	280,600	Not known	Not known	Not known	252,520	280,600
Anticipated non financial resources													
Staff (FTE)	68.5	71.5	72.5	85.5	Not known	Not known	68.5	72.5	85.5	Not known	Not known	68.5	72.5
Transport	15	15	15	15	Not known	Not known	15	15	Not known	Not known	Not known	15	15
Performance indicator													
% of parking permits issued within 5-7 days	90%	90%	90%	90%	TBC	TBC	90%	90%	TBC	TBC	90%	90%	
Sickness- No of days per FTE (12 month rolling average)	15	12	12	12	TBC	TBC	15	12	TBC	TBC	15	12	
Improvement in the number of cases won at PATAS compared to previous years data expressed as a %	New	2%	2%	2%	TBC	TBC	New	2%	TBC	TBC	New	2%	
Reduction in the number of cases lost at PATAS compared to the previous years data expressed as a %	New	-2%	-2%	-2%	TBC	TBC	New	-2%	TBC	TBC	New	-2%	
Reduction in the number of cases where council does not contest at PATAS due to new evidence compared to the previous years data	New	-2%	-2%	-2%	TBC	TBC	New	-2%	TBC	TBC	New	-2%	

Revenue £'000s	DEPARTMENTAL BUDGET AND RESOURCES										2014/15 Income		
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	2014/15(A)	2014/15(B)	2014/15(C)	2014/15(D)	2014/15(E)	2014/15(F)
Expenditure	4,103	4,381	4,457	4,621	4,964	4,988	4,971						
Employees	2,384	2,371	2,675	2,865	2,835	2,835	2,835						
Premises	181	181	181	181	181	181	181						
Transport	121	121	150	155	155	155	155						
Supplies & Services	270	199	218	229	229	229	229						
Transfer payments	178	201	180	225	228	232	235						
Support services	640	712	747	747	747	747	747						
Depreciation	51	51	51	71	71	71	71						
Revenue £'000s													
Government grants	0	11,938	11,541	11,939	12,316	12,542	12,542						
Reimbursements	0	153	0	0	0	0	0						
Customer & Client receipts	10,898	11,045	11,541	11,939	12,316	12,542	12,542						
Recharges	0	0	0	0	0	0	0						
Reserves	0	0	0	0	0	0	0						
Capital Funded	-6,795	-6,817	-7,084	-7,318	-7,352	-7,574	-7,571						
Capital Budget £'000s													
Budget 2012/13													
Actual 2012/13													
Budget 2013/14													
Budget 2014/15													
Budget 2015/16													
Budget 2016/17													
Budget 2017/18													



Summary of major budget etc. changes		2014/15	2015/16	2016/17	2017/18
EN03=E50K					
EN04=E75K					
EN12=E48K					
Employees (Income budgets - 2013/14 starting points: Employees £2,421 (excluding funding of Traffic & Highways £250K) Add 1 FTE (70.5 to 71.5 total); Customer relations manager £16K (2013/14) Employees / Income (commenced end Nov 13) and a further £31K (2014/15) for full year effect Add 1 FTE (71.5 to 72.5 total) New CDO post £37K (full year) Departmental inflation change £157K					
EN05=E37K					
Add 12 FTEs (72.5 to 84.5 total) ME7 grade admin officers to handle increase in back office volumes with introduction of ANPR camera enforcement £340K					
EN02=E226K					



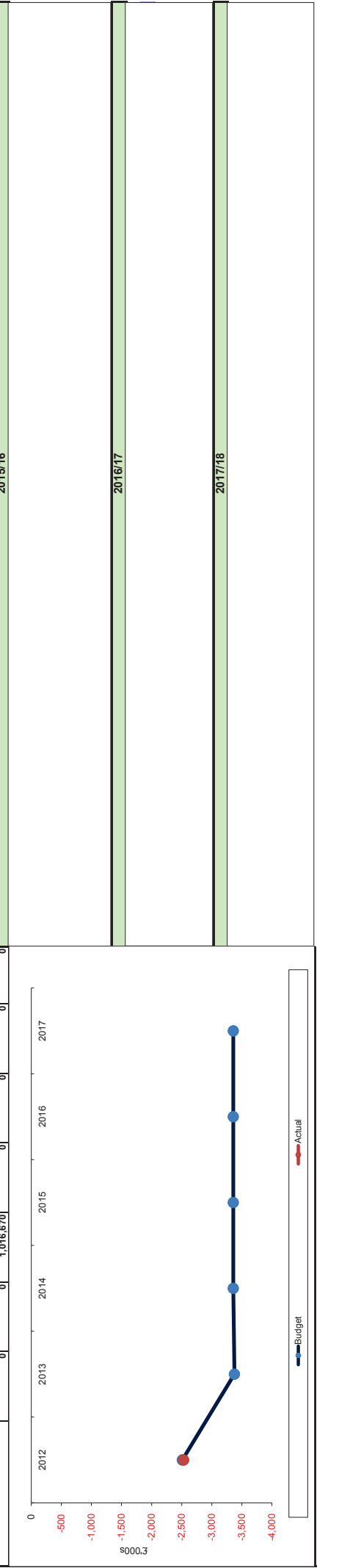
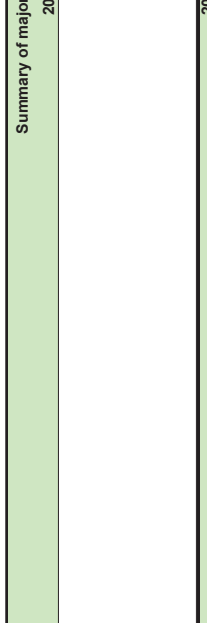
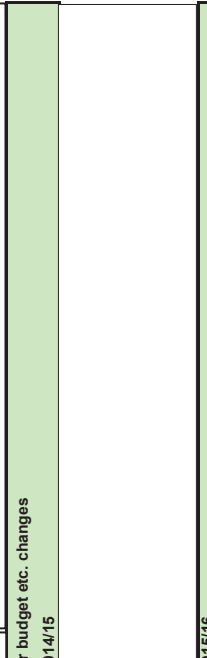
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Parking

