

Second Draft Service Plans.

Attached are our 21 Second Draft Service Plans, in departmental order.

It should be noted that as these are Second Draft Service Plans they are subject to revisions as the Service Planning process continues.

Final plans will be completed on the 26 January 2017 and these plans will form part of our 2017/21 Business Plan.

Also included here are 3 Second Draft Commissioning Plans for our commissioned services, which are also subject to review as the process continues.

There is one Commissioning Plan for Merton Adult Education and two for Environment and Regeneration's services which fall under the Phase C arrangement; one plan for Lot 1: Waste Management and Cleansing, and one plan for Lot 2: Parks and Green Spaces.

Environment and Regeneration's Commissioning Plans currently contain limited information; however, once the Phase C arrangements have been finalised, these plans will be fully updated.

Environment and Regeneration's Transport Plan is also subject to further change, due to the Phase C arrangements.

Index of Departmental Service and Commissioning Plans

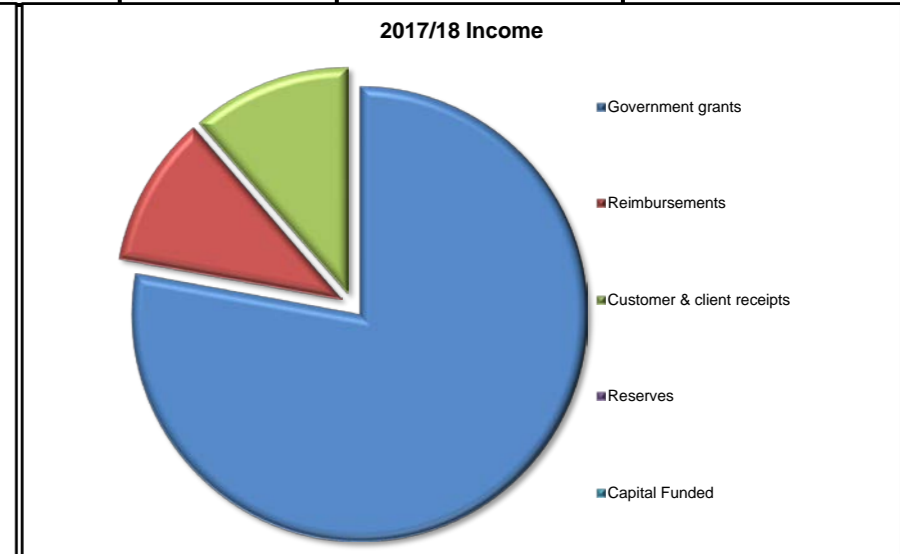
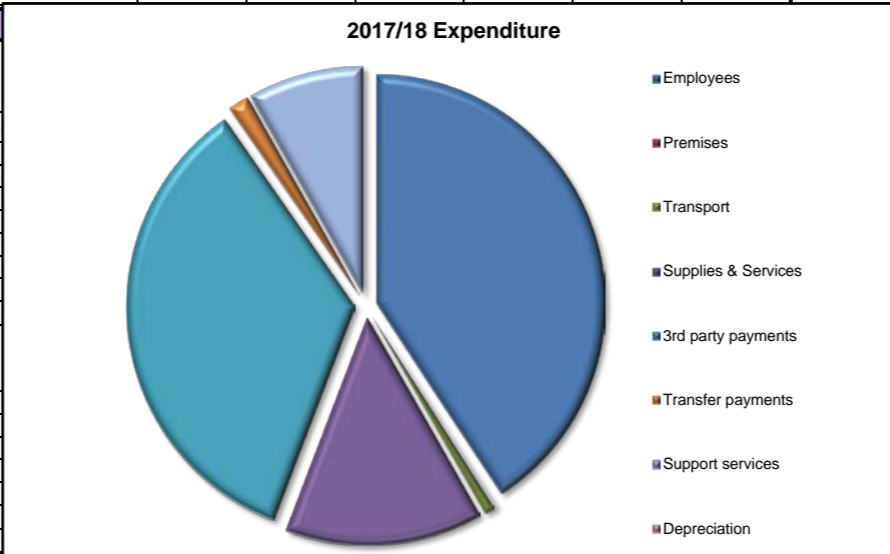
Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	Business Improvement	Development & Building Control
Education	Housing Needs & Enabling	Corporate Governance	Future Merton & Traffic and Highways
	Libraries	Customer Services	Leisure & Cultural Development
	Merton Adult Education*	Human Resources	Parking
	Public Health	Infrastructure & Transactions	Parks & Green Spaces* (Phase C - Lot 2)
		Resources	Property
		Shared Legal Services	Regulatory Service Partnership
			Safer Merton
			Transport
			Waste Management and Cleansing* (Phase C - Lot 1)

**Commissioning Plan*

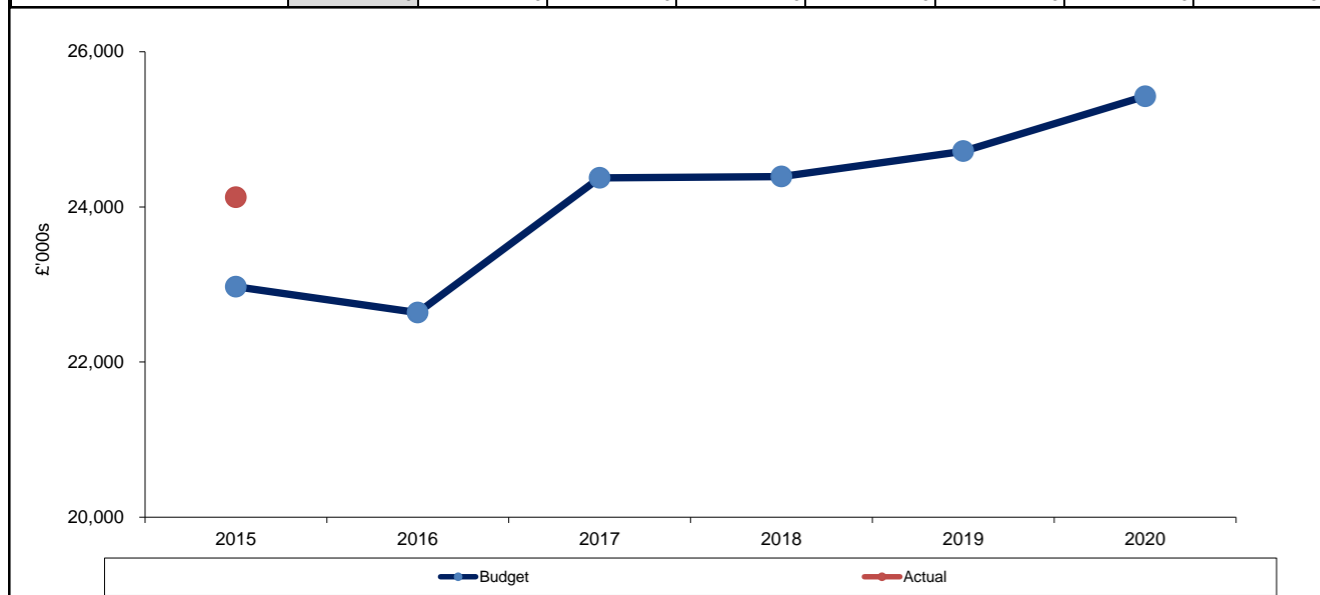
Children Schools & Families

Children's Social Care & Youth Inclusion Cllr Katy Neep: Cabinet Member for Children's Services	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20		2020/21		
Enter a brief description of your main activities and objectives below Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education & life chances. Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model. Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time entrants, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families & promote family strengths to enable them to care for their own children. Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF. Access to resources for looked after children/external placement provision Recruitment of in house foster carers.	Population growth - looked after children & Care leavers	15-30					ked after Children and Care Leavers Strat			
	Population growth - Child Protection Plans	30-60					Safeguarding Children's Board Annual Pla			
	Increase in 0-19 population	3,210					Children and Young People's Plan			
UASC - increased numbers and impact on resources	30-32					Children and Young People's Plan				
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Staff (FTE)		209	210	204	198	198				
(FTE subject to change as a result of restructures)										
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
% single assessments completed within agreed timescales	92%	85	90	91			High	Monthly	Business critical	Safeguarding issues
Care application average duration (national target 26 weeks)	30	35	27	26			Low	Quarterly	Quality	Safeguarding issues
Children in care adopted or receiving a Special Guardianship Order	13	13	13	13			High	Monthly	Outcome	Reduced customer service
% CYP on Child Protection Plan for 2nd or subsequent time	24%	16	16	16			Low	Monthly	Quality	Safeguarding issues
% NEET aged 16-18	3.60%	4.7	4.7	4.6			Low	Monthly	Outcome	Social exclusion
Number YJS first time entrants	61	70	50	50			Low	Monthly	Outcome	Social exclusion
% LAC (2.5 years or more) in same placement for 2 years	n/a	66	66	69			High	Monthly	Outcome	Safeguarding issues
% LAC experiencing 3 or more placements moves	n/a	12	12	11			Low	Monthly	Outcome	Social exclusion
% fostered LAC in external agency FC placements	37.2%	42	42	40			High	Quarterly	Business critical	Increased costs
Number of in house foster carers recruited	13	15	15	15			High	Quarterly	Quality	Increased costs
Care Leavers who are ETE aged 19-21	n/a	66	68	70			High	Quarterly	Outcome	Social Exclusion

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	24,735	26,428	23,800	2,269	25,434	25,451	25,778	26,484
Employees	10,775	10,921	9,878	463	10,373	10,275	9,988	10,079
Premises	47	48	43	31	59	59	59	60
Transport	163	204	164	9	184	186	188	190
Supplies & Services	3,830	4,033	3,509	185	3,577	3,624	3,920	3,966
3rd party payments	7,839	8,769	7,751	1,591	8,781	8,842	9,152	9,713
Transfer payments	359	437	369	-10	374	380	385	391
Support services	1,723	2,016	2,085	0	2,085	2,085	2,085	2,085
Depreciation	0	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	1,763	2,305	1,163	(104)	1,061	1,061	1,061	1,061
Government grants	1,134	1,114	806	(37)	826	826	826	826
Reimbursements	508	646	236	(105)	114	114	114	114
Customer & client receipts	121	544	121	38	121	121	121	121
Reserves								
Capital Funded								
Council Funded Net Budget	22,972	24,123	22,637	2,165	24,374	24,391	24,718	25,423



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0	0



2017/18
(Deletion of 1 AD, 1 Head of Service and half an admin post: £224,000 to be split across CSC/YI and Education).

2018/19
(Review of CSF staffing structure beneath management level: £189,000 to be split across CSC/YI and Education).
(Data review & centralisation: £40,000 to be split across CSC/YI and Education).

2019/20
(Review of CSF staffing structure beneath management level: £201,000 to be split across CSC/YI and Educaiton).
(Review of CSF management staffing structure: £150,000 to be split across CSC/YI and Educaiton).
(Reduced cost/offer through the national centralised adoption initiative: £75,000).

2020/21

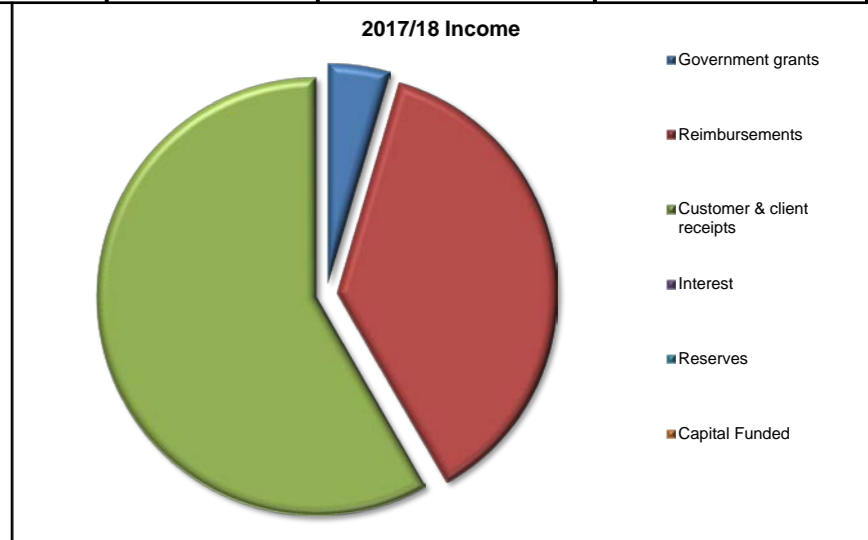
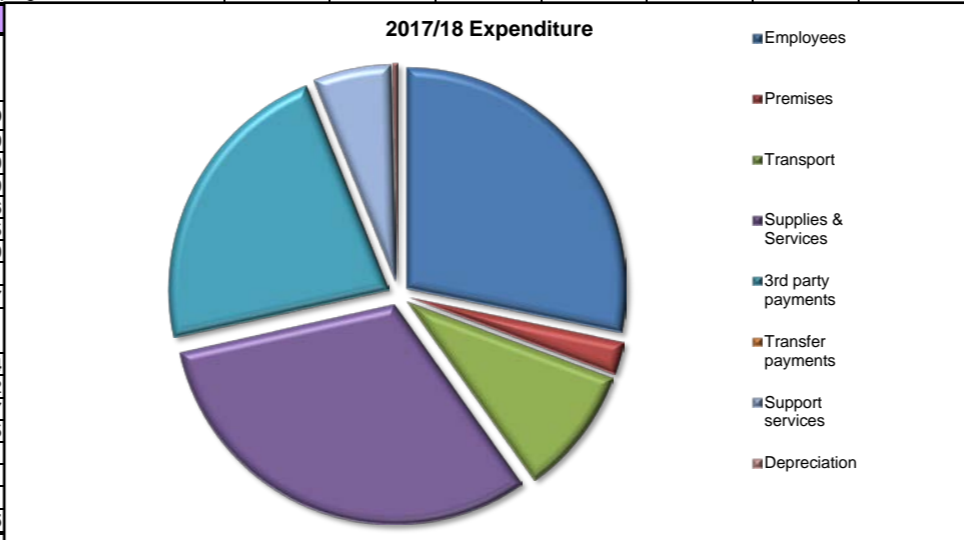
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Children's Social Care & Youth Inclusion

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	MOSAIC (CYPWB & TOM) Phase 1 and 2.	Improved efficiency (savings)	3	3	9
Start date	2013-14	Project Details:					
End date	2016-19						
Project 2		Project Title:	Regionalisation of Adoption	Improved effectiveness	3	2	6
Start date	2016-17	Project Details:					
End date	2018-19						
Project 3		Project Title:	Continuous Improvement and Inspection Readiness	Improved effectiveness	4	3	12
Start date	2013-14	Project Details:					
End date	2017-18						
Project 4		Project Title:	Youth Justice	Improved efficiency (savings)	3	2	6
Start date	2014-15	Project Details:					
Project 5		Project Title:	Well Being Model - CSC & CYPWB/TOM	Improved effectiveness	4	3	12
Start date	2013-14	Project Details:					
End date	2019-20						
Project 6		Project Title:	Workforce development	Improved staff skills and development	4	3	12
Start date	2015-16	Project Details:					
End date	2019-20						

Education		Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Katy Neep: Cabinet Member for Children's Services		Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Cllr Caroline Cooper-Marbiah: Cabinet Member for Education		Forecast increase in population 0-4						780	Children and Young People's Plan			
Enter a brief description of your main activities and objectives below		Forecast increase in population 5-19						2400	Children and Young People's Plan			
<p>Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:</p> <ul style="list-style-type: none"> monitoring, analysing & evaluating pupil & school performance developing skills in planning, teaching, assessment, leadership & management working with schools to reduce inequality & improve achievement for vulnerable groups strengthening partnership working and school to school support <p>Special Education Needs & Disabilities Integrated Service (SENDIS) will improve outcomes for CYP with SEND by:</p> <ul style="list-style-type: none"> building early help capacity in schools & settings, families & the community focus on safeguarding, early intervention & prevention as well as direct support for families implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service Specialist placement provision for pupils with SEN. <p>Early Years Services will improve outcomes for all children aged 0-5 by:</p> <ul style="list-style-type: none"> managing the childcare market to ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties delivering Children's Centre services through a locality model with a focus on early help & targeted services for vulnerable families using the CASA to inform robust planning and case work for identified families working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families Developing the work force to deliver holistically to vulnerable families and young children introducing a more robust performance management framework <p>Education Inclusion will improve outcomes for Young People by:</p> <ul style="list-style-type: none"> 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 improving attendance and reduce PA in Merton schools <p>My Futures Service</p> <p>School Org</p> <ul style="list-style-type: none"> Pupil place planning, & schools admissions School expansion & capital programme management. 		Raise in Participation age 16-18								Children and Young People's Plan		
		Forecast increase in Children & Y/P with EHCP							200-400		SEN & Disabilities Strategy	
		Increased demand for primary school (total across all schools)	1fte									School Expansion Strategy
		Increased demand for secondary school (total across all schools)		1-3fte		4-6 fte (cumulative)		10-14 fte (cumulative)				School Expansion Strategy
		Increased demand for special school places (total across all schools)								100 more SEN places by 18-19		School Expansion Strategy
Anticipated non financial resources		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21					
Staff (FTE subject to change as a result of restructures)			297	292	288	282	282					
Performance indicator	Actual performance (A) Performance Target (T) Proposed Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met							
						2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	
Merton pupil average Attainment 8 score	n/a	52	53	54				High	Annual	Outcome	Reputational risk	
Merton pupil Average Progress 8 score	n/a	0.28	0.28	0.28				High	Annual	Outcome	Reputational risk	
% outcome of Ofsted school inspections good or outstanding		89	89	91	92			High	Monthly	Outcome	Inspection outcomes	
% pupils achieving expected standard in reading, writing and maths at KS2		82	57	58	59			High	Annual	Outcome	Reputational risk	
% secondary school attendance		95.2	95.1	95.2	95.3			High	Annual	Outcome	Increased costs	
% primary school attendance		96	96.1	96.1	96.2			High	Annual	Outcome	Breach statutory duty	
% of new EHCP requests completed within 20 weeks		67	55	55	55			High	Quarterly	Outcome	Safeguarding issues	
% Good or Outstanding children's centres per Ofsted		100	100	100	100			High	Quarterly	Outcome	Inspection outcomes	
% reception year surplus places		6.2	5.5	6	8			Low	Annual	Business critical	Parental choice	
%secondary school Yr7 surplus places Inc.Academies		5.5	5	5	5			Low	Annual	Business critical	Parental choice	
% major capital projects green/amber to time		89.28%	90	90	90			High	Quarterly	Business critical	Increased costs	
% spend on approved capital programme		n/a	80	80	80			High	Annual	Business critical	Increased costs	

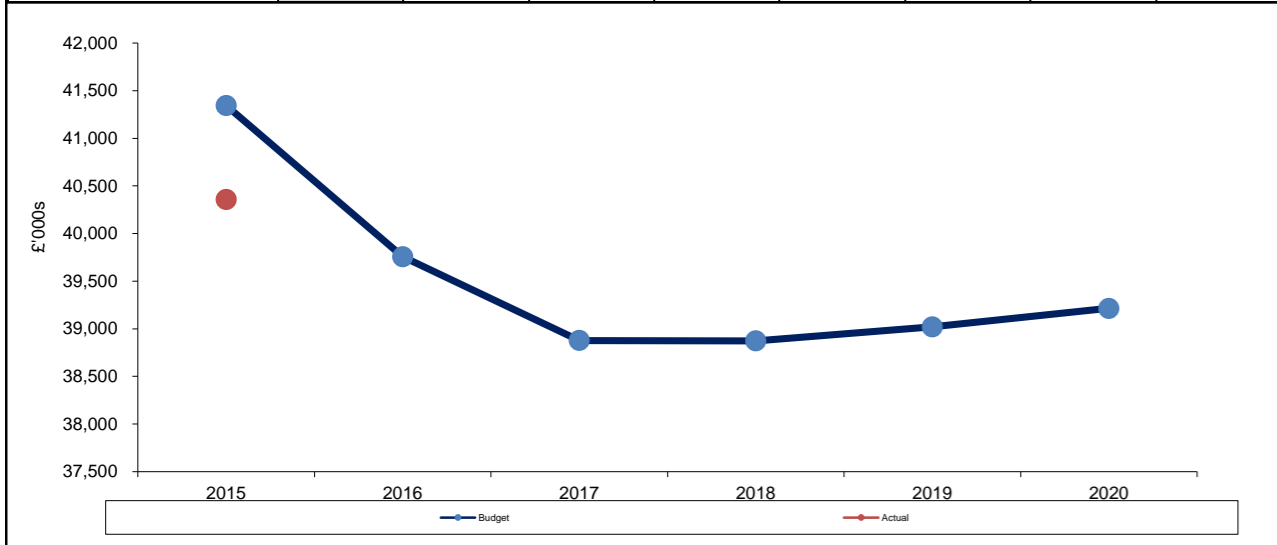
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	47,569	47,004	44,977	-329	43,981	44,127	44,273	44,469
Employees	12,473	12,023	12,465	-165	12,422	12,502	12,556	12,660
Premises	1,436	1,281	1,450	-233	1,072	1,075	1,078	1,080
Transport	4,144	4,415	4,132	166	4,158	4,219	4,279	4,339
Supplies & Services	16,731	16,257	14,402	-419	13,784	13,798	13,812	13,826
3rd party payments	9,926	9,924	9,835	322	9,838	9,827	9,841	9,855
Transfer payments	19	34	19	0	19	20	20	20
Support services	2,664	2,895	2,498	0	2,521	2,521	2,521	2,521
Depreciation	175	175	176	0	167	167	167	167
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	6,224	6,644	5,220	(127)	5,104	5,254	5,254	5,254
Government grants	365	221	150	(9)	232	232	232	232
Reimbursements	2,343	2,741	2,397	(325)	1,897	1,897	1,897	1,897
Customer & client receipts	3,516	3,682	2,673	207	2,975	3,125	3,125	3,125
Interest								
Reserves								
Capital Funded								
Council Funded Net Budget	41,345	40,359	39,758	(456)	38,877	38,873	39,019	39,215



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Primary Expansion		10,548	3,799	0	30	0	0	0
Secondary Expansion		183	7,798	0	8,919	6,156	4,481	0
Devolved Formula Capital		362	368	0	0	0	0	0
Schools Capital Maintenance		723	986	0	670	650	650	650
SEN Expansion		2,244	317	0	3,196	5,310	1,000	0
Other		288	129	(104)	104	0	105	0
	0	14,348	13,396	(104)	12,919	12,116	6,236	650

2017/18

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £546,000
 Reduced service offer from school improvement: £75,000
 Increased income from schools/ reduced LA service offer: £200,000
 Property and contracts: £65,000
 (Deletion of 1AD, 1 HOS and half and admin post £224,000) split across CSC/YI and Education).



2018/19

Increased income from schools/ reduced LA service offer: £200,000
 Commissioning rationalisation: £60,000
 (Review of CSF staffing structure beneath management level £189,00) split across CSC/YI and Education).
 Data review & centralisation £40,000) split across CSC/YI and Education).

2019/20

(Review of CSF staffing structure beneath management level £200,000 (split across CSC/YI and Education).

2020/21

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

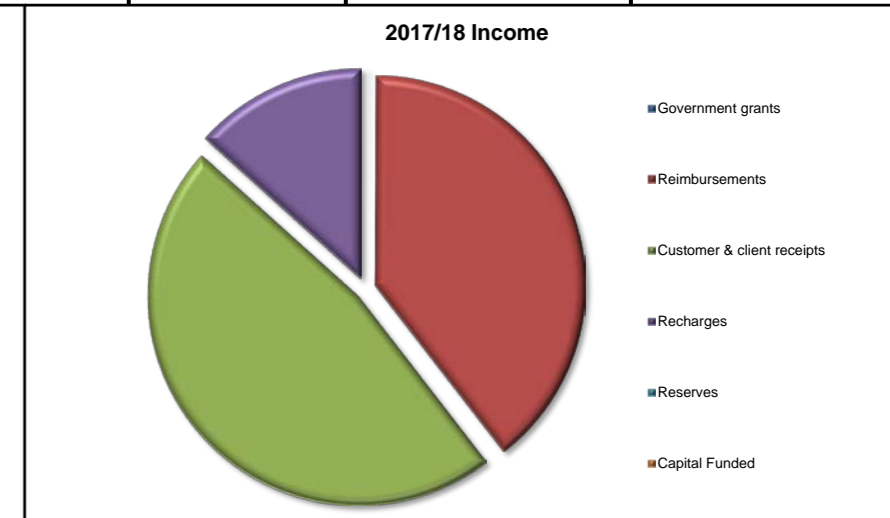
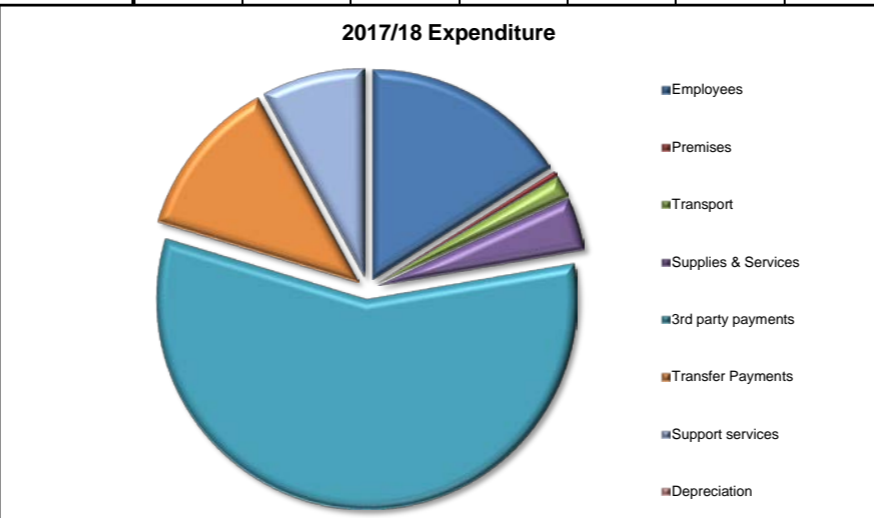
Education

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Improving pupil outcomes at KS2 & KS4 (Edn TOM) & School Improvement through partnership (Edn TOM)			Improved effectiveness		
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including implementation of Support and Challenge Groups. Training and briefings on Ofsted, assessment, curriculum and improving teaching. Maintenance of outstanding teacher courses for primary and secondary teachers. Ongoing support for all schools on the basis of the new School Improvement Strategy from Merton Education Partners. The development of strengthened school to school support through the School Improvement Steering Group, ongoing support for the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools. Partnership with schools on redefining LA functions as part of Education TOM.	2	3	6		
End date	2018-19							
Project 2		Project Title:	Transforming Early Years (EY's TOM)			Improved efficiency (savings)		
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.	3	2	6		
End date	2019-20							
Project 3		Project Title:	Implementation of requirements of Children & Families Act (Edn TOM & CYPWB) & Education TOM/CYPWB Model & Personal Budgets (Education TOM/C+F Act)			Improved customer experience		
Start date	2013-14	Project Details:	Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams. Develop and deliver the Education TOM & CYPWB Model across CSF Services, including implementation of MOSAIC phases 1 & 2. Progress further rollout of Personal Budgets for families of children subject to education, health and care plans (ex SEN Statements). Work with SENDIS service to maintain focus of encouraging Personal Budgets for SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.	4	3	12		
End date	2019-20							
Project 4		Project Title:	Development of Adolescent offer including My Futures (NEET's) & linked provision			Improved customer experience		
Start date	2013-14	Project Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	3	2	6		
End date	2018-19							
Project 5		Project Title:	Youth transformation phases 3 & 4 (Edn TOM)			Improved efficiency (savings)		
Start date	2013-14	Project Details:	Implementation of new funding models for Phipps Bridge & Pollards Hill. Expanding community partnerships to achieve a more self funding community model in each locality. The plan for each area will evolve from these partnerships.	4	3	12		
End date	2017-18							
Project 6		Project Title:	Implementation of Secondary & Special School (SEN) Places Strategy (Education TOM)			Infrastructure renewal		
Start date	2015-16	Project Details:	Continue liaison with Education Funding Agency and Harris Federation to deliver a new secondary (Free) school in the Wimbledon area. Implement expansion of 2/3 secondary schools in east of the borough to achieve overall additional places needed. Undertake statutory processes and procure/plan/deliver construction contracts. Develop overall strategy for provision of sufficient and suitable SEN places in Merton; undertake capital bidding and procure/plan/deliver construction contracts.	4	2	8		
End date	2018-2019							

Community & Housing

Adult Social Care	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Tobin Byers: Cabinet Member for Adult Social Care	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20		2020/21		
<p>Enter a brief description of your main activities and objectives below</p> <p>Adult Social Care is a statutory service, underpinned by several pieces of legislation, whereby the council has a duty to provide or commission support, based on an assessment of need for people over the age of 18. People who are in need /at risk due to disability or illness. Once a need has been defined, there is a duty to meet it.</p> <p>There are eligibility criteria to define need and to keep this in line with resources as far as possible.</p> <p>Our approach to redesign the service and find savings is based on a model for using resources. This means maintaining some focussed investment in prevention and recovery in order to limit spend on long term support. Where long term support is needed, we do this in a person centred way which encourages maximum independence, minimises processes if they don't add value for customers or taxpayers, to work in partnership to achieve these goals, and to enable and encourage everyone to contribute to their own or others' support alongside what is funded by the taxpayer.</p> <p>Looking ahead there is a key national policy challenge to incorporate in our redesign, namely the integration with health services.</p>	No. of people requiring services	3331	3307	3278	3252	3191	3170	Health & Wellbeing Strategy		
	People aged 85-89	407	375	358	335	315	293			
	People aged 95+	221	195	190	185	180	175			
	No. of people aged 65+ with dementia	385	395	407	419	431	448			
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Staff (FTE)	383.53	335.26	324.5	313.5	313.5	313.5			
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (T)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
No of carers receiving a service	967	996	1000	1010	1020	1040	High	Monthly	Business critical	Breach statutory duty
% Older people still at home following Reablement	81.5%	73.2	78.8	78.8	78.8	78.8	High	Annual	Outcome	Increased costs
% People receiving 'long term' Community Services	80%	72	72	72	72	72	High	Monthly	Business critical	Increased costs
% People with 'long term' services receiving Self-Directed	98%	95	95	95	95	95	High	Monthly	Unit cost	Government intervention
The rate of Delayed Transfers of care from hospital (both NHS and Merton)	8.4	5	7	7	7	7	Low	Monthly	Business critical	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	78,971	82,371	73,925	8,215	82,562	80,470	78,520	79,764
Employees	14,824	14,916	12,948	1,058	13,252	12,013	12,125	12,237
Premises	370	297	363	-30	352	357	362	367
Transport	1,439	1,397	1,406	31	1,441	1,462	1,483	1,504
Supplies & Services	4,206	2,784	3,976	-1,005	3,344	2,154	2,213	2,274
3rd party payments	41,655	45,456	38,927	8,156	47,381	47,241	44,644	45,239
Transfer Payments	9,551	9,490	9,763	5	10,213	10,664	11,114	11,564
Support services	6,850	7,956	6,466	0	6,501	6,501	6,501	6,501
Depreciation	76	76	76	0	78	78	78	78
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	22,782	24,124	22,908	-91	22,181	22,181	22,181	22,181
Government grants	1,059	1,317	882	-315	17	17	17	17
Reimbursements	8,275	10,144	8,613	-1,095	8,751	8,751	8,751	8,751
Customer & client receipts	10,327	9,058	10,453	1,319	10,453	10,453	10,453	10,453
Recharges	3,121	3,606	2,960	0	2,960	2,960	2,960	2,960
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	56,189	58,247	51,017	8,124	60,381	58,289	56,339	57,583



Summary of major budget etc. changes ~ 2017/18

Growth for Concessionary fares increase - £0.450m
 Growth in Placement budget - £ 9.3m
 Total Savings - £2.248m (CH1,CH2,,CH3,CH35,CH36,CH37,CH38,CH52&CH53 & CH57)

2018/19

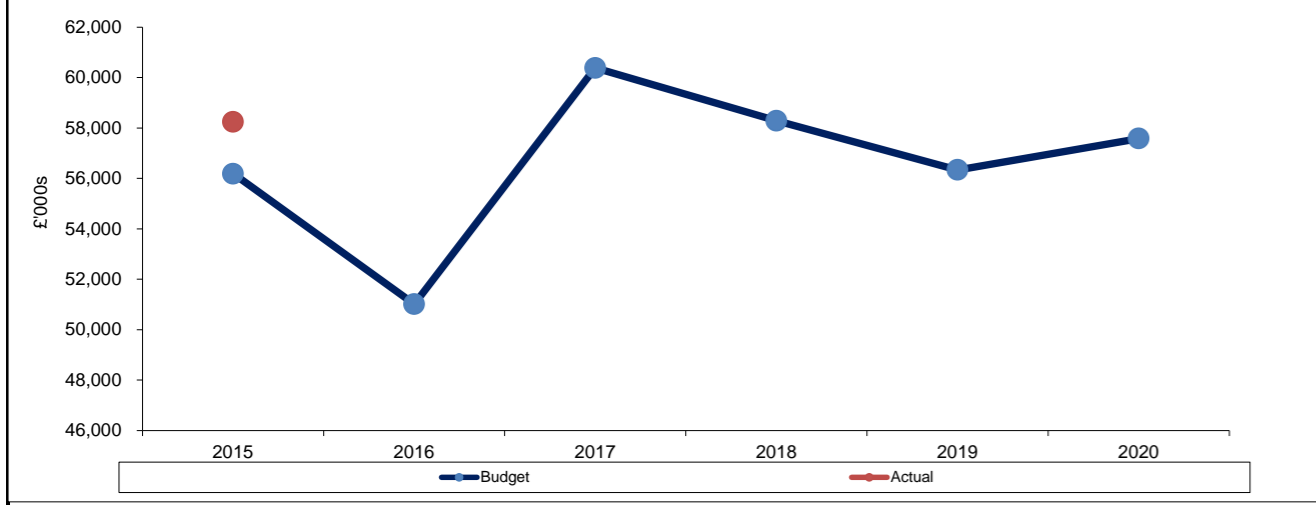
Growth for Concessionary fares increase - £0.450m
 Growth in Placement budget - £0.252m.
 Total Savings - £2.988m (CH20,CH36,CH39,CH54&CH55 & CH57 - a further £918k to be identified)

2019/20

Growth for Concessionary fares increase - £0.450m
 Reduction of growth in placement budget - £2.8m

2020/21

Growth for Concessionary fares increase - £0.450m



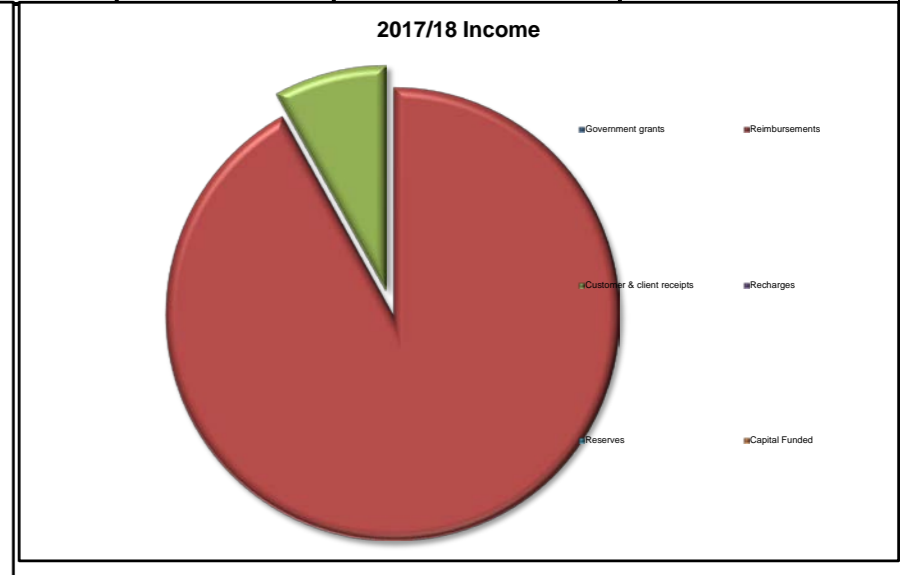
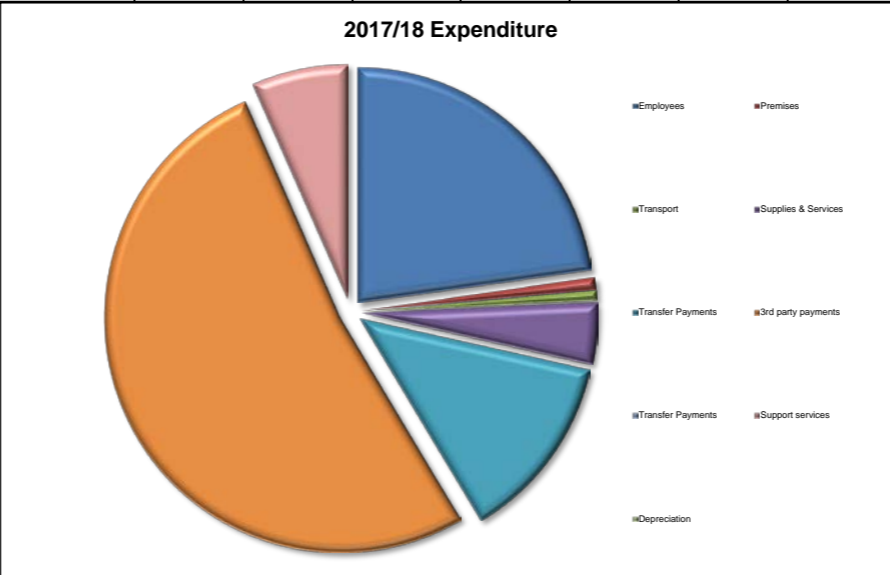
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Adult Social Care