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Review the existing bus lane cameras Review the capability of the current bus lane cameras with the intention of introducing vehicle recognition cameras; this will improve the quality of enforcement and service delivery. The Vehicle Recognition cameras have to achieve approved status and this can only be given by Department for Transport.	Improved resident well being	2	2	4	
2014						
2015						
Project 2		Select one major outcome			0	
Start date						
End date						
Project 3		Select one major outcome			0	
Start date						
End date						
Project 4		Select one major outcome			0	
Start date						
End date						
Project 5		Select one major outcome			0	
Start date						
End date						
Project 6		Select one major outcome			0	
Start date						
End date						
Project 7		Select one major outcome			0	
Start date						
End date						
Project 8		Select one major outcome			0	
Start date						
End date						
Project 9		Select one major outcome			0	
Start date						
End date						
Project 10		Select one major outcome			0	
Start date						
End date						

Property	Planning Assumptions					The Corporate strategies your service contributes to				
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Capital Programme	Economic Development Strategy	Housing Strategy	Medium Term Financial Strategy
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration										
Enter a brief description of your main activities and objectives below	10	2	7	8	8	8				
To ensure that all property transactions provide value for money and comply with statutory control. To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts. To manage the council's investment portfolio to maximise income, managing the council's asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford. To support regeneration, deal with occupied property of council land by Gypsies and Travellers and lead the Integrated Project team to deliver a programme of property sales to maximise capital receipts. Community Right to Bid no marriage applications for community assets to be listed and claims for compensation.	12	10	9	21	21	21				
Objectives	36	30	25	384	384	394				
• complete Asset Valuations to timetable agreed with Director of Corporate Services	394	394	394	2013/14	2014/15	2015/16				
• complete programme of property disposals to maximise capital receipts and ensure the council's accounts are in balance	6	8	8	8	8	8				
• critically examine operational property to ensure the council has the minimum necessary to support the business plan										
• maximise revenue income by letting vacant property										
• provide timely advice to inform regeneration projects										
• ensure team is arranged to support objectives.										
Anticipated demand										
The number of proposed disposals										
The number of proposed lettings										
The number of proposed rent reviews										
The number of commercial properties										
Anticipated non financial resources										
Staff (FTE)										
Performance indicator										
Capital receipts										
% Vacancy rate of prop. owned by council										
% Debt owed to LHM by tenants inc. businesses										
Asset Valuations										

DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	1,088	1,379	1,189	1,209	1,209	1,209	1,209	Expenditure	1,088	1,379	1,189	1,209	1,209	1,209	1,209
Employees	317	268	270	270	270	270	270	Employees	317	268	270	270	270	270	270
Premises	291	362	261	195	195	195	195	Premises	291	362	261	195	195	195	195
Transport	0	0	0	0	0	0	0	Transport	0	0	0	0	0	0	0
Supplies & Services	66	237	121	177	177	177	177	Supplies & Services	66	237	121	177	177	177	177
3rd party payments	7	10	7	7	7	7	7	3rd party payments	7	10	7	7	7	7	7
Transfer payments	0	0	0	0	0	0	0	Transfer payments	0	0	0	0	0	0	0
Support services	399	477	518	518	518	518	518	Support services	399	477	518	518	518	518	518
Depreciation	8	14	14	42	42	42	42	Depreciation	8	14	14	42	42	42	42
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Income	3,598	3,910	4,566	4,566	4,566	4,566	4,566	Income	3,598	3,910	4,566	4,566	4,566	4,566	4,566
Government grants	0	0	0	0	0	0	0	Government grants	0	0	0	0	0	0	0
Reimbursements	31	94	18	18	18	18	18	Reimbursements	31	94	18	18	18	18	18
Customer & client receipts	3,194	3,293	4,046	4,046	4,046	4,046	4,046	Customer & client receipts	3,194	3,293	4,046	4,046	4,046	4,046	4,046
Recharges	373	513	502	502	502	502	502	Recharges	373	513	502	502	502	502	502
Reserves	0	10	0	0	0	0	0	Reserves	0	10	0	0	0	0	0
Capital Funded	-2,610	-2,631	-3,377	-3,357	-3,357	-3,357	-3,357	Capital Funded	-2,610	-2,631	-3,377	-3,357	-3,357	-3,357	-3,357
Council Funded Net Budget								Council Funded Net Budget							
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18



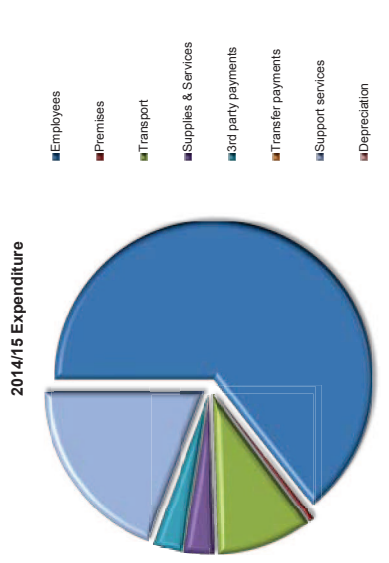
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Property