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Home Care re-commissioning	Improved effectiveness		9
Start date	01/04/2017	Project Details:	Implementation of new Home Care model post tender. The contract will have two tiers. Tier 1 will be for 3 prime providers who will be our core partners. Tier 2 will be small local and specialist providers who will provide back-up supply or meet nche requirements.	3	3	
End date	31/03/2018					
Project 2		Project Title:	Supporting People re-commissioning	Improved efficiency (savings)		8
Start date	01/04/2017	Project Details:	Re-commissioning of SP contracts due to expire in November 2017 with the aim of supportign the council's homelessness prevention duties and financial plans.	4	2	
End date	01/11/2017					
Project 3		Project Title:	Assessment & Care Management Processes	Improved effectiveness		9
Start date	01/04/2017	Project Details:	Continue the review, redesign and delivery of a plan to ensure that all assessment and care management processes including those related to safeguarding, the Mental Capacity Act and DOLS are efficient, effective, consistently promote independence and adequately resourced.	3	3	
End date	31/12/2017					
Project 4		Project Title:	SCIS	Improved effectiveness		6
Start date	01/04/2017	Project Details:	Ensure that the new Core Logic Mosaic social care information system (SCIS) is fit for purpose for the foreseeable future. Achieve this by ensuring that processes, data quality and outcomes are kept under constant review.	3	2	
End date	31/03/2018					
Project 5		Project Title:	Transitions	Improved customer experience		6
Start date	01/04/2017	Project Details:	Undertake and implement a review of the transitions pathway to ensure that the transition to adulthood is planned in a timely manner with the service user and their family, that upcoming transitions are reflected in the commissioning and financial plans.	3	2	
End date	30/09/2017					
Project 6		Project Title:	Early intervention	Improved customer experience		4
Start date	01/04/2017	Project Details:	Develop a refreshed early intervention strategy that builds on the existing hub service models	2	2	
End date	30/09/2017					
Project 7		Project Title:	Business Development	Improved effectiveness		4
Start date	01/04/2017	Project Details:	Develop and implement business plans to expand the provision of alternatives to traditional care, such as telecare, shard lives, supported living and short term interventions.	2	2	
End date	31/03/2018					
Project 8		Project Title:	Information, access & advice	Improved efficiency (savings)		6
Start date	01/04/2017	Project Details:	Develop the offer through Merton Link and the voluntary sector to provide earlier advice, self service and referral to non-statutory interventions.	3	2	
End date	31/03/2018					
Project 9		Project Title:	Integration	Improved effectiveness		6
Start date	01/04/2017	Project Details:	Priorities for 2017/18 will be - co-location with CLCH and MCCG - embedding joint working with CLCH developing joint commissioning approach with MCCG	3	2	
End date	30/06/2017					
Project 10		Project Title:	Bed based care	Improved effectiveness		12
Start date	01/04/2017	Project Details:	Develop a commissioning strategy for bed based care, working with the sector, health and neighbouring authorities to develop a sustainable offer and range of solutions.	4	3	
End date	31/03/2018					

Housing Needs and Enabling Services	Planning Assumptions						The Corporate strategies your service contributes to			
CLr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
Enter a brief description of your main activities and objectives below	Housing advice, options, private tenants & landlords advice	11000	11000	11000	11000	11000	11000	Homeless Placements Policy (Interim)		
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.	Housing register applicants	8150	8100	9600	10250	10900	11550	Homelessness Strategy		
	Housing options casework	1000	1000	1000	1000	1000	1000	Housing Strategy		
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.	Demand for temporary accommodation	380	420	420	435	455	470			
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Housing Needs Staff (FTE)	24.5	21.79	19.30	18.30	18.30	18.30			
	Environmental Health (Housing)	6.03	5.03	5.03	4.03	4.03	4.03			
	TOTALS	30.53	26.82	24.33	22.33	22.33	22.33			
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
No. of homelessness preventions	561	450	450	450	450	450	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation	158	225	225	235	250	250	Low	Monthly	Business critical	Increased costs
Highest no. of families in B&B	4	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Highest no. of adults in B&B	4.75	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Affordable homes delivered	81	30	70	60	40	50	High	Annual	Outcome	Reputational risk
Social housing lets	353	375	360	350	340	345	High	Quarterly	Outcome	Increased waiting times
Rent deposit - new tenancies	49	50	40	40	40	40	High	Annual	Outcome	Increased waiting times
No. of enforcement/improvement notices	107	55	70	70	60	60	High	Quarterly	Outcome	Reduced enforcement
Number of Disabled Facilities Grants approved	34	60	60	60	60	60	High	Quarterly	Outcome	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	3,490	4,658	4,207	1,540	4,418	4,408	4,460	4,512
Employees	1,226	1,156	1,119	-45	1,005	967	991	1,015
Premises	43	42	39	0	39	40	42	43
Transport	28	26	28	-3	29	30	30	31
Supplies & Services	242	604	219	-29	186	190	194	198
Transfer Payments	1,396	2,278	2,262	637	571	571	571	571
3rd party payments	304	288	249	980	2,296	2,318	2,340	2,362
Transfer Payments								
Support services	251	265	292	0	292	292	292	292
Depreciation								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	1,337	3,028	2,198	-1,051	2,198	2,198	2,198	2,198
Government grants	1,185	2,543	2,000	0	0	0	0	0
Reimbursements	5	191	20	-806	2,020	2,020	2,020	2,020
Customer & client receipts	147	294	178	-245	178	178	178	178
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	2,154	1,630	2,009	489	2,220	2,210	2,262	2,314



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Disabled Facilities Grant		447	1,043	(543)	755	629	280	280
8 Wilton Road		60		0				
Western Road		0	760	0				
Total	0	507	1,803	(543)	755	629	280	280

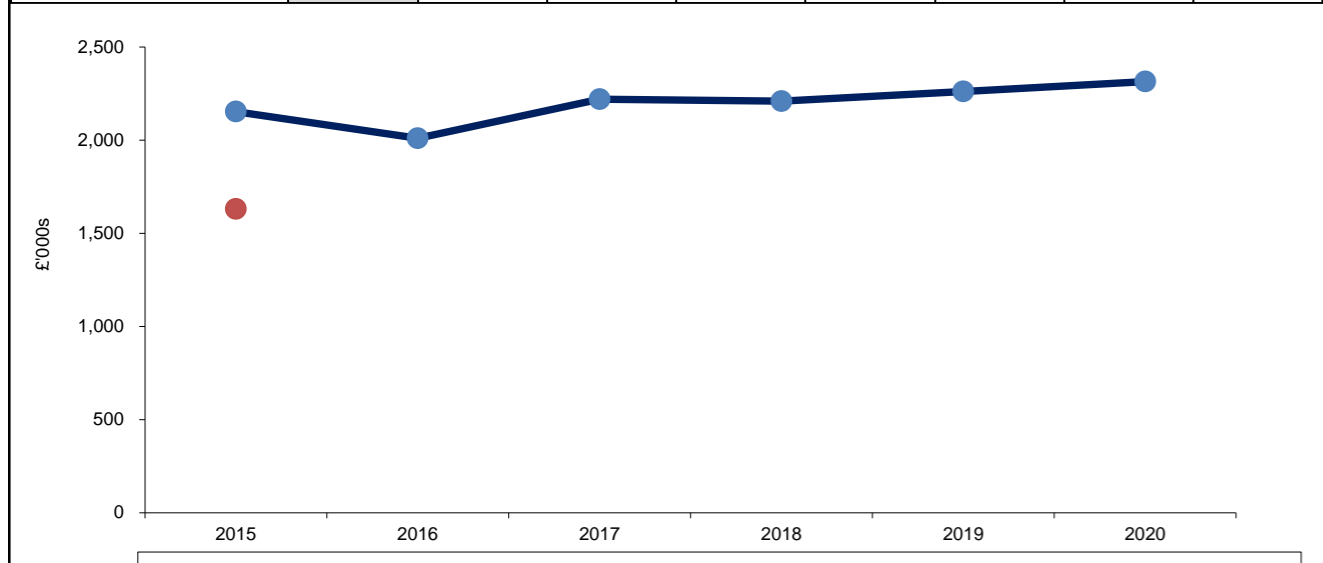
Summary of major budget etc. changes

2017/18

Savings £30k Rationalisation of admin budget (CH9)
Savings -£36k - Deletion of one staffing post (ICH10)
Savings -£100k Further Staff reductions (Any areas of HNES & EHH) (CH43)
Savings £50k - Staff reduction in Housing Services (CH57) - CH57 is a repeat of CH43 and the saving has been double counted. (refer to conversations with Finance and text at back of TOM) This savings will be transferred to Adult Social Care.

2018/19

Savings -£62k Further Staff reductions (Any areas of HNES & EHH) (CH43)
Savings £118k - Staff reduction in Housing Services (CH57) - CH57 is a repeat of CH43 and the saving has been double counted. (refer to conversations with Finance and text at back of TOM) This savings will be transferred to Adult Social Care.



2019/20	
2020/21	

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

Housing Needs and Enabling Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Deliver on-line self-assessment tools	Improved effectiveness					
Start date	2016-17	Project Details:	Implement on-line Housing Register pre-application assessment tool.				3	1	3
End date	2017-18								
Project 2		Project Title:	Homeless Placement Policy	Risk reduction and compliance					
Start date	2016-17	Project Details:	Implement and monitor the Homeless Placement policy				2	2	4
End date	2017-18								
Project 3		Project Title:	CHMP Regeneration	Improved reputation					
Start date	2014-15	Project Details:	Input to CHMP regeneration with Future Merton.				1	2	2
End date	2018-19								
Project 4		Project Title:	Service re-structure	Improved efficiency (savings)					
Start date	2016-17	Project Details:	Develop plans in 2016/17 to re-structure the service in 2017/18 and 2018/19 in light of the need to continue to provide a service with a reduced workforce.				2	3	6
End date	2018-19								
Project 5		Project Title:	Shared Lives Development	Improved effectiveness					
Start date	2015-16	Project Details:	Explore ways to potentially develop the Shared Lives range of services, considering the business case for any service developments and liaise with the appropriate referring agencies to provide any additional funding where necessary				3	1	3
End date	2017-18								
Project 6		Project Title:	Technology Review	Improved effectiveness					
Start date	2016-17	Project Details:	Work with IT / E&R on re-procurement / replacement of M3PP.				2	1	2
End date	2017-18								
Project 7		Project Title:	Selective Licencing	Improved effectiveness					
Start date	2016-17	Project Details:	Produce a business case to consider selective licencing and/or additional licencing in parts of the borough and progress any actions arising where necessary.(Government is currently consulting on whether or not mandatory licencing of HMOs should be extended to 2 story dwellings. Accordingly it is sensible to await the outcome of governments consultation before emarking upon this project.)				2	1	2
End date	2017-18								
Project 8		Project Title:	EDRMS Workflow	Improved effectiveness					
Start date	2015-16	Project Details:	Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly				2	2	4
End date	2016-17								
Project 9		Project Title:		Improved efficiency (savings)					
Start date		Project Details:							0
End date									
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									

Libraries	Planning Assumptions							The Corporate strategies your service contributes to
	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
	Active users	55,000	56,000	56,000	56,000	56,000	56,000	
Stock issues	1,000,000	950,000	950,000	950,000	900,000	900,000	900,000	
Registered members	135,000	135,000	135,000	135,000	135,000	135,000	135,000	
Visitor figures	1,200,000	1,200,000	1,200,000	1,210,000	1,210,000	1,210,000	1,210,000	
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
Staff (FTE)	45.71	43.71	33.62	33.62	33.62	33.62	33.62	
Accommodation (Libraries)	7	7	7	7	7	7	7	
Equipment (PC's)	144	144	144	144	144	144	144	

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.

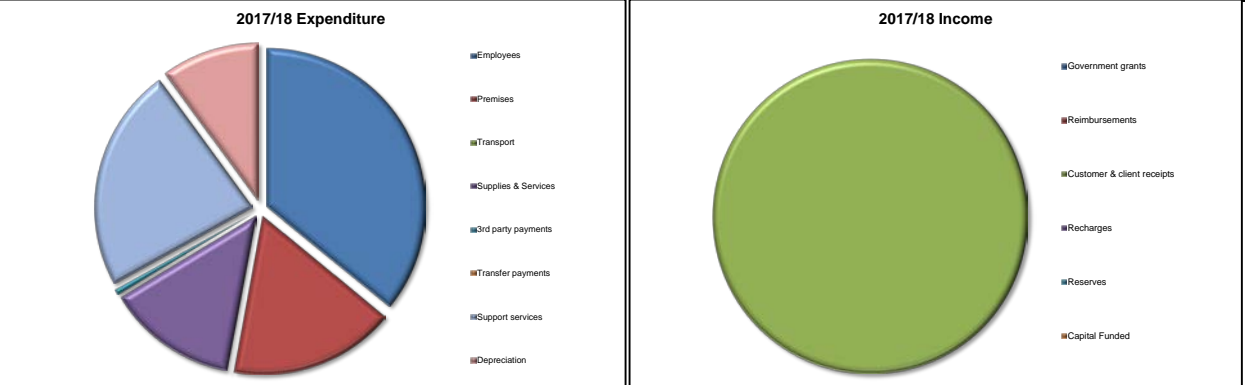
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.

Certain aspects of the service must be provided for free:
 Free lending of books
 Free access to information
 Free library membership

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.

Performance indicator	Actual Performance (A)		Performance target (T)		Proposed Target (P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
Number of visitors accessing the library service online	232472	200,000	210,000	220,000	230,000	230,000	High	Monthly	Quality	Reduced uptake of service
Active users - peoples network terminal	65269	56,000	56,000	56,000	56,000	56,000	High	Monthly	Outcome	Reduced uptake of service
% self service usage for stock transactions	96	96	97	97	97	98	High	Monthly	Business critical	Increased costs
Active volunteers in libraries	337	210	220	230	230	230	High	Monthly	Business critical	Reduced service delivery
Maintain Income	361,000	£316,000	£346,000	£346,000	£346,000	£346,000	High	Monthly	Unit cost	Increased costs
Partnership numbers	62	30	30	30	30	30	High	Monthly	Quality	Reduced service delivery
% customer satisfaction (ARS)	n/a	78	78	78	78	78	High	Annual	Perception	Reduced customer service

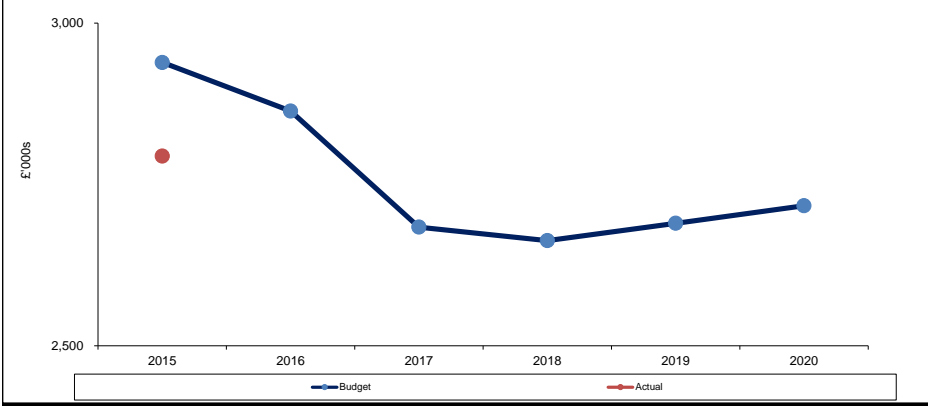
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	3,296	3,190	3,221	-138	2,993	2,972	2,999	3,026
Employees	1,350	1,265	1,348	-83	1,076	1,041	1,054	1,067
Premises	399	406	403	-46	507	515	523	531
Transport	4	5	4	0	4	4	4	4
Supplies & Services	508	454	449	-43	399	404	409	414
3rd party payments	37	30	27	-1	18	19	20	21
Transfer payments	0	0	0	0	0	0	0	0
Support services	686	727	688	0	688	688	688	688
Depreciation	303	303	303	0	301	301	301	301
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	357	396	357	-25	309	309	309	309
Government grants	0	0	0	0	0	0	0	0
Reimbursements	41	34	41	0	0	0	0	0
Customer & client receipts	316	361	316	-25	309	309	309	309
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	2,939	2,794	2,864	(163)	2,684	2,663	2,690	2,717



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Colliers Wood Library Re-Fit					200			
Library Self Service		255	95	0				350
West Barnes Library Re-fit					200			
Library Management System					100			
0	255	95	0	500	0	0	350	

Summary of major budget etc. changes 2017/18

- Savings - Introduce self-serve libraries at off peak times - £90k
- Savings - Staffing - £38k
- Savings - Additional staff savings - £62k
- Savings - Reduction in ICT contracts - £40k



2018/19

- Savings - Letting of space for coffee shop franchise in libraries - £30k

2019/20

2020/21

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

Libraries

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Partnership development		Improved customer experience		
Start date	2015-16	Project Details	Continue to develop partnership approach to delivering services in libraries. Increase health partnerships along with developing projects such as Merton Arts Space and the integration of adult education services.		2	1	2
End date	2017-18						
Project 2		Project Title:	Heritage Strategy		Improved effectiveness		
Start date	2015-16	Project Details	Promote the Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding and improve income streams.		3	1	3
End date	2019-20						
Project 3		Project Title:	Stock efficiency program		Improved efficiency (savings)		
Start date	2015-16	Project Details	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings and consolidate team structure. Maximise usage of e-resources.		3	1	3
End date	2017-18						
Project 4		Project Title:	Children & Young People's projects		Improved customer experience		
Start date	2013-14	Project Details	Continue to deliver the Schools and Libraries Membership scheme for primary school children and promote reading through a variety of projects. Rollout the Schools and Libraries Membership scheme to high schools.		3	1	3
End date	2017-18						
Project 5		Project Title:	Customer consultation, marketing and promotion		Improved customer experience		
Start date	2016-17	Project Details	Undertake a new customer survey to gain user views and consult on any significant changes to service delivery. Continue to develop e-marketing services and undertake promotional activities such as Library Connect.		2	1	2
End date	2020-21						
Project 6		Project Title:	Frontline Transformation		Improved efficiency (savings)		
Start date	2016-17	Project Details	Implement agreed savings through the consolidation of staffing and the implementation of self-service libraries at off peak times in branch libraries.		3	2	6
End date	2017-18						
Project 7		Project Title:	Assisted digital support		Improved customer experience		
Start date	2013-14	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives to improve literacy and support the Customer Contact project.		2	1	2
End date	2016-17						
Project 8		Project Title:	Security services contract		Improved efficiency (savings)		
Start date	2015-16	Project Details	On-going monitoring of performance. Develop security guard services to play a more active role in service transformation and to support with new lone working arrangements.		3	2	6
End date	2018-19						
Project 9		Project Title:	Library redevelopments		Improved customer experience		
Start date	2015-16	Project Details	Open the new Colliers Wood Library and maximise the use of space in existing libraries.		3	2	6
End date	2018-19						
Project 10		Project Title:	London Libraries Consortium		Improved efficiency (savings)		
Start date	2015-16	Project Details	Implement actions in the LLC Strategy and procure a new library management system.		3	2	6
Projects	2018-19						