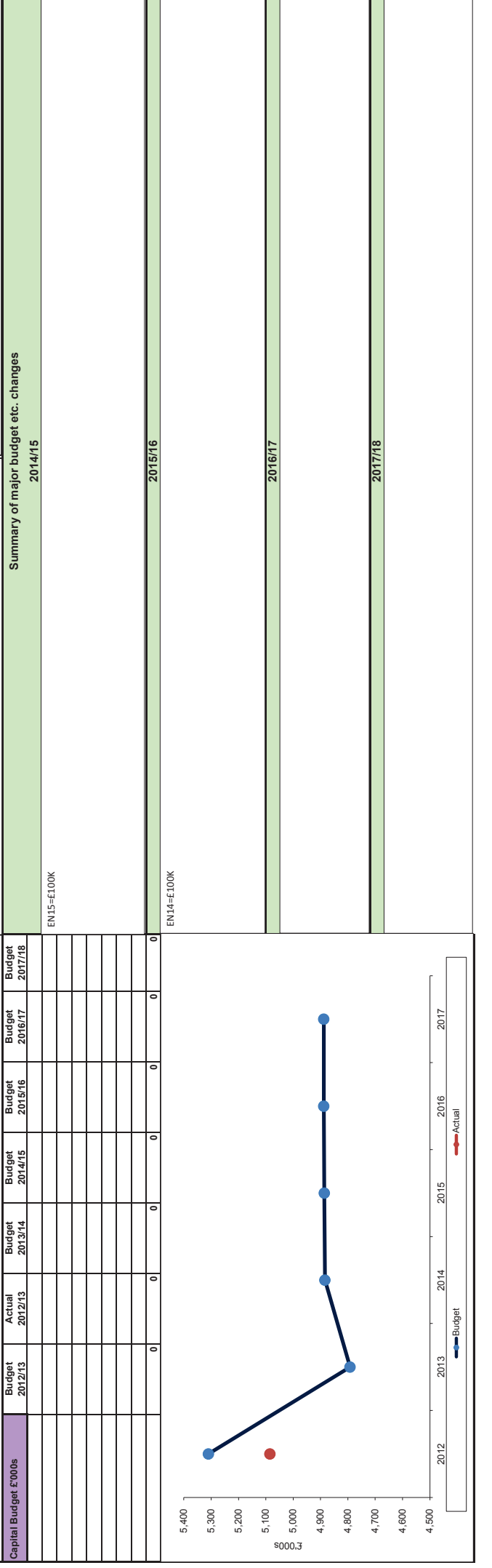
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	2012	Integrated Project Team	Income generation	2	2	4
Start date		This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental				
End date	on going					
Project 2	2012	Asset Management Plan	Income generation	1	2	2
Start date		This is the creation of a plan which will help to maximise all the property held by the council				
End date	on going					
Project 3			Select one major outcome			0
Start date						
End date						
Project 4			Select one major outcome			0
Start date						
End date						
Project 5			Select one major outcome			0
Start date						
End date						
Project 6			Select one major outcome			0
Start date						
End date						
Project 7			Select one major outcome			0
Start date						
End date						
Project 8			Select one major outcome			0
Start date						
End date						
Project 9			Select one major outcome			0
Start date						
End date						
Project 10			Select one major outcome			0
Start date						
End date						

Street Cleaning		Planning Assumptions										The Corporate strategies your service contributes to			
Cllr Judy Saunders Cabinet Member for Performance & Implementation		Anticipated demand		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
Enter a brief description of your main activities and objectives below		Population		203,247		206,038		208,822		211,569		214,229		216,806	
Street Cleaning: to improve the street scene by maintaining the public highway, collecting fly tips, removing litter, detritus, graffiti, fly posting and keeping gutters clean. Enforcement: to improve the street scene by education, advice and enforcement, reducing fly tipping, litter, dog fouling, abandoned vehicles, graffiti and fly posting; and collecting stray dogs.		Increased housing density		80,890		80,890		81,000		81,400		81,800		82,100	
Winter Gritting: delivering an efficient service in accordance with Highways section priorities.		Anticipated non financial resources		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
Objectives		Staff (FTE)		102		102		111		111		111		111	
● fulfil the council's statutory responsibilities in respect of street cleansing		Transport		26		26		26		26		26		26	
● maximise efficiencies through co-ordinated and partnership working		Performance indicator		2012/13(A)		2013/14(A)		2014/15(A)		2015/16(E)		2016/17(E)		2017/18(E)	
● provide value for money services that meet the needs of residents and businesses		% Residents satisfied with street cleanliness		56		58		60		62		62		63	
● champion the needs of the service users		% Sites surveyed below standard for litter		9		8.5		7.5		7		7		6	
● improve our customer information and improve feedback		% Sites surveyed below standard for detritus		13		12.5		12		11.5		11		10.5	
● protect and care for the local community and development of our employees, the environment, our customers and the local community in which we operate		% Sites surveyed below standard for graffiti		6		5.5		5.0		4.5		4.0		4	
● provide a safe and supportive environment for all our employees and strive for outstanding health and safety performance		% Sites surveyed below standard for weeds		15		14.50		14.00		13.50		13.00		12	
● provide a customer focussed approach to service design and improvement		Number of fly tips reported		3500		3300		3200		3100		3000		3000	
● improve levels of satisfaction with services provided.		Days lost through sickness per FTE		14		12		10		10		10		9	
		% Sites surveyed below standard for flyposting		1		1		1		1		1		1	
		No. Town Centre FPN's Issued		250		750		1000		1000		800		800	

Performance targets (indicate if % target)		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18	
Polarity		High		Low		Low		Low		Low		Low	
Indicator type		Perception		Perception		Perception		Perception		Perception		Perception	
Reporting cycle		Annual		Quarterly		Quarterly		Quarterly		Quarterly		Quarterly	
Main impact if indicator not met		Reputational risk		Reputational risk		Reputational risk		Reputational risk		Reputational risk		Reputational risk	



DEPARTMENTAL BUDGET AND RESOURCES														
Revenue £'000s	Actual		Budget		Budget		Budget		Budget		Budget		Budget	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2012/13	2013/14
Expenditure	5,540	5,023	5,115	5,117	5,119	5,119	3,451	3,093	3,293	3,293	3,293	3,293	230	275
Employees	3,451	3,093	3,293	3,293	3,293	3,293	0	0	0	0	0	0	0	0
Premises	24	24	24	24	24	24	0	0	0	0	0	0	0	0
Transport	687	613	289	492	492	492	0	0	0	0	0	0	0	0
Supplies & Services	167	132	167	160	160	160	0	0	0	0	0	0	0	0
3rd party payments	150	152	152	155	157	159	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Support services	1,076	1,120	991	991	991	991	0	0	0	0	0	0	0	0
Depreciation	5	5	5	5	5	5	0	0	0	0	0	0	0	0
Revenue £'000s	230	275	231	231	231	231	230	231	231	231	231	231	230	275
Government grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reimbursements	0	38	0	0	0	0	0	0	0	0	0	0	0	0
Customer & client receipts	230	237	231	231	231	231	230	231	231	231	231	231	230	237
Recharges	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Council Funded Net Budget	5,310	4,792	4,884	4,886	4,886	4,886	5,085	4,792	4,884	4,886	4,886	4,886	5,310	4,792



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

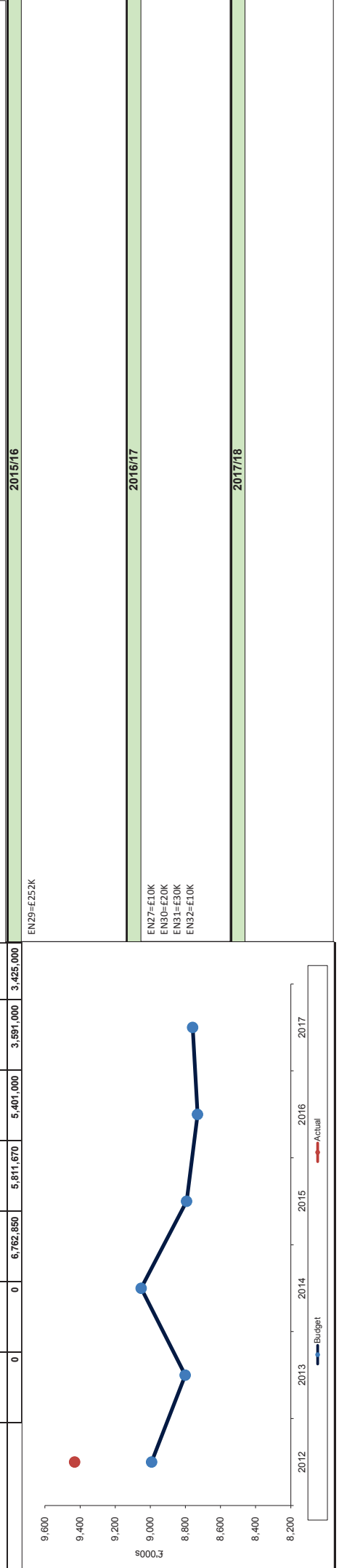
Street Cleaning

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Introduce mobile working 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.	Project Title:	More efficient way of working	2	2	4
Start date		2012				
End date	2015	Project Details:				
Project 2	Public value review of street cleansing and enforcement Implementation of agreed PVR recommendations as per the review which will take place October 12 to March 13, these will include new enforcement strategy	Project Title:	Improved customer satisfaction	2	2	4
Start date		2013				
End date	2014	Project Details:				
Project 3	Introduce timed commercial waste collections in town centres Introduce time banded waste collections in town centres starting with Wimbledon town centre	Project Title:	To meet legislative requirements	2	2	4
Start date		2013				
End date	2015	Project Details:				
Project 4	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 5	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 6	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 7	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 8	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 9	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				
Project 10	Select one major outcome	Project Title:	Select one major outcome			0
Start date						
End date		Project Details:				

Clr Andrew Judge Cabinet Member for Sustainability & Regeneration	Planning Assumptions										The Corporate strategies your service contributes to	
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2014/15	2015/16	2016/17	2017/18	2016/17	2017/18
Anticipated demand	Street lights	12,673	12,673	12,673	12,673	12,673	12,673	12,673	12,673	12,673	12,673	12,673
	Maintenance of trees	16,500	16,570	16,570	16,570	16,570	16,570	16,570	16,570	16,570	16,570	16,570
	Network Maintenance and Improvement	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km
	Streetwork Permits issued	5,600	11,650	11,650	11,650	11,650	11,650	11,650	11,650	11,650	11,650	11,650
Anticipated non financial resources	Staff (FTE)	40.5	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7	39.7
Performance indicator	% response to Emergency Callouts	100	100	100	100	100	100	100	100	100	100	100
	% Streetworks permitting determined	98	98	98	98	98	98	98	98	98	98	98
	% Streetworks inspections completed	30	32	35	37	38	38	38	38	38	38	38
	% of jobs completed where no Fixed Penalty Notice issued	96	96	96	98	99	99	99	99	99	99	99
	% of Condition Surveys completed on time	80%	90%	92%	95%	95%	95%	95%	95%	95%	95%	95%

DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Expenditure	11,443	12,113	11,420	11,718	11,459	11,407	11,435	85	87	89	91	93	93
Employees	1,927	1,692	1,622	1,602	1,405	1,405	1,405	100	100	100	100	100	100
Premises	1,210	1,292	1,274	1,208	1,208	1,178	1,178	98	98	98	98	98	98
Transport	105	125	128	131	131	131	131	30	32	35	37	38	38
Supplies & Services	497	252	252	228	228	206	206	96	96	96	98	99	99
3rd party payments	2,048	2,473	1,914	1,783	1,811	1,809	1,837	80%	90%	92%	95%	95%	95%
Transfer payments	0	0	0	0	0	0	0						
Support services	1,322	1,633	1,294	1,294	1,294	1,294	1,294						
Depreciation	4,936	4,936	4,936	5,384	5,384	5,384	5,384						
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18						
Income	2,451	2,652	2,619	2,666	2,666	2,676	2,676						
Government grants	125	189	0	0	0	0	0						
Reimbursements	802	304	624	654	654	664	664						
Customer & client receipts	859	974	1,436	1,453	1,453	1,453	1,453						
Recharges	665	965	559	559	559	559	559						
Reserves	0	250	0	0	0	0	0						
Capital Funded	0	0	0	0	0	0	0						
Council Funded Net Budget	8,992	9,431	8,801	9,062	8,793	8,731	8,759						