Commissioned Service		Description of main activities and objectives									
Merton Adult Education		<p>The London Borough of Merton is committed to providing high quality and sustainable adult learning in order to improve the social, economic, health and wellbeing of our residents. The service is delivered through a commissioning model, contracting services to the best providers in the field and by developing sophisticated evidence based approaches to what we deliver.</p> <p>The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses.</p>									
Cllr Caroline Cooper-Marbiah Cabinet Member for Education											
Service Providers:											
South Thames College											
Groundwork London											
Planning Assumptions							The Corporate strategies the service contributes to				
Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21					
Total number of learners	3129	3285	3285	3285	3285	3285	Culture and Sport Framework				
Number of accredited learners	1397	1467	1467	1467	1467	1467	Employment and Skills Action Plan				
Total number of enrolments	4256	3964	3964	3964	3964	3964	Medium term Financial Strategy				
							Special Educational Needs and Disabilities Strategy				
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21					
Staff (Commissioning Team)	28.26	3.55	3.66	3.66	3.66	3.66					
Staff (LDD Curriculum manager)	0	1	1	1	1	1					
South Thames College							Sufficient resources to provide service				
Groundwork London							Sufficient resources to provide service				
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)					
Number of enrolments per annum			3964	3964	3964	3964	High	Quarterly	Outcome	Reduced uptake of service	
Number of new learners per annum (not registered as learners in previous year)			50%	45%	40%	40%	High	Quarterly	Outcome	Reduced uptake of service	
Number of completers (% retention rate per annum)			93%	94%	95%	95%	High	Annual	Outcome	Reduced service delivery	
% overall success rate of accredited courses per annum			85%	86%	88%	90%	High	Annual	Outcome	Reduced uptake of service	
% of end of course evaluations where teaching and learning is rated as good or above			95%	95%	95%	95%	High	Annual	Perception	Reduced service delivery	
% of enrolments from deprived wards			27%	30%	32%	35%	High	Quarterly	Quality	Reduced uptake of service	
Average cost per learner			£247	£247	£247	£247	Low	Annual	Unit cost	Reduced uptake of service	
Financial Information					Additional Expenditure Information						
Revenue	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21							
Expenditure	1,256	1,266	1,271	1,312							
Contractor's Fee	985	990	995	1,014							
Employees (Commissioning Team)	182	185	183	203							
Employees (LDD Curriculum Manager)	45	45	45	45							
Other Costs	44	46	48	50							
Revenue	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18							
Income	1,380	1,380	1,380	1,380							
Adult Education Block Grant	1,346	1,346	1,346	1,346							
Adult Apprenticeships Grant	27	27	27	27							
Other Income	7	7	7	7							
Capital Expenditure	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18							

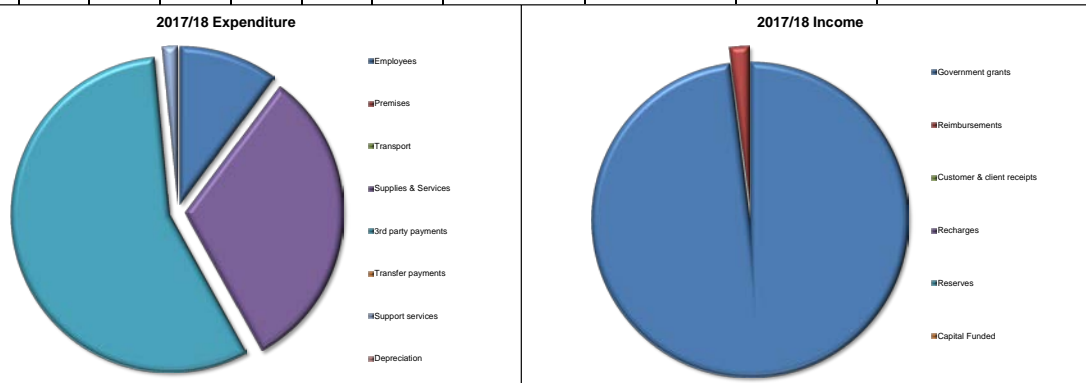
DETAILS OF MAJOR PROJECTS

Merton Adult Education

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Improve Ofsted status	Improved effectiveness					
Start date	2016/17	Project Details:	Implement agreed actions in Post Ofsted Improvement Action Plan (PIAP) ready for re-inspection with the view to achieving a 'Good' status				3	2	6
End date	2018/19								
Project 2		Project Title:	Embed employability, maths and English strands in courses where applicable	Economic outcomes					
Start date	2016/17	Project Details:	Embed key threads around employability, maths and English into courses delivered by new providers.				2	1	2
End date	2018/19								
Project 3		Project Title:	Launch new apprenticeship scheme	Economic outcomes					
Start date	2016/17	Project Details:	Procure an organisation to increase apprenticeship numbers in the borough.				2	1	2
End date	2017/18								
Project 4		Project Title:	Expand provision in deprived areas of the borough and / or amongst deprived communities	Improved effectiveness					
Start date	2016/17	Project Details:	Deliver a range of community and family learning initiatives in the broough to increase take up and proactively market services to residents with the greatest needs.				3	1	3
End date	2018/19								
Project 5		Project Title:	Embed new evidence base and overhaul course provision	Improved customer experience					
Start date	2017/18	Project Details:	Make more effective usage of learner and community data to inform the future commissioning of adult learning courses whilst retaining a healthy breadth of provision.				2	1	2
End date	2018/19								
Project 6		Project Title:	Embed new commissioning arrangements across all services	Improved effectiveness					
Start date	2016/17	Project Details:	Undertake regular contract reviews and identify improvement plans to embed and improve the quality of the new adult learning services				3	2	6
End date	2019/20								

Public Health Cllr Tobin Byers: Cabinet Member for Adult Social Care Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20		2020/21		
Public Health services currently comprise: • Services to improve health and wellbeing that are the commissioning responsibility of PH in LA (including the following mandatory services: sexual health, NHS health checks, Healthy Child 0-5 services, National Child Measurement Programme) • Commissioning support function to the CCG (mandatory) and council; • Health protection oversight function (mandatory) • Health intelligence including JSNA (mandatory) Our vision for public health in Merton over the next five years is to: • Protect and improve physical and mental health outcomes for the whole population in Merton throughout the life course, and reduce health inequalities, especially between the West and East of the borough, within the shrinking financial envelope available. • Fulfill our statutory PH duties. • Contribute to Merton becoming London's best council in 2020 Our strategic objectives are: Objective 1: Service transformation - Deliver East Merton Model of Health and Wellbeing and Wilson health and community campus as blueprint for borough-wide health and care transformation Objective 2: Embedding health & wellbeing into council business - Embed health and wellbeing as relevant outcome across the whole council business (and partners) including establishing health as marker for good government and as investment rather than expenditure, integral to 2020 vision of best London council Objective 3: Strengthening commissioning and commissioning support – Develop public health strategic commissioning (end-to-end) & public health support to commissioning for health and wellbeing outcomes using a range of specific purposefully chosen collaborative commissioning approaches for development and delivery of integrated service models	Sexual health	20,554	20,913	21,645	22,403	23,187	TBC	Sexual Health Strategy		
	Drugs & alcohol	452 Drugs/253 Alcohol	467 Drugs/280 Alcohol	400 drugs/340 alcohol	TBC	TBC	TBC	Health & Wellbeing Strategy		
	Support to CCG	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	TBC			
	NHS Health Checks	6211	6300	3,000	3,100	3,200				
	National Child Measurement Programme	Reception Cohort : 2,610 Year 6 Cohort: 2,012	Reception Cohort : 2,655 Year 6 Cohort: 2,068	Reception Cohort : 2,700 Year 6 Cohort: 2,125	Reception Cohort : 2,745 Year 6 Cohort: 2,182	TBC				
	NHS Smoking Cessation	1168	1000	TBC	TBC	TBC				
	Health Visiting New Birth Visits: estimated new births	3237	3170	3104	3037	2971				
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Staff (FTE)	14.77	15.43	16.56	TBC	TBC	TBC			
	Staff (Trainees)	1	2	2	TBC	TBC	TBC			
Performance indicator	Actual performance (A)	Performance Target (T)	Proposed Target (P)				Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Chlamydia diagnosis	N/a	1,977	2,046	2,118	2,192		High	Quarterly	Output	
Late diagnosis of HIV rate	38.5%	42%	38%	36%	35%		Low	Annual	Outcome	Failure to meet PHOF target
Successful completion of drug treatment (opiates)	N/a	56.2%	9.5%	TBC	TBC			Quarterly	Outcome	
Signed Memo Of Understanding (MOU) with MCCG	Yes	Yes	Yes	Yes	Yes			Annual	Business critical	Breach statutory duty
% NHS health checks uptake of those offered service	44.7%	50%	50%	52%	54%		High	Quarterly	Output	
% excess weight in children age 10 - 11 years	N/a	35.6%	35.7%	TBC	TBC		Low	Annual	Outcome	Increase prevalence of long term conditions
Successful completion of alcohol treatment	N/a	TBC	60%	TBC	TBC		High	Quarterly	Outcome	
Health Visiting – Percentage of New Birth Reviews within 14 days of birth	N/a	90%	90%	90%	90%	90%	High	Monthly	Outcome	Poor childhood outcomes
% of participation in National Child Measurement Programme (Sep - Aug)	N/a	95%	95%	95%	95%	95%	High	Annual	Outcome	Breach statutory duty

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	11,536	10,926	11,897	36	10,964	10,964	10,964	10,964
Employees	1,133	1,044	1,090	-23	1,117	1,117	1,117	1,117
Premises	2	1	2	-1	2	2	2	2
Transport	2	2	2	1	2	2	2	2
Supplies & Services	5,019	4,544	3,750	300	3,476	3,476	3,476	3,476
3rd party payments	5,208	5,156	6,886	-241	6,200	6,200	6,200	6,200
Transfer payments	0	0	0	0	0	0	0	0
Support services	172	178	167	0	167	167	167	167
Depreciation	0	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	11,069	10,458	11,481	-93	10,948	10,948	10,948	10,948
Government grants	10,712	10,071	11,181	-15	10,727	10,727	10,727	10,727
Reimbursements	356	388	300	-78	221	221	221	221
Customer & client receipts	0	0	0	0	0	0	0	0
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	467	467	416	(57)	16	16	16	16



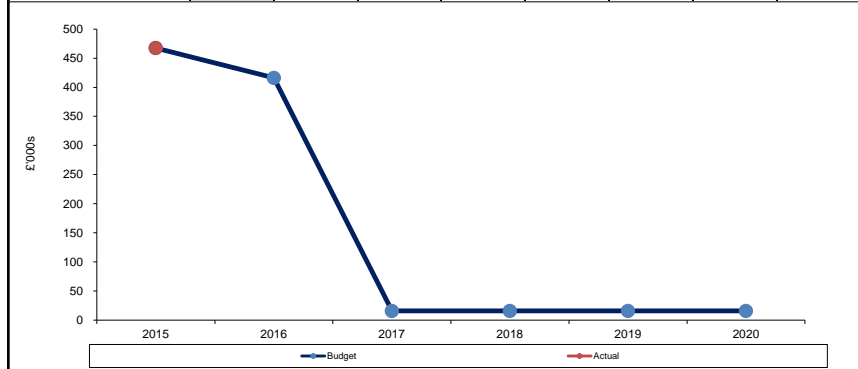
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0	0

Summary of major budget etc. changes 2017/18

Funding for PH will continue to be allocated through the ring-fenced grant. Following a national decision to reduce the total PH grant the a 2.5% cut is required in 2017/18. That means the national PH Grant is £10.7m in 2017/18. In addition the Council's medium term financial strategy has committed PH to transfer recurrently £400k to CSF and £600k to C&H. This reduces the budget available for PH to £9.7m.

For 2017/18 there is a total of £870k required savings.

The approach to savings will be to minimise the negative impact from shrinking resources on population health, protection of vulnerable residents and reduction of inequalities, and to avoid savings



2018/19

For 2018/19 the national grant remains the same and there are no additional transfer requirements in the MYFS over an above the £1 million (£400k CSF & £600k C&H) . If there is no other change the budget available for PH will be £9.7m.

Q: this was the text from last year -are we expecting additional 2.6% national cut in 18/19? : Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence removed; from 2018/19 Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus 2.5% in 2017/18 plus additional 2.6% in 2018/19)

2019/20

From 2019/20 the national public health grant will end and funding will be via local business rates. Work is underway at national , regional and local levels to understand the implications of this change on the PH budget.

2020/21

Public Health budget will be funded from local business rates.

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

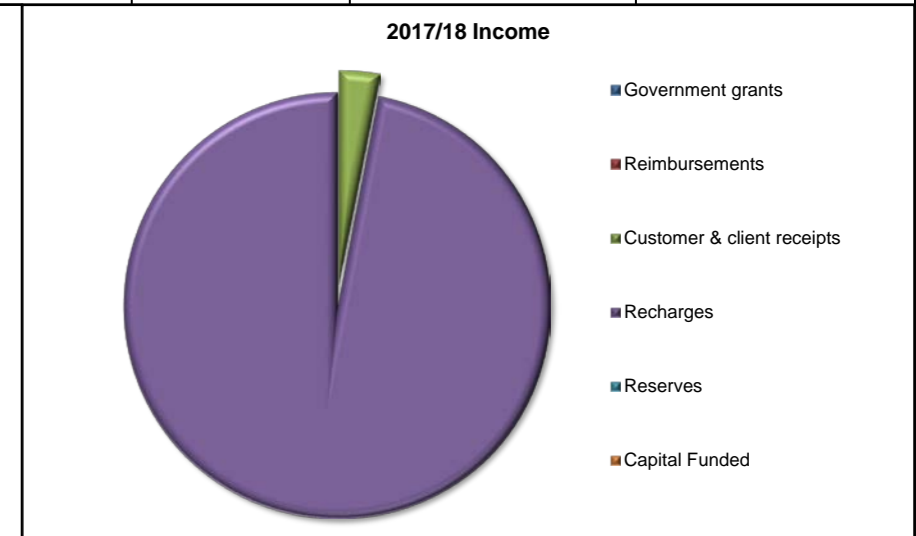
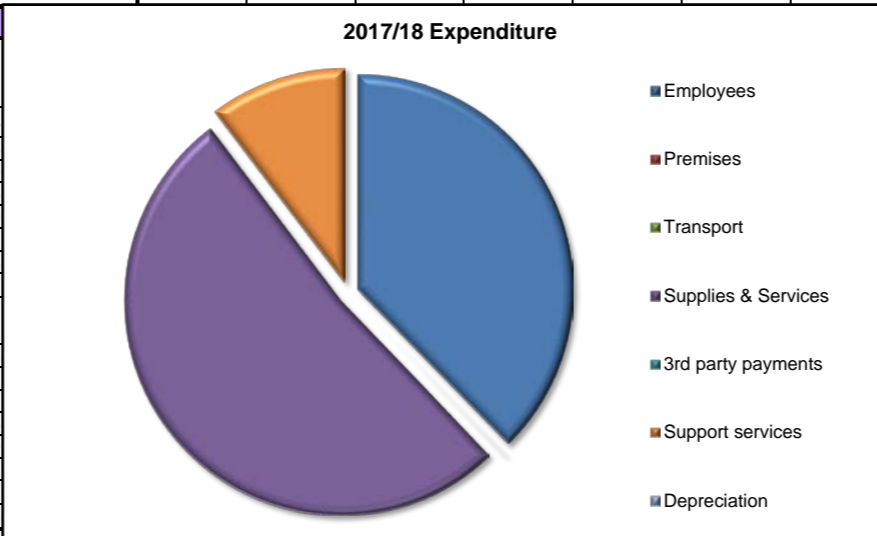
Public Health