Summary of major budget etc. changes													
2014/15						2015/16						2016/17	
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Traffic & Parking Management			282,000	135,000	135,000	150,000	156,000						
Highways Planned Works			471,470	612,670	412,000	419,000	419,000						
Footways Planned Works			1,065,390	1,000,000	1,000,000	1,000,000	1,000,000						
Street Lighting			644,590	410,000	200,000	482,000	290,000						
Street Scene			339,450	315,000	315,000	60,000	60,000						
Highways Planned Road Works			1,590,000	1,500,000	1,500,000	1,500,000	1,500,000						
Transport For London			236,990	183,900	183,900								
			0	6,762,850	5,814,570	5,401,000	3,591,000						



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

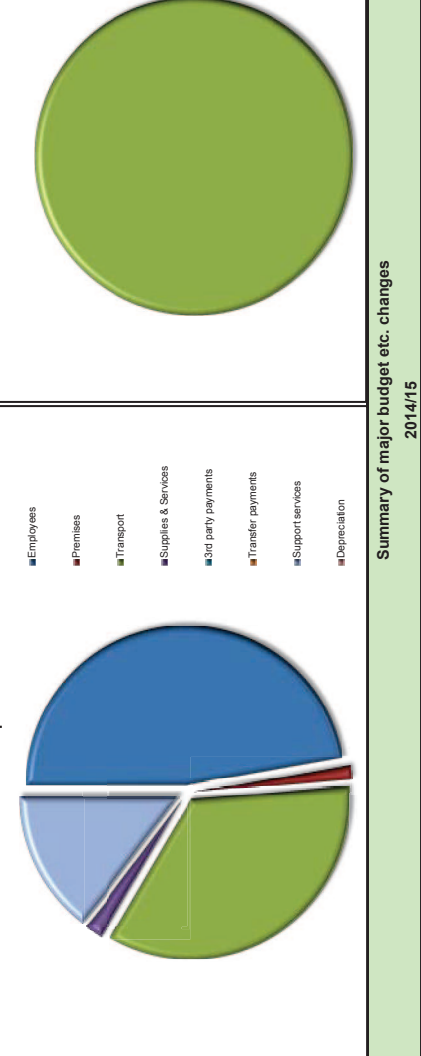
Highways

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Flood and Water Management Schemes	To meet legislative requirements				
Start date	2013	Development and adoption of Local Flood Risk Management Strategy		1	1	1
End date	2014					
Project 2	Project Title: Delivery of Mitcham Town Centre scheme	Improved customer satisfaction				
Start date	2013	Major improvement to road network around Mitcham Town Centre		4	3	12
End date	2015-16					
Project 3	Project Title: Ride London	Improved customer satisfaction				
Start date	2014	Delivery of London - Surrey Cycle Road Race		1	1	1
End date	2014					
Project 4	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						
Project 5	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						
Project 6	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						
Project 7	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						
Project 8	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						
Project 9	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						
Project 10	Project Title: Select one major outcome	Select one major outcome				
Start date						0
End date						

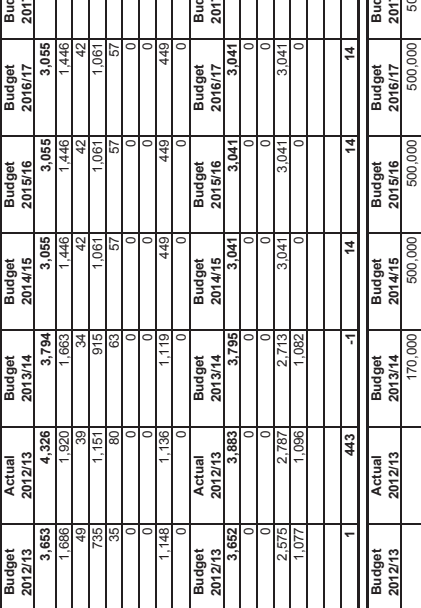
Clr Andrew Judge Cabinet Member for Sustainability & Regeneration	Transport - Passenger Fleet Service		Anticipated demand					Planning Assumptions					The Corporate strategies your service contributes to																																																
	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	2016/17	2017/18																																														
Enter a brief description of your main activities and objectives below																																																													
Merton Transport Services provides transport and fleet support. We provide transport for adults and children who have special needs. Working in conjunction with our partners at Special Educational Needs (SEN) and Adult Social Care offering transport support. We operate a fleet of welfare vehicles that are fully accessible by all. Transport can be provided to day centres and schools as well as other journeys as required. Full fleet management is provided to support the councils fleet of vehicles. This includes all servicing, repairs, maintenance and Operators Licence requirements. In addition, we assist client departments such as Waste Services, in developing vehicle specifications and advise on vehicle types to enable solutions for operational problems to be resolved.																																																													
Objectives																																																													
Merton Transport Services will provide a comprehensive and efficient transport service.																																																													
We will support user departments including Community & Housing, Childrens Schools and Families, Waste Operations and all other departments that require transport support.																																																													
We will ensure legal compliance with regard to all statutory requirements for road transport services including Operators Licence requirements.																																																													
<table border="1"> <thead> <tr> <th rowspan="2">Performance indicator</th> <th colspan="5">Performance targets (indicate if % target)</th> <th rowspan="2">Indicator type</th> <th rowspan="2">Main impact if indicator not met</th> </tr> <tr> <th>2012/13(A)</th> <th>2013/14(A)</th> <th>2014/15(A)</th> <th>2015/16(E)</th> <th>2016/17(E)</th> <th>2017/18(E)</th> </tr> </thead> <tbody> <tr> <td>% MOT Vehicle pass rate</td> <td>95</td> <td>95</td> <td>95</td> <td>95</td> <td>95</td> <td>95</td> <td>Outcome</td> </tr> <tr> <td>Average % Passenger vehicles in use</td> <td>65</td> <td>65</td> <td>65</td> <td>70</td> <td>70</td> <td>70</td> <td>Unit cost</td> </tr> <tr> <td>% In house journey that meet timescales</td> <td>85</td> <td>85</td> <td>85</td> <td>85</td> <td>85</td> <td>85</td> <td>Outcome</td> </tr> <tr> <td>% Client user satisfaction</td> <td>97</td> <td>97</td> <td>97</td> <td>97</td> <td>97</td> <td>97</td> <td>Outcome</td> </tr> </tbody> </table>																Performance indicator	Performance targets (indicate if % target)					Indicator type	Main impact if indicator not met	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	% MOT Vehicle pass rate	95	95	95	95	95	95	Outcome	Average % Passenger vehicles in use	65	65	65	70	70	70	Unit cost	% In house journey that meet timescales	85	85	85	85	85	85	Outcome	% Client user satisfaction	97	97	97	97	97	97	Outcome
Performance indicator	Performance targets (indicate if % target)					Indicator type	Main impact if indicator not met																																																						
	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)			2017/18(E)																																																					
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% In house journey that meet timescales	85	85	85	85	85	85	Outcome																																																						
% Client user satisfaction	97	97	97	97	97	97	Outcome																																																						
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Anticipated non financial resources			2013/14	2014/15	2015/16	2016/17	2017/18																																																						
Staff (FTE)			87	87	87	87	87																																																						
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DEPARTMENTAL BUDGET AND RESOURCES																
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	
Expenditure	3,653	4,326	3,794	3,055	3,055	3,055	3,055	Expenditure	3,652	4,326	3,794	3,055	3,055	3,055	3,055	
Employees	1,686	1,920	1,663	1,446	1,446	1,446	1,446	Government grants	3,795	3,883	3,795	3,041	3,041	3,041	3,041	
Premises	49	39	0	42	42	42	42	Reimbursements	0	0	0	0	0	0	0	
Transport	739	1,151	915	1,061	1,061	1,061	1,061	Customer & client receipts	2,575	2,787	2,713	3,041	3,041	3,041	3,041	
Supplies & Services	35	80	63	57	57	57	57	Recharges	1,077	1,096	1,082	0	0	0	0	
2nd party payments	0	0	0	0	0	0	0	Reserves	0	0	0	0	0	0	0	
Transfer payments	0	0	0	0	0	0	0	Capital Funded	1	443	-1	14	14	14	14	
Support services	1,148	1,136	1,119	449	449	449	449	Council Funded Net Budget	0	0	170,000	500,000	500,000	500,000	500,000	
Depreciation	0	0	0	0	0	0	0	Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Income	0	0	0	0	0	0	0	0
Government grants	3,795	3,883	3,795	3,041	3,041	3,041	3,041	Reimbursements	0	0	0	0	0	0	0	
Reimbursements	0	0	0	0	0	0	0	Customer & client receipts	2,787	2,713	2,713	3,041	3,041	3,041	3,041	
Customer & client receipts	2,575	2,787	2,713	3,041	3,041	3,041	3,041	Recharges	1,077	1,096	1,082	0	0	0	0	
Recharges	1,077	1,096	1,082	0	0	0	0	Reserves	0	0	0	0	0	0	0	
Reserves	0	0	0	0	0	0	0	Capital Funded	1	443	-1	14	14	14	14	
Capital Funded	1	443	-1	14	14	14	14	Council Funded Net Budget	0	0	170,000	500,000	500,000	500,000	500,000	
Council Funded Net Budget	0	0	170,000	500,000	500,000	500,000	500,000	Summary of major budget etc. changes	2013/14	2014/15	2015/16	2016/17	2017/18			

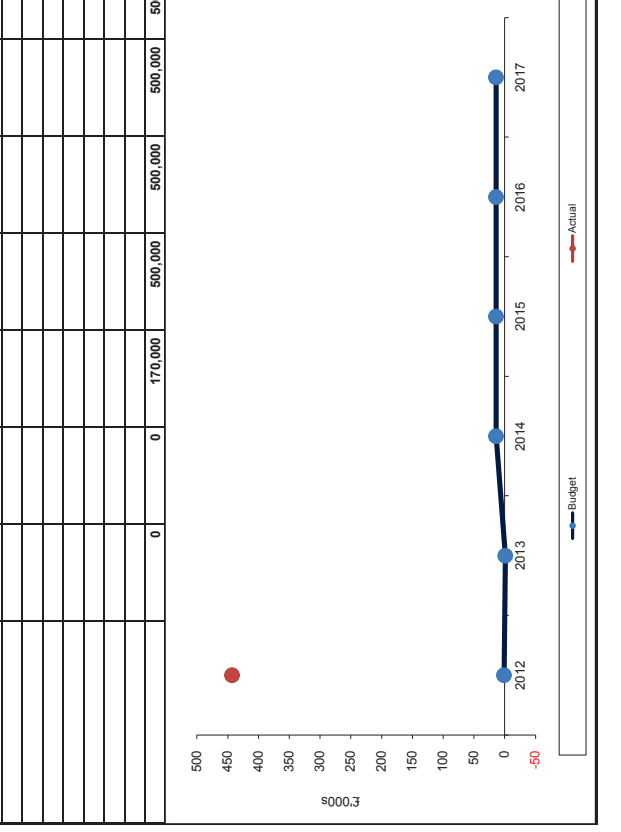
2014/15 Expenditure



2014/15 Income



DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Revenue £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Capital Budget £'000s	0	0	170,000	500,000	500,000	500,000	500,000
Capital Budget £'000s	Budget 2012/13	Actual 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Summary of major budget etc. changes	2013/14	2014/15	2015/16	2016/17	2017/18		
Capital Budget £'000s	0	0	170,000	500,000	500,000	500,000	500,000	Capital Budget £'000s	0	0	170,000	500,000	500,000	500,000	