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	East Merton Model of Health and Wellbeing			Improved effectiveness		
Start date	2016/17	Project Details:	Public Health, Merton CCG and the East Merton GP Locality are working in partnership to develop and deliver the East Merton Model of Health and Wellbeing and Wilson health and community campus as blueprint for borough-wide health and care transformation. This is a major programme aimed at co-creating a model for East Merton, incorporating design of health and community campus, community engagement, better use of wider public sector estates and development of social investment funding models. PH Lead: Anjan Ghosh	3	3	9		
End date	2020-21							
Project 2		Project Title:	Embed Health and Wellbeing in all policies programme			Improved effectiveness		
Start date	2016-17	Project Details:	Embed health and wellbeing in all policies programme as a relevant outcome across the whole council business (and partners) incl establish health as marker for good government and as investment rather than expenditure work in partnership with HR to deliver Healthy Workplace Programme; engage in growth and regeneration agenda, including optimising health improvement through the planning process. PH lead: Clarissa Larsen	2	2	4		
End date	2020-21							
Project 3		Project Title:	Integrated sexual health services			Improved effectiveness		
Start date	2016-17	Project Details:	Commission on a sub-regional level fully integrated sexual health services, joining up community pharmacy and GP practice level services with Level 2 CaSH services and Level 3 GUM services in a seamless provision. PH Lead: Anjan Ghosh	3	3	9		
End date	2018-19							
Project 4		Project Title:	Redesign of Adult substance misuse treatment services (drugs and alcohol)			Improved effectiveness		
Start date	2015-2016	Project Details:	Commission a redesigned adult substance misuse service based on a preventative and recovery orientated model, that is aligned with mental health services for Merton working in conjunction with CCG. Develop a comprehensive substance misuse prevention framework that encompasses community safety, licensing and regulation. PH Lead: Amanda Killoran	3	3	9		
End date	2017-18							
Project 5		Project Title:	Redesign of Prevention and Health improvement Services			Improved effectiveness		
Start date	2014-15	Project Details:	Commission a redesigned integrated lifestyle and NHS Health checks programme as part of taking forward the Merton Prevention Framework. The healthy lifestyle will comprise four related components: outreach and community resilience, a universal digital gateway and offer, stop smoking, and front line training. This is combined with a redesigned NHS Health Checks programme comprising primary and community based elements, underpinned by risk stratification. PH Lead: Amanda Killoran	2	2	4		
End date	2017-18							
Project 6		Project Title:	Development of integrated Children's Services			Improved effectiveness		
Start date	2016-17	Project Details:	Lead transformation of the Community health services towards a Healthy Child 0-19 years service, embedding health visiting and school nursing locality teams; develop a shared vision and development programme for closer integration Early Years services including 0-19 Healthy Child and Children's Centres, to provide seamless care pathways for children and young people. Develop a CYP joint commissioning function between PH, CSF and MCCG. PH Lead: Julia Groom	2	3	6		
End date	2018-19							
Project 7		Project Title:	Childhood Obesity Action Plan			Improved effectiveness		
Start date	2016-17	Project Details:	Deliver a whole systems childhood obesity action plan to reduce childhood obesity and health inequalities. This will address the wider social and environmental influences, and include leadership, the food environment, physical environment, early years and schools as well as community and staff engagement. PH Lead: Julia Groom	2	2	4		
End date	2018-19							
Project 8		Project Title:	Development of social prescribing			Improved effectiveness		
Start date	2016/17	Project Details:	Develop and evaluate a service model for social prescribing in Merton that improves health and wellbeing of patients through providing access to non-medical support that increase self help, self management and social engagement and healthy behaviours, and prevent ill health. Social prescribing is part of the EMMHWP and a major component in the CCG's Primary Care Strategy and the development of the model of multi-speciality community provider, strengthening relationships between primary care and the voluntary and community sector and services. PH Lead: Amanda Killoran	2	2	4		
End date	2020/21							
Project 9		Project Title:	Joint Strategic Needs Assessment Plus			Improved efficiency (savings)		
Start date	2016-17	Project Details:	Develop a programmatic approach to public health intelligence covering: the JSNA analysis and support to strategy and commissioning decisions through a range of accessible outputs /products; Performance measurement and monitoring in support of continuous improvement of strategies and services in achieving outcomes; and Information management including sharing /linkages of data across the council/CCG. PH Lead: Amanda Killoran	2	2	4		
End date	2020-21							
Project 10		Project Title:	Dementia Friendly Merton			Improved effectiveness		
Start date	2016-17	Project Details:	Relaunch the Dementia Action Alliance (DAA) in Merton, as the principal vehicle for the development of Dementia Friendly Merton. This partnership will have strategic steer from the Dementia Strategy Steering Group. Governance structures and terms of reference will be developed and formalised and an action plan will be developed to roll out the DAA and ensure the sustainability of the programme, exploring the feasibility of having a designated coordinator or an alternative mechanism. PH Lead: Anjan Ghosh	2	2	4		
End date	2020-21							

Corporate Services

Business Improvement	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
<p>Enter a brief description of your main activities and objectives below</p> <p>- Operate as a Centre of Excellence for Project and Programme Management (PPM), raising the capacity of the organisation to consistently plan and deliver projects/programmes successfully.</p> <p>- Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean.</p> <p>- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and Merton Improvement Board.</p> <p>- Through the Programme Management Office (PMO), ensure that the corporate improvement portfolio is directed and monitored through DMTs, MIB and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives (especially LBC 2020) are realised.</p> <p>- Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.</p> <p>- Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.</p> <p>- Lead and coordinate the Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.</p> <p>- Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service.</p> <p>- Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity: availability, performance, and capability of the systems.</p>	Core service request (days)	4023	3555	3355	3355	3355	1355	Customer Contact Strategy		
	Non Core service requests (days)	1620	1450	1450	1350	1350	1350	IT Strategy and Implementation Plan		
	Support for continuous/business improvement (days)	880	880	880	880	880	880	880	Information Management Strategy	
	Project/Programmes	21 FTE	19 FTE	11 FTE	0 FTE	0 FTE	0 FTE	0 FTE		
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Staff -Management & Programme Office (FTE)	6.46	6	4.5	3	3	3			
	Staff - Business Systems Team (FTE)	25	23	21	21	21	21			
	Staff - Programmes and projects (fixed term)	21	20	11	6	6	6			
	Performance indicator	Actual Performance (A)	Performance Target (P)	Proposed Target (T)						
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2020/21(P)	2019/20(P)			
Systems availability	99.3%	98%	99%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery
% positive and neutral coverage tone	94.75%	92%	92%	92%	92%	92%	High	Monthly	Perception	Reputational risk

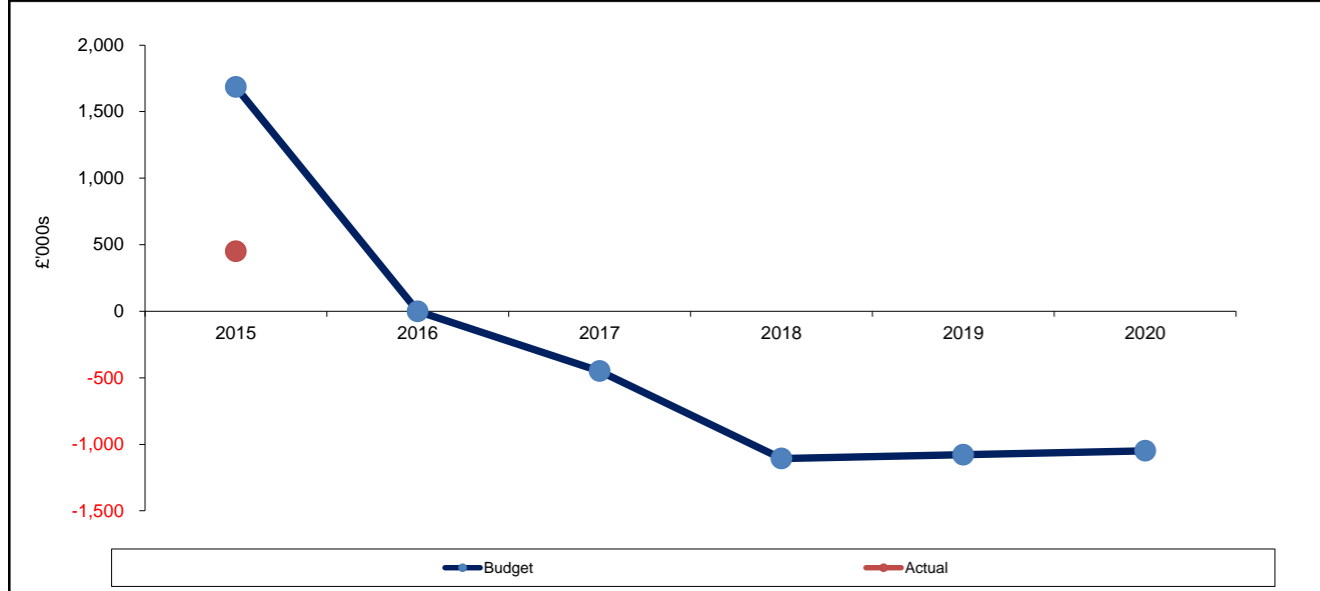
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	4,689	5,021	3,712	165	3,264	2,606	2,635	2,664
Employees	2,933	3,069	2,363	230	1,231	1,229	1,242	1,256
Premises		1	0	0	0	0	0	0
Transport	3	1	3	-3	3	3	3	3
Supplies & Services	1,345	1,440	1,011	-62	1,693	1,039	1,054	1,069
3rd party payments			0	0	0	0	0	0
Support services	408	508	335	0	335	335	335	335
Depreciation								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	3,004	4,571	3,713	-356	3,713	3,713	3,713	3,713
Government grants								
Reimbursements								
Customer & client receipts	164	424	114	(356)	114	114	114	114
Recharges	2,840	4,146	3,599	0	3,599	3,599	3,599	3,599
Reserves								
Capital Funded								
Council Funded Net Budget	1,685	450	(0)	(191)	(449)	(1,107)	(1,078)	(1,049)



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Document management system			740	0				
Plan Web/Capita Housing					100	42		
Customer contact programme		99	686	0				
Protective Marking		0	81	0				
Replace Social Care System		191	563	0	426	350		
Electronic Asset Management			21	0	250	75		
Public Protection & Map Info Systems					40	510		
Revenues & Benefits						400		
	0	290	2,090	0	816	1,377	0	0

Summary of major budget etc. changes 2017/18

Reorganisation of systems development and support arrangements CS63 £74k.
 CSD42 Restructure functions, delete 1 AD and other elements of management 170k
 CS2015-08 Staffing support savings 13k



2018/19

CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k
 CS2015-02 Expiration of salary protection 16k

2019/20

2020/21

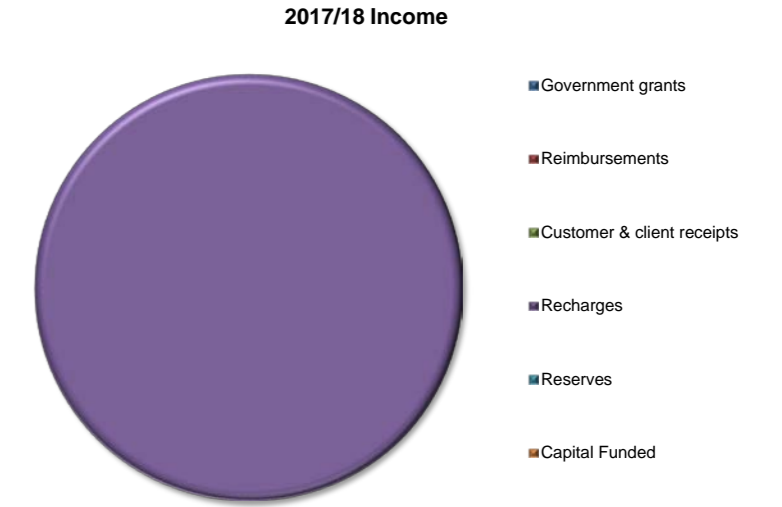
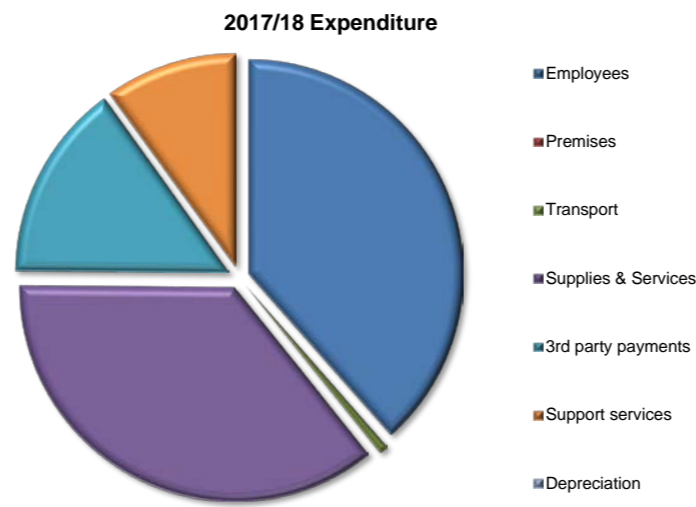
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Business Improvement

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Customer Contact programme		Improved customer experience		
Start date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4
End date	31/06/2017						
Project 2		Project Title:	Electronic document and records management system		Improved efficiency (savings)		
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
End date	31/07/2017						
Project 3		Project Title:	Social Care Information System		Improved efficiency (savings)		
Start date	01/06/2014	Project Details:	Procure and implement a Social Care Information system to support adults social and children and families integrated care.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	3	3
End date	31/06/2017						
Project 4		Project Title:	SCIS Phase 2		Improved efficiency (savings)		
Start date	01/06/2017	Project Details:	Expand the new SCIS solution into other business areas and develop integration with EDRMS and Customer Contact solutions.	A fit for purpose system that supports efficient business practices and care management now and into the future	2	3	6
End date	31/09/2018						
Project 5		Project Title:	EAMS		Improved efficiency (savings)		
Start date	01/01/2017	Project Details:	Reprocure and implement the council's Asset Management solution and ensure end-to-end channel shift is achieved.	A fit for purpose system that supports channel shift and end-to-end process improvement	1	2	2
End date	31/06/17						
Project 6		Project Title:	MADI		Improved effectiveness		
Start date	01/07/2015	Project Details:	Cleansing and geocoding the council's geospatial data and establishing arrangements for the ongoing maintenance of data.	Customers can access and interact with geospatial data to achieve online reporting.	1	2	2
End date	31/06/2017						
Project 7		Project Title:					0
Start date		Project Details:					0
End date							
Project 8		Project Title:		Select one major benefit			0
Start date		Project Details:					0
End date							
Project 9		Project Title:		Select one major benefit			0
Start date		Project Details:					0
End date							
Project 10		Project Title:		Select one major benefit			0
Start date		Project Details:					0
End date							

Corporate Governance	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
Enter a brief description of your main activities and objectives below	Residents	211,569	214,229	216,806						
Corporate Governance is made up of 7 core services: Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function. Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements. Electoral Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews. Internal Audit and Investigations- Merton has joined the audit and fraud partnership with its neighbouring authorities. Internal Audit covered by SWLAP (South West Londong Audit Partnership) and Investigations covered by SWLFP (South West Londong Fraud Partnership) covering Merton, Kingston, Richmond, Sutton and Wandsworth). They provide independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud policies. Reports poor practice/weak controls to members. Investigation external and internal fraud. There is also the shared Legal service with the London Borough of Richmond, Wandsworth, Sutton and Kingston. This service has its own Service Plan.	Officers	↓	↓	↓						
	Councillors	60	60	60						
	Elections				1		1			
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Staff (FTE)	39.05	30.7 (excl. Invest&audit)	28.9	28.9	28.9	28.9			
	Staff - Election	800	800	800						
	Staff - Canvas	150	150	150						
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
Audit actions implemented by agreed date	78.7%	90%	90%				High	Quarterly	Business critical	Increased fraud
Audits completed against plan	89.83%	90%	90%				High	Quarterly	Business critical	Increased fraud
Complaints - dealt with in time	83.11%	90%	85%				High	Monthly	Perception	Reduced customer service
Complaints progressed to stage 2	7.95%	9%	9%				High	Quarterly	Perception	Reduced customer service
FOI requests - dealt with in time	84.33%	90%	85%				High	Monthly	Perception	Reduced customer service
Number of supplementary agendas issued	23	22	20	18	16	14	Low	Quarterly	Perception	Government intervention
Ombudsman complaints answered in time	75%	90%	90%				High	Monthly	Quality	Rework
Ombudsman complaints partially or fully upheld	N/A	40%	TBC				Low	Quarterly	Perception	Government intervention
% of FOI refusal notices not upheld at review	N/A	4%	TBC				Low	Quarterly	Perception	Government intervention

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	3,828	3,569	3,224	154	3,088	3,107	3,136	3,214
Employees	1,912	1,782	1,320	143	1,189	1,143	1,157	1,171
Premises	7	15	1	11	1	1	1	1
Transport	21	14	19	2	21	21	22	22
Supplies & Services	1,325	1,184	1,084	16	1,110	1,167	1,174	1,231
3rd party payments	239	239	493	-18	460	468	475	483
Support services	324	335	307		307	307	307	307
Depreciation								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	2,597	2,887	1,973	(368)	1,973	1,973	1,973	1,973
Government grants	260	286		34.53				
Reimbursements	163	284	0	(127)				
Customer & client receipts	288	401		(276)				
Recharges	1,886	1,917	1,973		1,973	1,973	1,973	1,973
Reserves								
Capital funded								
Council Funded Net Budget	1,231	682	1,251	(214)	1,115	1,134	1,163	1,241



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0	0

Summary of major budget etc. changes
2017/18

CSD43 Share FOI and information governance policy £40k
 CSD45 Share audit and investigation service 20k
 CS2015-13 Shared Investigation Service 40k
 CS2015-14 Shared audit service 33k

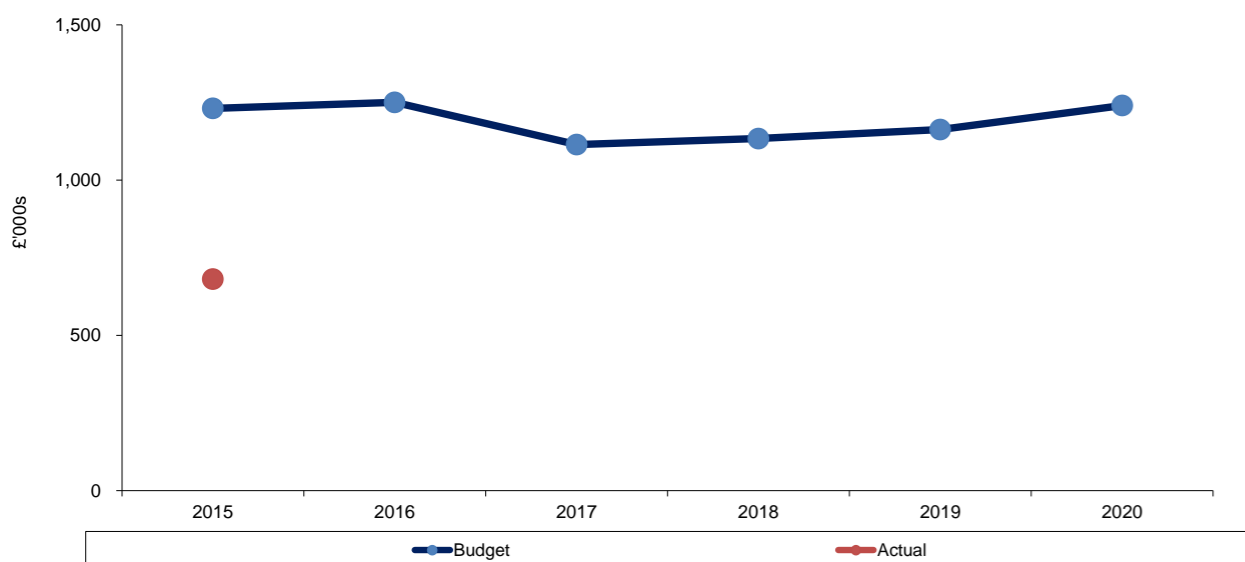
2018/19

CSD43 Share FOI and Information Governance policy 10k
 CS2015-06 Delete auditor post and fees 50k

2019/20

CS2016 -03 Reduction in supplies and services £50k

2020/21



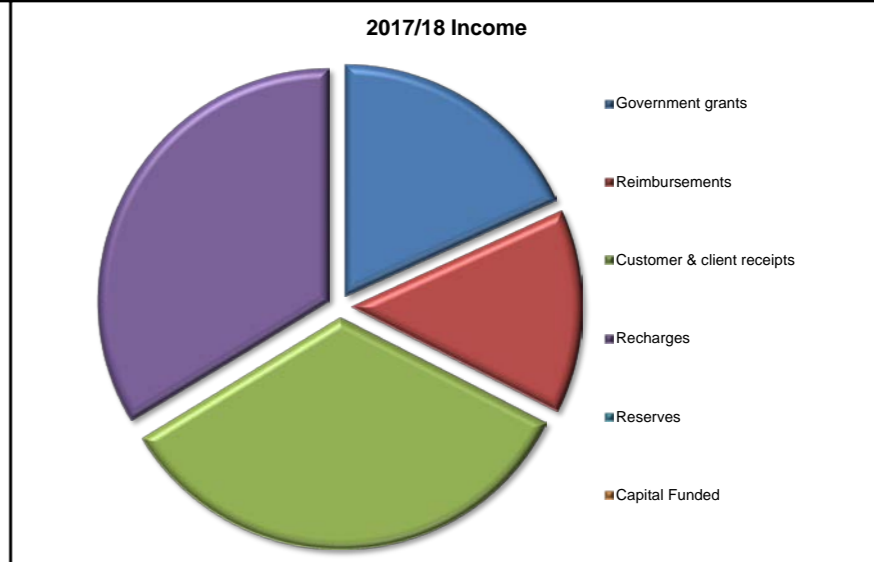
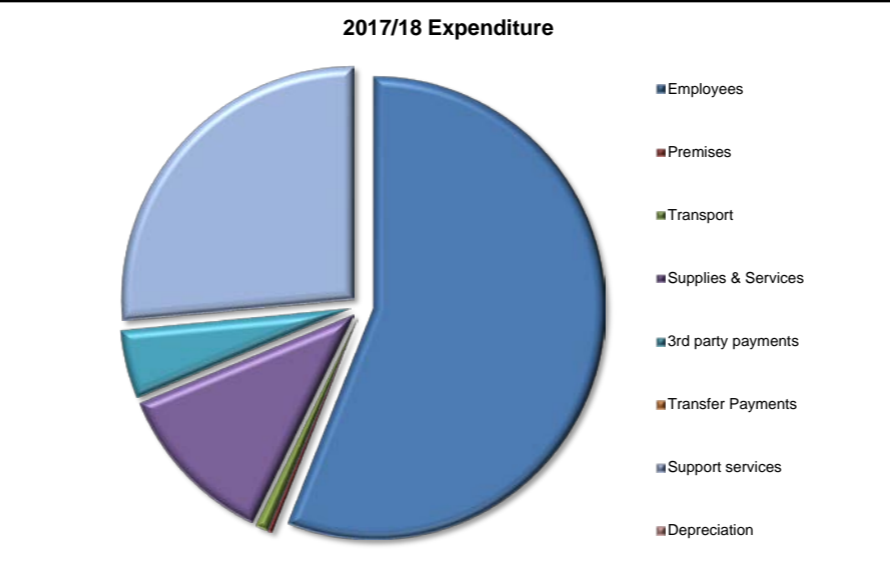
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Corporate Governance

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	2013/17 Implement individual electoral registration			Risk reduction and compliance		
Start date	01/04/2013	Project Details:	Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.	3	3	9		
End date	2017-18							
Project 2		Project Title:	2013/17 Administer statutory elections, referendums and ballots.			Risk reduction and compliance		
Start date	01/04/2013	Project Details:	Administer GLA elections in 2016, and European Referendum before the end of 2017, plus Wimbledon BID ballot in 2016, together with any other referendums and ballots that may be required.	3	3	9		
End date	31/03/2017							
Project 3		Project Title:	Committee report workflow			Improved effectiveness		
Start date	01/06/2014	Project Details:	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as well as sign off by Directors and Cabinet Members. 2015/16 rolled out to Cabinet and Council. 2016/17 rollout to other committees.	2	1	2		
End date	01/10/2017							
Project 4		Project Title:	Scrutiny Improvement Programme			Improved customer experience		
Start date	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the Overview and Scrutiny Commission each year when it receives the Annual Member Survey.	2	1	2		
End date	31/03/2018							
Project 5		Project Title:	Creation of centralised Local Land Charges Register			Improved customer experience		
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive	3	1	3		
End date	31/03/2017							
Project 6		Project Title:				Select one major benefit		
Start date		Project Details:				0		
End date								
Project 7		Project Title:				Select one major benefit		
Start date		Project Details:				0		
End date								
Project 8		Project Title:				Select one major benefit		
Start date		Project Details:				0		
End date								
Project 9		Project Title:				Select one major benefit		
Start date		Project Details:				0		
End date								
Project 10		Project Title:				Select one major benefit		
Start date		Project Details:				0		
End date								

Customer Services	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
<p>Enter a brief description of your main activities and objectives below</p> <p>There are 5 core services:</p> <p>Local Taxation - responsible for Council Tax & Business Rates collection and Debt Recovery. Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud; Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes; Registrars - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services; Bailiffs - collection of outstanding warrants in a shared service between Sutton & Merton for all areas especially council tax and parking fines. 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 towards the end of this service plan period but details are vague due to the uncertainty of the roll-out of the scheme and the continual deferral from central government. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload</p>	Benefit/Council Tax support claimants	16,000	15,400	14,500	14,000	14,000	13,000	Channel migration		
	Telephone callers	600,000	500,000	450,000	400,000	375,000	350,000	Customer Contact Strategy		
	Face to face customers	90,000	85,000	80,000	70,000	65,000	60,000	Medium term Financial Strategy		
	Council tax properties	83,000	83,500	84,000	85,000	86,000	86,500			
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Staff (FTE)	148.3	143	142	141	139	139			
Performance indicator	Actual performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
% of Merton Bailiff files paid in full (exc parking & misc debt)	54.58%	58%	58%	58%	58%	58%	High	Monthly	Outcome	Loss of income
Business Rates collected	97.71%	97.50%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
Council Tax Collected	97.49%	97.25%	97.25%	97.25%	97.25%	97.25%	High	Monthly	Business critical	Loss of income
First contact resolution	76.61%	70%	75%	75%	75%	75%	High	Monthly	Perception	Reduced customer service
Event income (Marriages, Civil Partnerships etc.)	437,000	415,000	425,000	440,000	450,000	460,000	High	Monthly	Business critical	Loss of income
% of on-line transactions (HB Claims)	58%	60%	62%	63%	64%	65%	High	Monthly	Business critical	Reduced customer service
% Customer satisfaction with new website	N/A	TBC	TBC	TBC	TBC	TBC	High	Monthly	Perception	Reduced uptake of service
Time taken to process Housing Benefit COC	9 days	11 days	10 days	9 days	8 days	8 days	Low	Monthly	Business critical	Customer hardship
Time taken to process new Housing Benefit claims	21 days	21 days	16 days	15 days	14 days	14 days	Low	Monthly	Business critical	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	9,111	8,462	9,196	83	9,095	9,122	9,072	9,149
Employees	5,140	5,158	5,173	-24	5,096	5,147	5,103	5,154
Premises	30	21	29	0	29	30	30	30
Transport	69	70	70	-3	80	81	82	84
Supplies & Services	1,571	1,315	1,089	207	1,048	1,016	1,033	1,050
3rd party payments	434	312	425	-97	431	438	414	420
Transfer Payments	81	35						
Support services	1,785	1,551	2,410		2,410	2,410	2,410	2,410
Depreciation			0		0			
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	6,676	6,690	6,714	(88)	6,778	6,778	6,808	6,808
Government grants	1,449	1,398	1,232	16	1,232	1,232	1,232	1,232
Reimbursements	930	1,227	970	(122)	970	970	970	970
Customer & client receipts	2,333	2,152	2,228	18	2,293	2,293	2,323	2,323
Recharges	1,964	1,913	2,283		2,283	2,283	2,283	2,283
Reserves								
Capital Funded								
Council Funded Net Budget	2,435	1,772	2,482	(6)	2,317	2,344	2,264	2,341

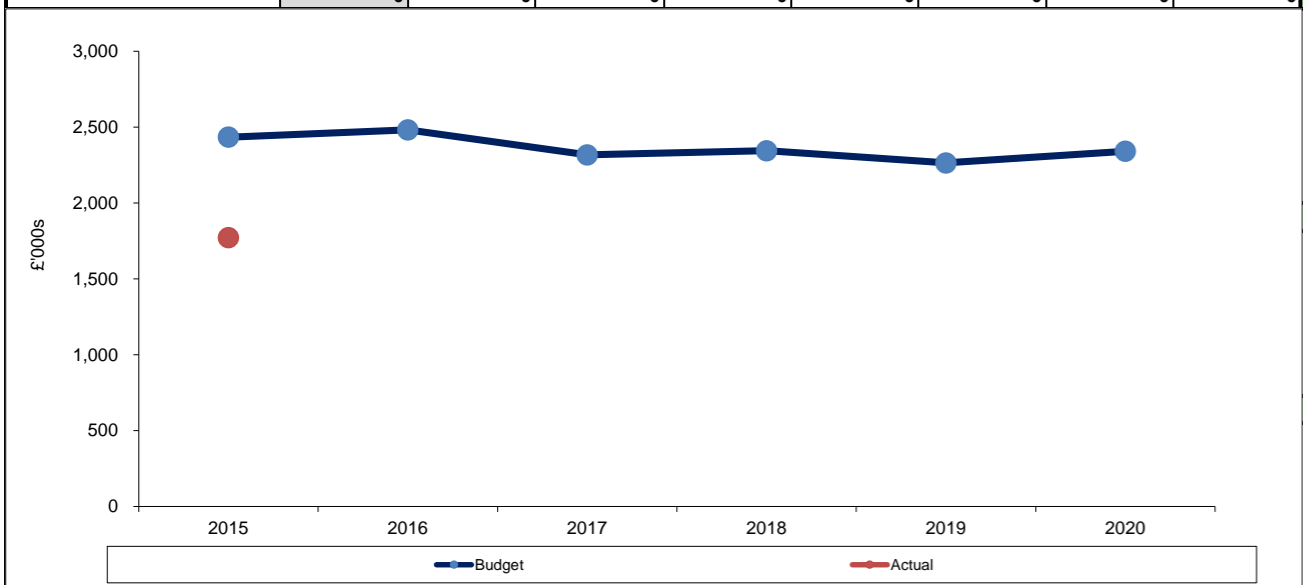


Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0	0

Summary of major budget etc. changes

2017/18

CS60 Deletion of Assistant Director post £109k
 CSD17 Reduce marketing budget, increase self service and reduce designer costs 73k
 CS2015-04 Increase in registrars' income 25k



2018/19

CSD19 My Merton savings 49k

2019/20

CS2016-02 Restructure of Housing Benefits section due to roll out of Universal Credit £66k
 CS2016-04 Increase income through Registrars service £15k
 CS2016 -05 Increase income through translations £15k
 CS2016 -06 Merton Link - efficiency savings £30k
 CS2016 -07 Cash Collection Reduction £30k

2020/21

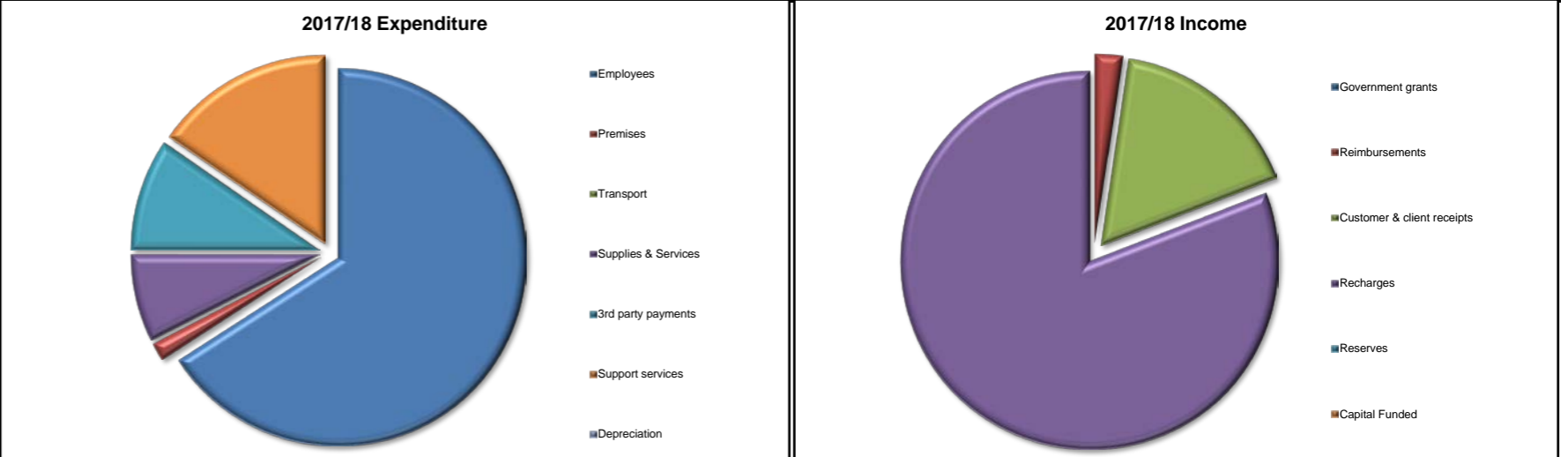
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Customer Services

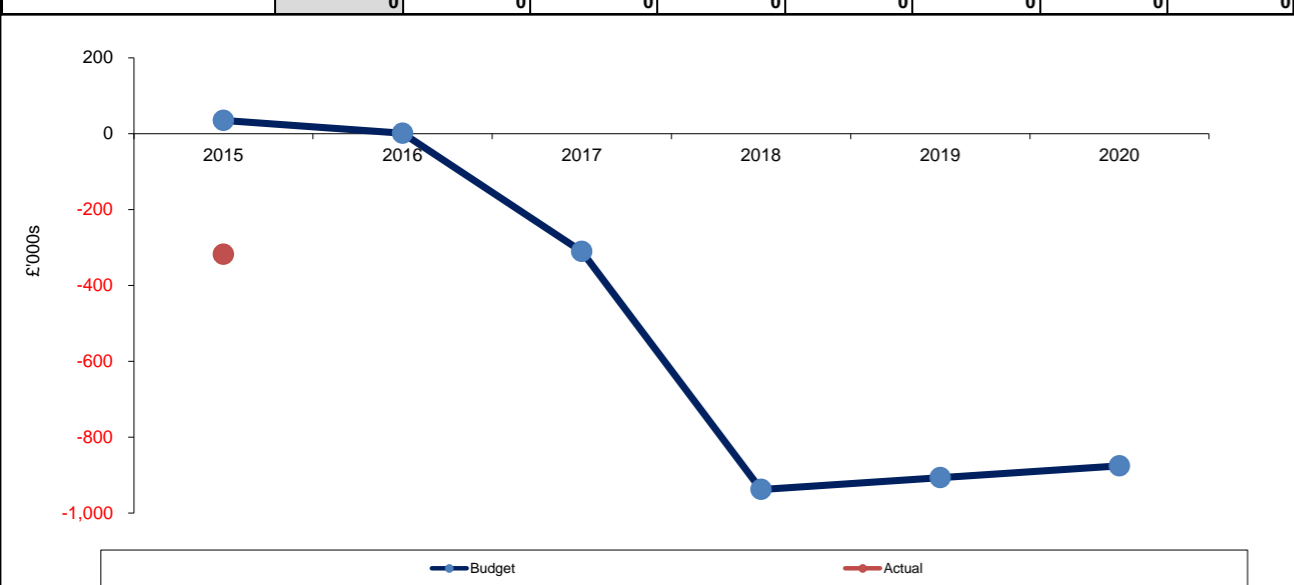
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Universal Credit Implementation	Economic outcomes		2
Start date	01/01/2016	Project Details:	Implement the role out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice. Process has been delayed by Central Government	2	1	
End date	31/03/2020					
Project 2		Project Title:	Implement an Outside Wedding Venue	Economic outcomes		4
Start date	01/04/2013	Project Details:	Planning permission approved for outside wedding venue at Morden Park House. Funding to be agreed.	2	2	
End date	31/08/2017					
Project 3		Project Title:	Council Tax support scheme	Economic outcomes		2
Start date	01/04/2017	Project Details:	During 17/18 options for a revised scheme will be reviewed for Council decision and possible implementation for 18/19. Moving forward we will review our discretionary relief and exemptions for implementation in 2018/19.	2	1	
End date	30/10/2017					
Project 4		Project Title:	Review Debt Collection Processes	Improved effectiveness		2
Start date	01/04/2015	Project Details:	With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.	2	1	
End date	31/12/2017					
Project 5		Project Title:	Redesign of Merton Link	Improved customer experience		2
Start date	01/10/2015	Project Details:	Implement the re-design of Merton Link area to improve the customer experience and increase self service	2	1	
End date	31/12/2017					
Project 6		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 7		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 8		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 9		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 10		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						

Human Resources		Planning Assumptions							The Corporate strategies your service contributes to	
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance		Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Workforce Strategy	
Enter a brief description of your main activities and objectives below		Employees in Merton for HR, payroll, advice, L&D, EAP etc.	4,400	4,400	4,200	4,000			Economic Development Strategy	
1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR business partner support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members		New recruits to be appointed	160	160	150	140				
		New Apprentices to be appointed		33	33	33				
		Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
		Staff (FTE)		35	35	27	27	27		
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
Time to hire (days)	94	90	88	86			Low	Monthly	Outcome	Increased costs
No. of working days lost to sickness, excluding schools	9.37	8	7	7			Low	Monthly	Outcome	Increased costs
% Appraisals completed	98%	98%	98%	98%			High	Annual	Outcome	Poor decision making
% Members L&D satisfaction	93%	83%	83%	83%			High	Quarterly	Outcome	Poor decision making

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
Expenditure	3,199	3,252	3,285	-95	3,022	2,547	2,578	2,609	
Employees	2,380	2,315	2,372	-133	1,996	1,563	1,585	1,608	
Premises	15	42	15	-2	47	48	48	49	
Transport	5	4	0	2	-3	-3	-3	-3	
Supplies & Services	234	206	207	-32	226	179	182	185	
3rd party payments	263	324	224	69	290	294	298	303	
Support services	303	361	467		467	467	467	467	
Depreciation									
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
Income	3,164	3,570	3,284	(30)	3,333	3,485	3,485	3,485	
Government grants	13	13							
Reimbursements	20	83	20	(3)	79	79	79	79	
Customer & client receipts	569	555	569	(27)	560	712	712	712	
Recharges	2,562	2,919	2,695		2,695	2,695	2,695	2,695	
Reserves									
Capital Funded									
Council Funded Net Budget	35	(318)	1	(126)	(311)	(938)	(907)	(876)	
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
	0	0	0	0	0	0	0	0	0



Summary of major budget etc. changes	
2017/18	CSD34 L&D Admin Support 18k CSD35 L&D Budget 134k
2018/19	CS75 Review of COT staffing 58k CSD30 Schools COT support (delivery of schools buy-back service) £152k CS48 Further rationalisation of HR services 130k CS51 HR Transactions including COT 90k CS49 HR Business Partners - Further consolidation of HR advisory work 140k CSD17 COT Review 38k CSD29 Recruitment and DBS review 50k
2019/20	
2020/21	