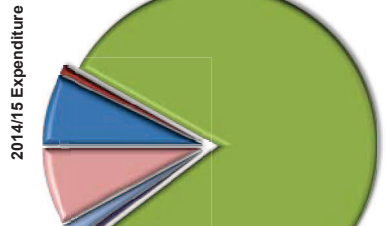
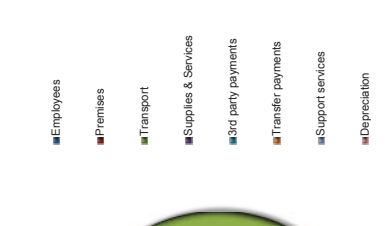
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Transport - Passenger Fleet Service

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	Project Title: Closer working with Merton Community Transport Project Details: Closer working with the voluntary sector has been identified as an objective to improve services. We are looking at ways to better cooperate with Merton Community Transport. So far, we have an arrangement to supply fuel to them and we are now looking at vehicle maintenance and vehicle utilisation	More efficient way of working		2	2	4
2012 on going						
Project 2	Project Title: Tachograph Facility Project Details: At the present time there is no tachograph repair facility within the borough. We have to visit a Tachograph Centre 40+ times a year. We are investigating the viability of operating an in house repair centre that could both repair LB Merton Vehicles as well as taking on 3rd party work.	Income generation		2	2	4
2012 2014-15						
Project 3	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 4	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 5	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 6	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 7	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 8	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 9	Project Title: Project Details:	Select one major outcome				0
Start date End date						
Project 10	Project Title: Project Details:	Select one major outcome				0
Start date End date						

Transport - Commissioning
 Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration
 Enter a brief description of your main activities and objectives below
 To provide a comprehensive effective passenger transport service, in support of the user departments such as Children Schools & Families and Community & Housing. Providing self drive vehicles for in-house departments Waste Operations, Leisure, Parking and the rest of the council who use transport associated services.
 Objectives
 Ensuring that the service provides effective value for money while still meeting customers expectations.
 Procurement of goods & services for the workshop area.
 Procurement for replacement vehicles

Anticipated demand	Planning Assumptions						Main impact if indicator not met
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
CSF Passenger Journeys - Contractors	162000	95000	95000	95000	95000	95000	Capital Programme
CSF Passenger Journeys - In-House	617000	70000	70000	70000	70000	70000	Children & Young person's Plan
C&H Passenger Journeys - Contractors	48000	48000	50000	50000	50000	50000	Adult Treatment Plan
C&H Passenger Journeys - In-House	93500	85000	85000	80000	80000	80000	Customer Services Strategy
Anticipated non financial resources							
Voluntary Services	34	34	34	34	34	34	
Staff (Apprentices)	8	9	9	9	9	9	
Transport	220	192	192	192	192	192	
Select anticipated resources							
Performance indicator	Performance targets (indicate if % target)						Indicator type
Spot checks on contractors	2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	Business critical
% Turn around of Req forms - 3 days	30	50	50	50	50	50	Outcome
% Turn around of Req forms - 10 days (complex clients)	90	90	95	95	95	95	Outcome
	90	90	95	95	95	95	Outcome



Summary of major budget etc. changes 2014/15

Capital Budget £'000s	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18
	0	0	25,094,000	2,500,000		

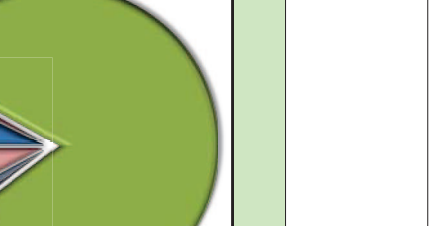
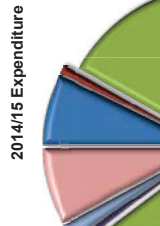
2015/16

2016/17

2017/18

DEPARTMENTAL BUDGET AND RESOURCES

	Actual 2012/13	Budget 2012/13	Actual 2013/14	Budget 2013/14	Actual 2014/15	Budget 2014/15	Actual 2015/16	Budget 2015/16	Actual 2016/17	Budget 2016/17	Actual 2017/18	Budget 2017/18
Revenue £'000s	4,254	4,254	4,549	4,549	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421
Expenditure	309	309	366	366	389	389	389	389	389	389	389	389
Employees	50	51	57	57	46	46	46	46	46	46	46	46
Premises	2,196	2,196	2,330	2,330	4,431	4,431	4,431	4,431	4,431	4,431	4,431	4,431
Transport	18	18	33	33	38	38	38	38	38	38	38	38
Supplies & Services	10	6	30	30	0	0	0	0	0	0	0	0
3rd party payments	1,056	1,056	1,174	1,174	92	92	92	92	92	92	92	92
Transfer payments	514	514	1,174	1,174	515	515	425	425	425	425	425	425
Support services	670	670	683	683	0	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	0	0	0	0	0
Revenue £'000s	4,254	4,254	4,549	4,549	5,421	5,421	5,421	5,421	5,421	5,421	5,421	5,421
Income	0	0	0	0	0	0	0	0	0	0	0	0
Government grants	3	3	41	41	911	911	911	911	911	911	911	911
Reimbursements	3,881	3,881	4,652	4,652	4,597	4,597	4,597	4,597	4,597	4,597	4,597	4,597
Customer & client receipts	670	670	683	683	0	0	0	0	0	0	0	0
Recharges	0	0	0	0	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0	0	0
Council Funded Net Budget	-2	-2	-547	-547	-87	-87	-87	-87	-87	-87	-87	-87