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

Human Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Workforce Strategy	Improved staff skills and development		9
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change	3	3	
End date	31/03/2018					
Project 2		Project Title:	Establishment and workforce	Improved staff skills and development		12
Start date	01/04/2015	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff	3	4	
End date	31/03/2018					
Project 3		Project Title:	Review HR policies	Improved effectiveness		9
Start date	01/04/2015	Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development	3	3	
End date	31/07/2017					
Project 4		Project Title:	Review and retender key HR contracts	Improved effectiveness		9
Start date	30/09/2016	Project Details:	Commission Occupational Health, Agency contract, Eteach and Kingston/Sutton SLA and Schools SLA	3	3	
End date	30/12/2017					
Project 5		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 6		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 7		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 8		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 9		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 10		Project Title:		Improved effectiveness		0
Start date		Project Details:				
End date						

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

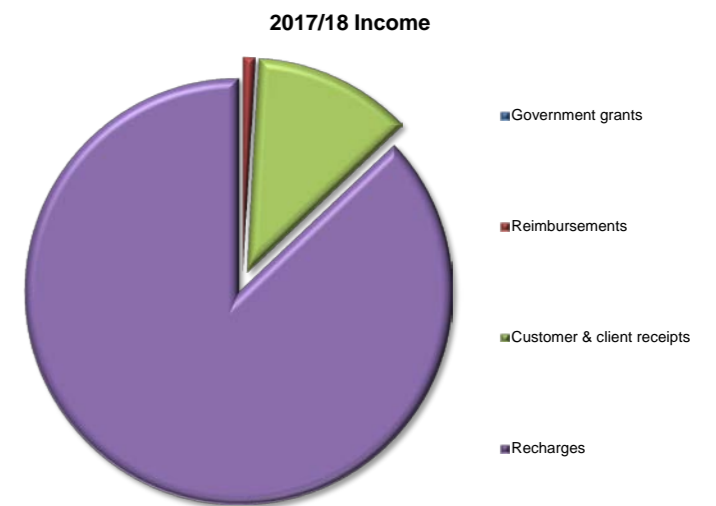
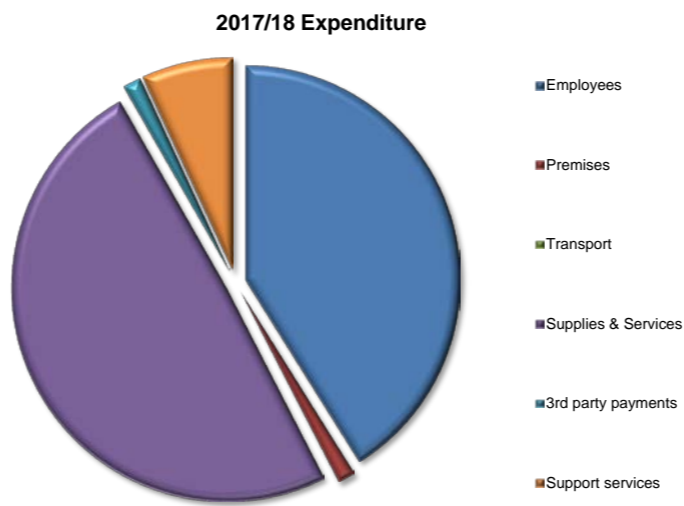
Infrastructure and Transactions

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk				
				Likelihood	Impact	Score		
Project 1		Project Title:	Implementation of IT Strategy & Plan	Improved efficiency (savings)		3	2	6
Start date	01/04/2016	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.					
End date	31/03/2019							
Project 2		Project Title:	Digital Archiving of existing paper records	Improved efficiency (savings)		1	2	2
Start date	01/06/2014	Project Details:	Scanning 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).					
End date	31/03/2018							
Project 3		Project Title:	Upgrading of IT Disaster Recovery Arrangements	Risk reduction and compliance		4	3	12
Start date	01/12/2013	Project Details:	Complete works to improve 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.					
End date	30/09/2017							
Project 4		Project Title:	Implementation of CASPAR system	Improved efficiency (savings)		2	2	4
Start date	02/11/2016	Project Title:	The new client money and case management program for Client Financial Affairs will capture all information relating to both appointeeship and deputyship clients and will link to CFA's new online banking system.					
End date	31/06/2017							
Project 5		Project Title:	Review Options for Procurement Service Delivery Model	Improved effectiveness		3	2	6
Start date	01/12/2016	Project Details:	Undertake a review of the various delivery model options for the provision of procurement across the Council and make a recommendation to CMT on the suggested way forward.					
End date	31/09/2017							
Project 6		Project Title:	Energy "Invest to Save" Initiatives	Improved efficiency (savings)		3	2	6
Start date	01/04/2017	Project Details:	Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum financial pay back of between 7 and 10 years.					
End date	31/03/2019							
Project 7		Project Title:	Undertake 'Make/Buy/Share' reviews of key service provision	Improved efficiency (savings)		3	2	6
Start date	01/09/2017	Project Details:	Review of current operational service delivery models to ensure that the Council is utilising the most cost effective and efficient means of providing services to both internal and external customers.					
End date	01/09/2018							
Project 8		Project Title:	Review Departmental Business Continuity/Disaster Recovery plans	Risk reduction and compliance		2	2	4
Start date	01/08/2016	Project Details:	Undertake a review and refresh of the Councils Business Continuity and Disaster Recovery plans and arrangements in order to ensure that they are robust and fit for purpose.					
End date	31/09/2017							
Project 9		Project Title:	Online Safety Inspection system	Risk reduction and compliance		2	2	4
Start date	01/04/2016	Project Details:	Development of an 'Online' data capture system for recording and uploading information from safety inspections directly into a back office system to reduce the double handling of data.					
End date	31/09/2017							
Project 10		Project Title:		Select one major benefit				0
Start date		Project Details:						
End date								

Page 173

Resources	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20		2020/21		
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23	Corporate Asset Management Plan			
Enter a brief description of your main activities and objectives below Resources is made up of five major areas of activity: Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology / reviewing processes / how information is stored in our financial systems. Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management Commercial & procurement - The purpose of the Commercial Services and Procurement team is to be a strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register. Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG. Treasury and pensions - to manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for pensions administration.	Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+	Capital Programme			
	Budget, Service, Performance & Risk Setting	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Central Government			
	Budget, Service, Performance & Risk Monitoring	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Equality Strategy			
	Budget, Service, Performance & Risk Closing	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	Procurement Strategy			
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Risk Management Strategy		
	Staff (FTE)	63.3	54.6	51.6	44.6	44.6	44.6	Treasury Management Strategy		
	Staff (Trainees)	4	4	2	2	2	2	Voluntary Sector Strategy		
	Staff (Apprentices)	2	0	0	0	0	0			
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)				
Accuracy of P8 Revenue Forecast (compared to outturn)	98.9%	90%	90%				High	Annual	Outcome	Poor decision making
Accuracy of P8 Capital Forecast	79.6%	90%	90%				High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0				Low	Annual	Business critical	Government intervention
Action plans in place for 'red' risks	93.75%	90%	90%				High	Quarterly	Outcome	Poor decision making

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	8,449	8,653	8,361	184	7,815	7,576	7,572	7,668
Employees	3,838	3,949	3,645	140	3,213	2,931	2,964	2,998
Premises	101	102	100	7	103	105	106	108
Transport	4	7	2	3	2	2	2	2
Supplies & Services	4,003	4,078	3,906	32	3,852	3,892	3,850	3,909
3rd party payments	171	157	171	2	108	110	113	115
Support services	333	360	537		537	537	537	537
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	6,864	7,285	6,030	-141	6,030	6,046	6,046	6,046
Government grants	10							
Reimbursements	54	115	54	-47	54	54	54	54
Customer & client receipts	765	1,077	726	-94	726	742	742	742
Recharges	6,036	6,092	5,250		5,250	5,250	5,250	5,250
Council Funded Net Budget	1,585	1,368	2,331	44	1,785	1,530	1,526	1,622



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Financial System re-engineering		397	506	0				
Civica Icon		18	107	0				125
Acquisitions Budget		464	1,533	(1,372)				
Capital Bidding Fund			1,839	(1,839)				
Full EDRMS solution SCIS/FIS			41	0				
Total	0	880	4,026	(3,211)	0	0	0	125

Summary of major budget etc changes 2017/18

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

Savings: Savings of £78k previously deferred will be delivered from the deletion of two posts (CS46). A review of recharges to the Pension fund will make savings of 47k (CS6). Increased income of 16k (CSD20) and a reduction in running costs 3k (CSD23). One Business Partner to be deleted 78k (CSD26). Reduction of LGCS budget to match contribution 81k (CSD46) CS2015-07 Reduction in running costs budgets £28k.

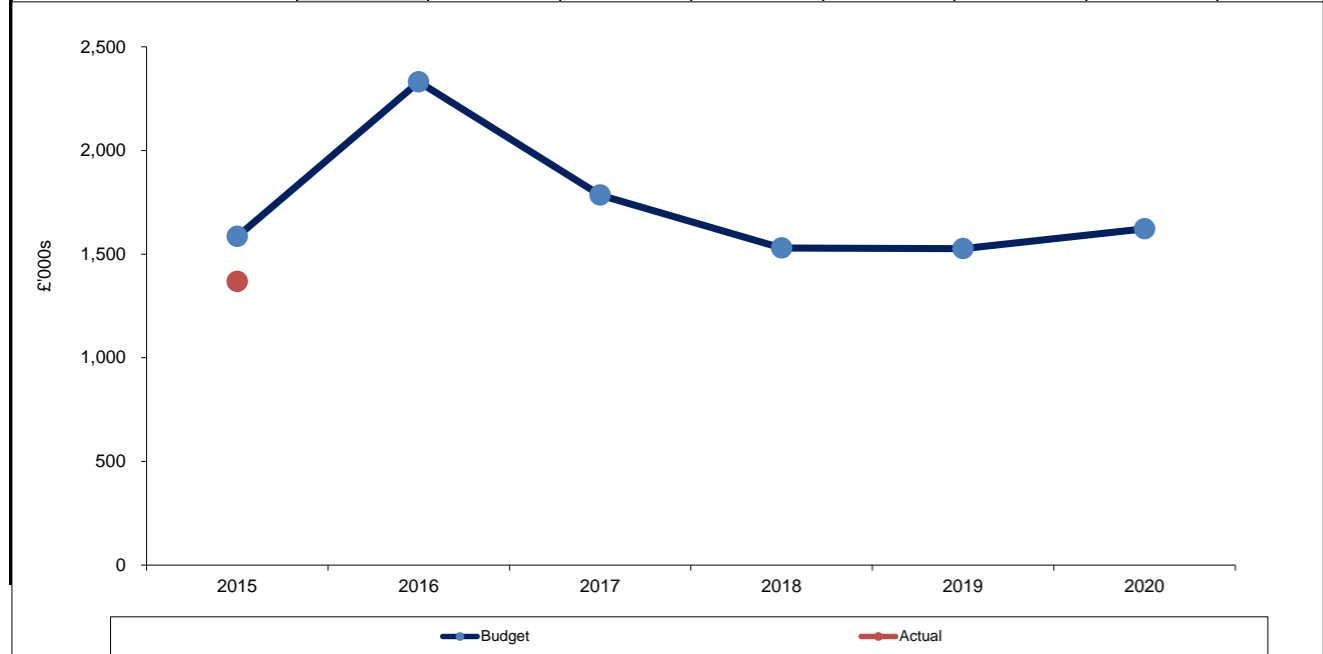
2018/19

Savings: Savings of 100k will made from further restructuring of the service (CSD27), and a further 16k of increased income (CSD20). Further review of staffing budgets across the division saving 216k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11)

2019/20

CS2016-01 A reduction in the contribution to the self insurance fund in line with the actuarial valuation £100k.

2020/21



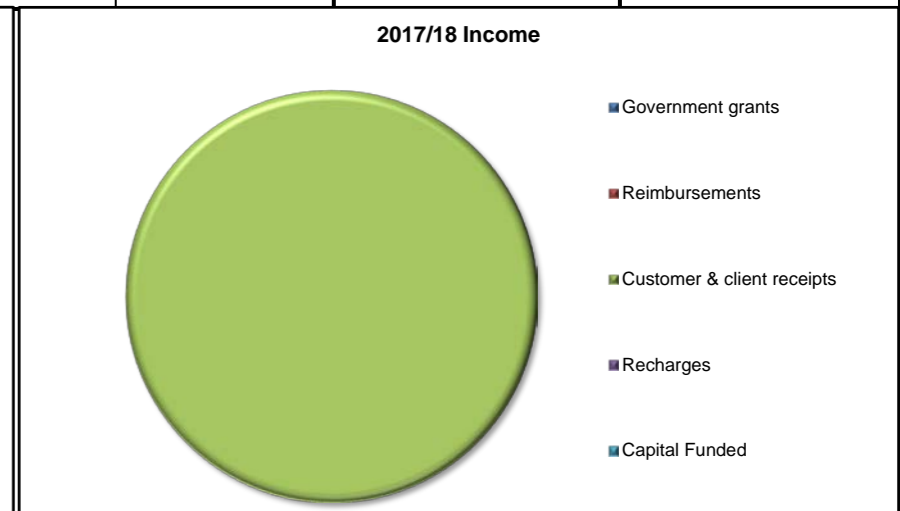
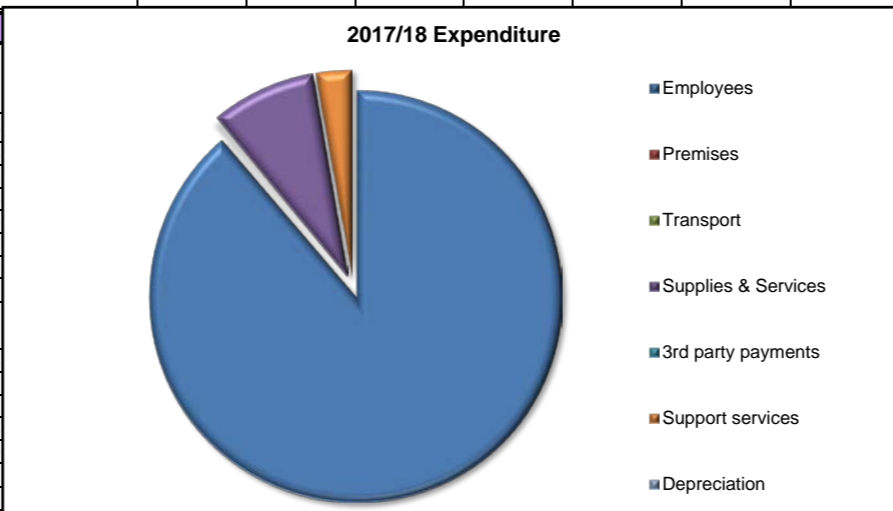
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk			
				Likelihood	Impact	Score	
Project 1		Project Title:	Evaluation of future funding levels	Risk reduction and compliance			
Start date	01/04/2015	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.	Requires considerable horizon spotting activity a performance indicator would be developed comparing the estimated grant levels compared to those actually received.	2	2	4
End date	31/03/2020						
Project 2		Project Title:	Financial systems re-engineering programme	Improved effectiveness			
Start date	01/08/2013	Project Details:	Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Current estimates of the Go live date are 31/03/2017 - project length allows for post implementation review	Two performance indicators are likely to be developed around the time taken to produce reporting information compared to now and the system downtime compared to now	2	3	6
End date	2017-18						
Project 3		Project Title:	Develop and implement whole life costing for capital projects	Improved effectiveness			
Start date	01/09/2016	Project Details:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the temple to selected schemes		3	2	6
End date	31/03/2018						
Project 4		Project Title:	Improve joint finance and business planning	Improved effectiveness			
Start date	01/04/2016	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system		2	2	4
End date	31/03/2018						
Project 5		Project Title:	Evaluation of different models of funding the capital programme	Improved effectiveness			
Start date	01/07/2014	Project Details:	In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and borrowing or any other suitable methods of funding capital expenditure.	A model has been developed but it needs refining to facilitate option appraisal, produce clear outcomes that can easily be understood and increase the funding streams. The performance of this work will be judged directly by the AD Resources and Director of Corporate Services.	2	2	4
End date	31/03/2018						
Project 7		Project Title:	Capital - Benefits Realisation	Improved effectiveness			
Start date	01/09/2016	Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now. Outstanding work on Benefits Realisation to be completed		2	2	4
End date	31/03/2018						
Project 8		Project Title:	Recharge Review	Improved efficiency (savings)			
Start date	01/04/2015	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2016/18 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.		3	2	6
End date	31/03/2018						
Project 9		Project Title:	Infrastructure Assets Accounting	Improved effectiveness			
Start date	31/03/2016	Project Details:	Legislative requirement for asset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to work closely with technical staff within Environment and Regeneration to gather the required information for account closure and presentation.	The computer systems used to record information will be reviewed by Internal Audit and assessed for the adequacy asap.	1	2	2
End date	31/03/2018						
Project 10		Project Title:	Pilot Early closure of Accounts	Improved effectiveness			
Start date	01/07/2015	Project Details:	For the financial year 2017/18 the Authority will have to close its accounts approximately six weeks earlier. This will require very careful planning and will require a different approach to be adopted. The authority is piloting earlier account closure over the next two financial years in preparation for 2017/18	Current performance indicators will be adjusted for this.	1	3	3
End date	31/07/2018						

Legal Services		Planning Assumptions						The Corporate strategies your service contributes to					
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance		Anticipated demand		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Contribute to all Corporate Strategies			
Enter a brief description of your main activities and objectives below		Chargeable hours for Merton		19500	19500	19,125							
<p>From 1 April 2017 this will be a shared legal service with the London Boroughs of Richmond, Wandsworth, Sutton and the Royal Borough of Kingston upon Thames.</p> <p>The service will deliver legal advice, support and representation to all services across all five councils, including to arms length delivery vehicles (Achieving for Children and currently Sutton Housing Partnership) and council owned companies. The service also provides advice in relation to the constitution and decision making in all councils and advice to members in relation to their roles.</p>		Chargeable hours for Richmond		13895	13895	13,828							
		Chargeable hours for Sutton		19819	19819	22,835							
		Chargeable hours for Kingston		11382	11382	11,329							
		Chargeable hours for Wandsworth				22,487							
		Chargeable hours for Achieving for Children		11583	11583	11,222							
		Chargeable hours for Sutton Housing Partnership		2528	2528	2,516							
		Anticipated non financial resources		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
		Staff (FTE)		87.5	92.3	108.3	108.3	108.3	108.3				
		Apprentices		1	0	2	2	2					
		Performance indicator		Actual performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
				2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
		Chargeable hours		79,965	81,126	103,722				High	Monthly	Business critical	Increased costs
		Income for SLLP				£100,000				High	Quarterly	Perception	Loss of income
		Maximum number of complaints received from partnership authorities				6	3			Low	Quarterly	Perception	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
Expenditure	4,794	6,694	5,084	134	6,757	6,716	6,716	6,716	
Employees	4,168	4,463	4,461	112	5,996	5,996	5,996	5,996	
Premises	5	2	5	0	5	5	5	5	
Transport	13	21	14	10	14	14	14	14	
Supplies & Services	422	2,022	418	11	556	515	515	515	
3rd party payments		1		0					
Support services	185	185	185		185	185	185	185	
Depreciation									
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
Income	4,897	6,695	5,083	(105)	6,776	6,776	6,776	6,776	
Government grants									
Reimbursements			0	0					
Customer & client receipts	4,897	6,695	5,083	(105)	6,776	6,776	6,776	6,776	
Recharges	0	0	0		0	0	0	0	
Capital Funded									
Council Funded Net Budget	(103)	(0)	1	29	(20)	(61)	(61)	(61)	