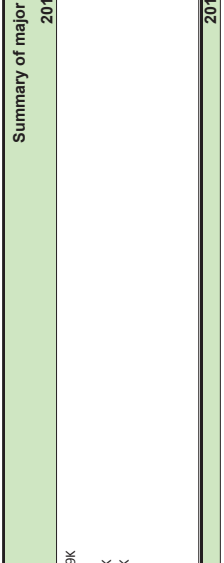
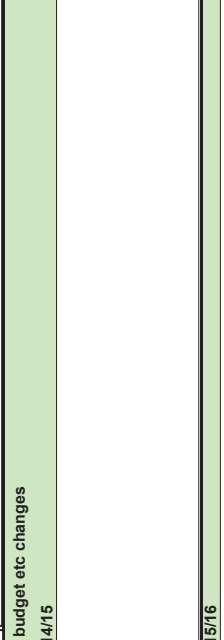
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Transport - Commissioning

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

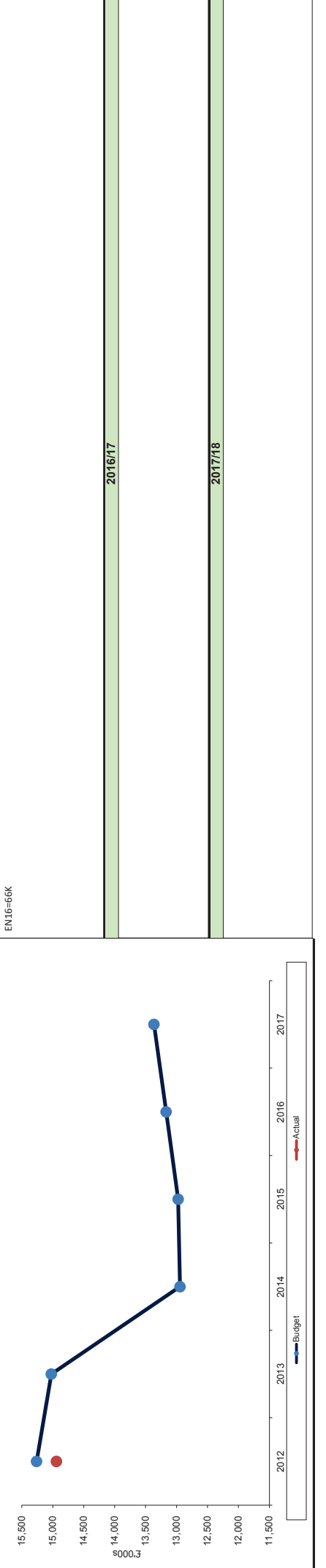
Waste Management	Planning Assumptions						2017/18
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	
Cllr Judy Saunders Cabinet Member for Performance & Implementation							
Enter a brief description of your main activities and objectives below							
As a unitary authority, Merton is responsible for both household waste collection and disposal. Household Reuse and Recycling Centres - Merton is required to provide facilities for the disposal of excess household and garden waste free of charge.	Population	203,247	206,038	211,569	214,229	216,806	Waste Management Plan
Objectives	Increased housing density	80,890	80,890	81,400	81,800	82,100	Performance Management Framework
• provide efficient and accessible services to all of our customers, including those with specific needs.	Household waste tonnage	71,000					London wide strategy
• to advise our customers on the services provided and to keep improving our services in line with customer needs.	Anticipated non-financial resources						Climate Change Strategy
• promote public awareness of waste minimisation and encourage re-use and recycling through information, education and empowerment.	Staff (FTE)	97	97	97	97	97	
	Transport	33	31	29	29	29	

The Corporate strategies your service contributes to	Indicator type	Reporting cycle	Polarity	Performance targets (indicate if % target)						Main impact if indicator not met
				2012/13(A)	2013/14(A)	2014/15(A)	2015/16(E)	2016/17(E)	2017/18(E)	
				Business critical	Monthly	High	40	42	43	
Annual	Annual	High	72	74	76	78	78	78	Reputational risk	
Outcome	Outcome	Low	525	512	504	496	483	483	Increased costs	
Outcome	Outcome	Low	49	48	47	46	46	46	Increased costs	
Outcome	Outcome	Low	70	60	55	50	45	45	Reduced customer service	
Outcome	Outcome	Low	875	874	873	872	868	868	Reputational risk	
Outcome	Outcome	Low	14	12	10	10	9	9	Increased costs	
Perception	Perception	High	70	73	76	79	79	79	Reputational risk	
Annual	Annual	High							Reduced customer service	



Summary of major budget etc changes 2014/15

Code	Value
EN17	=£1,489K
EN18	=£65K
EN19	=£135K
EN20	=£295K
EN21	=£60K
EN21	=£50K
EN16	=£66K



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

Waste Management

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Likelihood	Risk Impact	Score
Project 1	2012	Project Title: South London waste partnership (phase B) The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness.	More efficient way of working	2	4	8
	2014					
Project 2	2013	Project Title: Improved enforcement regime to support time-banding in town centres Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency. There will need to be capital investment approx. £120K.	More efficient way of working	2	2	4
	2014					
Project 3	2014	Project Title: Mobile technology including GPS and in cab monitors		3	2	6
	2015					
Project 4	2015	Project Title: Double shift garden waste collection vehicles reduce 2 x vehicles Issues with disposal licences may cause a delay to the commencement date of this project.		3	2	6
	2016					
Project 5		Project Title:				0
		Project Details:				
Project 6		Project Title:				0
		Project Details:				
Project 7		Project Title:				6
		Project Details:				
Project 8		Project Title:				6
		Project Details:				
Project 9		Project Title:				0
		Project Details:				
Project 10		Project Title:				0
		Project Details:				

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