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0	0

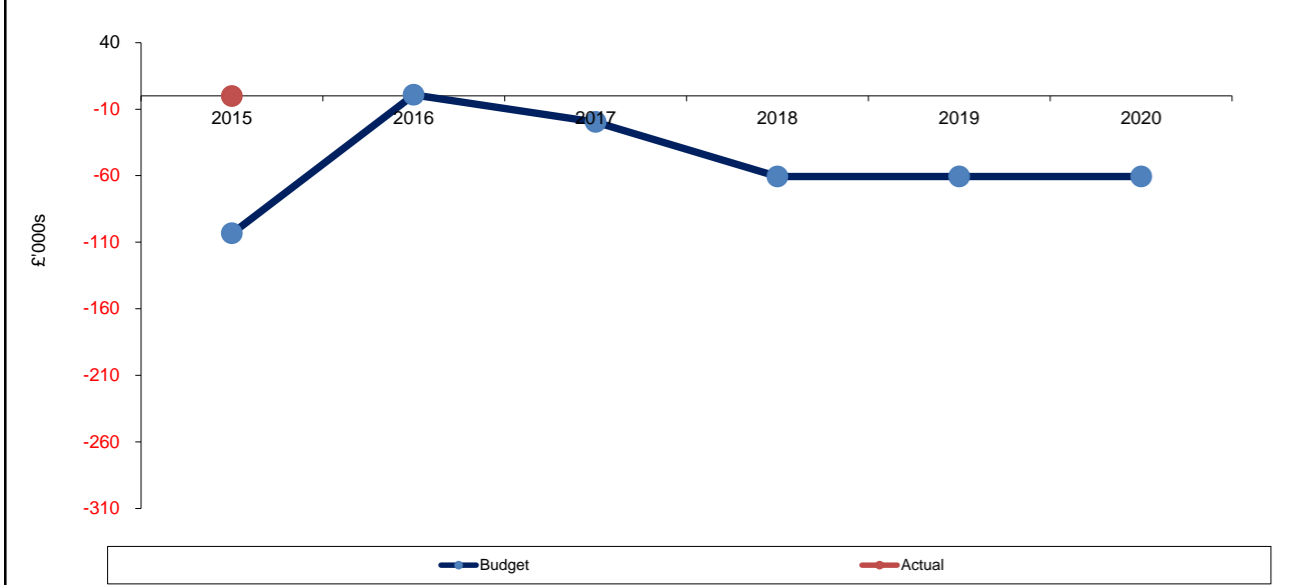
Summary of major budget etc. changes

2017/18
CS73 £20k savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.

2018/19
CS2015-12 £41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required.

2019/20

2020/21



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

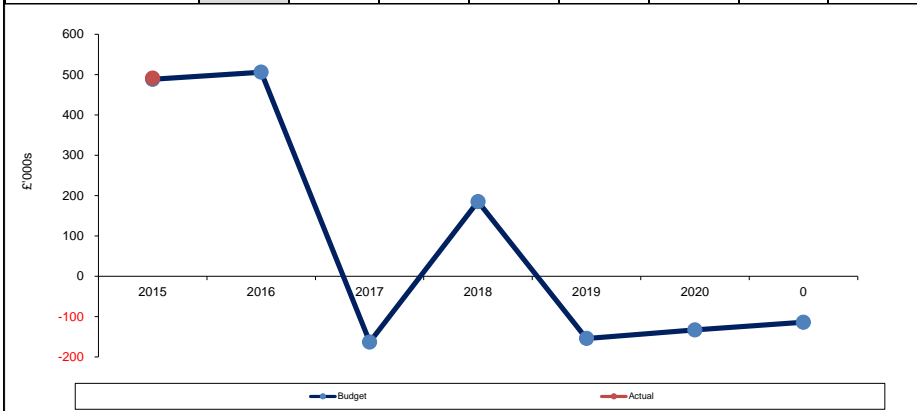
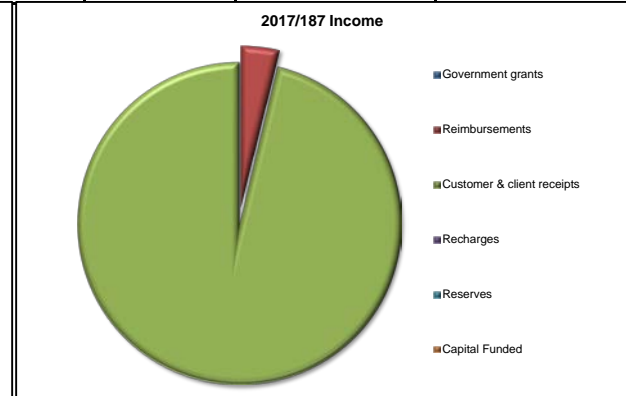
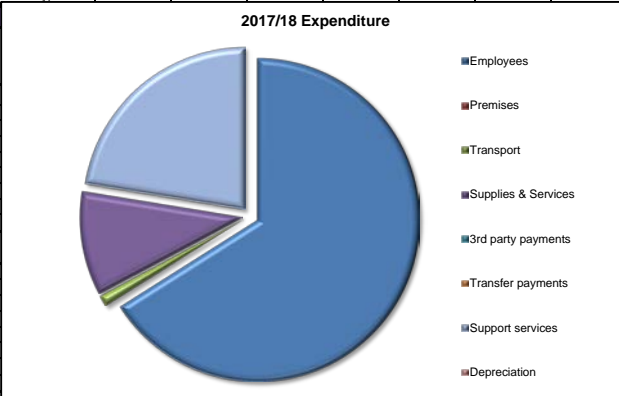
Legal Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1	Project Title:	Shared service	Improved customer experience			4	2	8
Start date	01/04/2017	Project Details: To embed the expanded shared service with Wandsworth , to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings						
End date	31/03/2019							
Project 2	Project Title:	Smarter Working	Improved effectiveness			2	1	2
Start date	01/04/2017	Project Details: To ensure the service is maximising the use of IT systems and software in order to enable mobile working across five authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service						
End date	31/03/2019							
Project 3	Project Title:	Future Model	Improved sustainability			2	2	4
Start date	01/04/2017	Project Details: Subject to Governance Board approval to obtain a licence from the Solicitors Regulatory Authority to be an Alternative Business Structure						
End date	31/03/2018							
Project 4	Project Title:	Company Secretarial Service	Improved customer experience			2	2	4
Start date		Project Details:						
End date								
Project 5	Project Title:	Digital Courtrooms	Improved efficiency (savings)			3	2	6
Start date		Project Details:						
End date								
Project 6	Project Title:		Improved effectiveness					0
Start date		Project Details:						
End date								
Project 7	Project Title:		Select one major benefit					0
Start date		Project Details:						
End date								
Project 8	Project Title:		Select one major benefit					0
Start date		Project Details:						
End date								
Project 9	Project Title:		Select one major benefit					0
Start date		Project Details:						
End date								
Project 10	Project Title:		Select one major benefit					0
Start date		Project Details:						
End date								

Environment & Regeneration

Development and Building Control Cllr Martin Wheelton: Cabinet Member for Regeneration, Environment & Housing Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20		2020/21			
<p>Building Control Building Control competes with Approved Inspectors (AIS). We provide a Building Control Service in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate safety of structures and also sports grounds.</p> <p>Development control Promote sustainable regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to implement the Mayoral, Community Infrastructure Levy (CIL) charging regime.</p> <p>Objectives - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share -investigate formal sharing of BC with Kingston and Sutton - review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible especially through PPA's. - implement mobile/flexible working to improve efficiency -as part of sustainable communities to enable a comprehensive development management process to encourage regeneration. -establish a formal collocation regime with Sutton and Kingston boroughs. - re-procure the M3 database - move away from expensive and transient temporary staff towards a more established and reliable staffing base</p>	Enforcement cases	586	520	510	500	490	480				
	Planning applications (economy dependant)	2600	2700	2800	2800	2850	2900				
	BC applications (economy dependant)	1501	1550	1600	1650	1700	1750				
	Tree applications	594	600	600	600	600	600				
	Pre applications	110	115	120	125	130	140				
	Planning performance agreements	7	20	25	30	30	30				
	Prior approvals (permitted development)	600	620	640	640	640	650				
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
	Staff (FTE)	36	38	34	29	29	29				
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2021/21(P)				
	% Major applications processed within 13 weeks	55.50	65	67	70	70	70	High	Monthly	Quality	Reduced customer service
	% Minor applications processed within 8 weeks	57.80	65	66	67	68	69	High	Monthly	Quality	Reduced customer service
	% Other applications processed within 8 weeks	82.57	85	85	85	85	85	High	Monthly	Quality	Reduced customer service
	Volume of Planning applications Total	2462	4400	4450	4500	4560	4600	High	Monthly	Quality	Reduced customer service
% appeals lost	27.25	35	35	35	35	35	Low	Quarterly	Perception	Reputational risk	
Income (Development and Building Control)	£1.8m	£2.11m	£2.11m	£2.11	£2.11	£2.11	High	Monthly	Business critical	Loss of income	
% Market share retained by LA (BC)	51.15	52	54	56	58	60	High	Monthly	Perception	Loss of income	
Number of enforcement cases closed	895	550	450	450	450	450	High	Quarterly	Quality	Reduced service delivery	
Backlog of enforcement cases	655	555	600	650	700	750	High	Quarterly	Output	Reduced service delivery	
% satisfied with Planning (annual resident survey)	n/a	30	31	32	30	30	High	Annual	Perception	Reputational risk	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	2,477	2,483	2,515	75	2,386	2,132	2,153	2,172
Employees	1,714	1,772	1,708	174	1,575	1,317	1,333	1,349
Premises	2	0	2	-2	2	2	2	2
Transport	28	17	25	-11	26	26	27	27
Supplies & Services	243	217	245	-87	248	252	256	259
3rd party payments	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	1	0	0	0	0
Support services	490	477	535	0	535	535	535	535
Depreciation								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	1,989	1,992	2,009	(238)	2,201	2,286	2,286	2,286
Government grants	0	0	0	0	0	0	0	0
Reimbursements	96	113	81	(73)	83	83	83	83
Customer & client receipts	1,893	1,879	1,928	(165)	2,118	2,203	2,203	2,203
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	488	491	506	(163)	185	(154)	(133)	(114)



Summary of major budget etc. changes	
2017/18	D&BC2 = (£55k) D&BC3 = (£50k) D&BC4 = (£50k) D&BC5 = (£45k) D&BC6 = (£35k) ENV20 = (£35k) HPDG reserve adjustment = (£86k)
2018/19	D&BC8 = (£50k) D&BC9 = (£274k) ENV20 = (£35k)
2019/20	
2020/21	

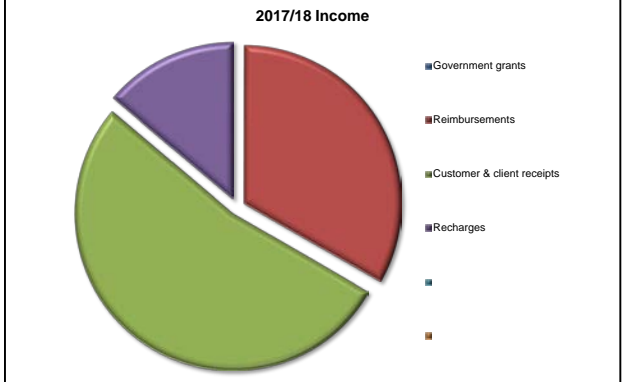
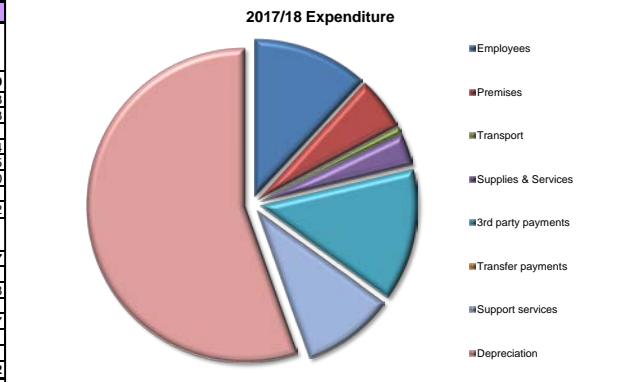
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Development and Building Control

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk																																																																																																																																																						
				Likelihood	Impact	Score																																																																																																																																																				
Project 1		Project Title:	Commercialisation of Building Control	Improved efficiency (savings)																																																																																																																																																						
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	Additional income generation	6	2	12																																																																																																																																																			
End date	2017-18							Project 2		Project Title:	Mobile/Home working	Improved efficiency (savings)			Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.	To allow reduced office space an efficient working practices	2	2	4	End date	2017-18	Project 3		Project Title:	Improving the development management processes	Improved effectiveness			Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities	2	2	4	End date	2017-18	Project 4		Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience			Start date	2014-5	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	1	4	End date	2017-18	Project 5		Project Title:	Section review	Improved efficiency (savings)			Start date	2014-15	Project Details:	Section review looking at the structure and interaction with other services	Efficiencies and savings	3	2	6	End date	2017-18	Project 6		Project Title:	Shared services review with other LA's (part of TOM)	Improved efficiency (savings)			Start date	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	2	4	End date	2017-18	Project 7		Project Title:	Lean review of pre-application process (part of TOM)	Improved effectiveness			Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6	End date	2017-18	Project 8		Project Title:	Re-procurement of M3 or equivalent IT system	Improved effectiveness			Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3	End date	2017-18	Project 9		Project Title:	Further develop Planning Performance agreements potential	Economic outcomes			Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2	End date	2017-18	Project 10		Project Title:		Select one major benefit			Start date		Project Details:	
Project 2		Project Title:	Mobile/Home working	Improved efficiency (savings)																																																																																																																																																						
Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.	To allow reduced office space an efficient working practices	2	2	4																																																																																																																																																			
End date	2017-18							Project 3		Project Title:	Improving the development management processes	Improved effectiveness			Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities	2	2	4	End date	2017-18	Project 4		Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience			Start date	2014-5	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	1	4	End date	2017-18	Project 5		Project Title:	Section review	Improved efficiency (savings)			Start date	2014-15	Project Details:	Section review looking at the structure and interaction with other services	Efficiencies and savings	3	2	6	End date	2017-18	Project 6		Project Title:	Shared services review with other LA's (part of TOM)	Improved efficiency (savings)			Start date	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	2	4	End date	2017-18	Project 7		Project Title:	Lean review of pre-application process (part of TOM)	Improved effectiveness			Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6	End date	2017-18	Project 8		Project Title:	Re-procurement of M3 or equivalent IT system	Improved effectiveness			Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3	End date	2017-18	Project 9		Project Title:	Further develop Planning Performance agreements potential	Economic outcomes			Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2	End date	2017-18	Project 10		Project Title:		Select one major benefit			Start date		Project Details:					0	End date												
Project 3		Project Title:	Improving the development management processes	Improved effectiveness																																																																																																																																																						
Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities	2	2	4																																																																																																																																																			
End date	2017-18							Project 4		Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience			Start date	2014-5	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	1	4	End date	2017-18	Project 5		Project Title:	Section review	Improved efficiency (savings)			Start date	2014-15	Project Details:	Section review looking at the structure and interaction with other services	Efficiencies and savings	3	2	6	End date	2017-18	Project 6		Project Title:	Shared services review with other LA's (part of TOM)	Improved efficiency (savings)			Start date	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	2	4	End date	2017-18	Project 7		Project Title:	Lean review of pre-application process (part of TOM)	Improved effectiveness			Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6	End date	2017-18	Project 8		Project Title:	Re-procurement of M3 or equivalent IT system	Improved effectiveness			Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3	End date	2017-18	Project 9		Project Title:	Further develop Planning Performance agreements potential	Economic outcomes			Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2	End date	2017-18	Project 10		Project Title:		Select one major benefit			Start date		Project Details:					0	End date																													
Project 4		Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience																																																																																																																																																						
Start date	2014-5	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	1	4																																																																																																																																																			
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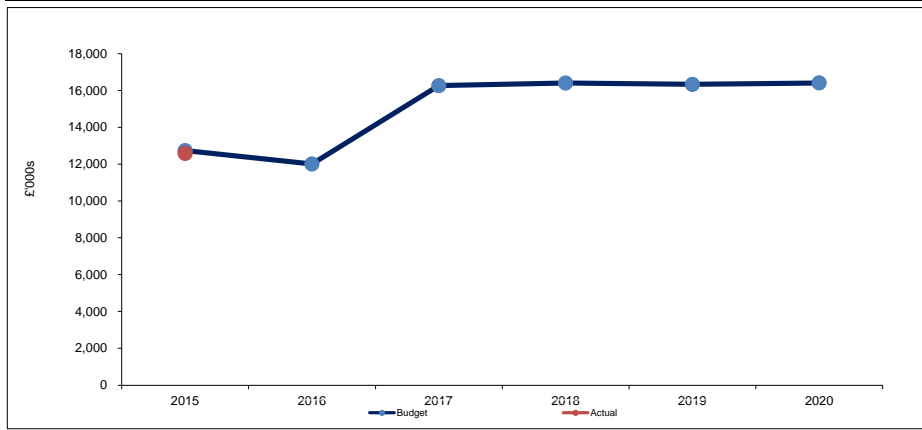
Future Merton & Traffic and Highways		Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing		Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Enter a brief description of your main activities and objectives below		Population	211,569	214,229	216,806	218,100	220,000	222,000	Community Plan			
FutureMerton is the council's lead on growth and strategic development for the long-term sustainability of the borough. Everything we do is about making Merton a great place and enhancing the quality of life of our residents.		Actual businesses in borough			TBC				Local Plan			
The team plans and monitors the delivery of new housing in Merton and supports the creation of new businesses and jobs. We manage the council's Highway & Street Lighting contracts and ensure the borough's network of roads, footways, cycleways and street lighting are well maintained and safe.		Road Network Maintenance			TBC				Merton Regeneration Strategy			
The team also manage major town centre and estate regeneration projects and lead on the coordination of infrastructure projects such as Crossrail 2. We are responsible for delivering locally, objectives in the Mayor's London Plan and Mayor's Transport Strategy.		Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Climate Change Strategy			
Future Merton contributes to the Merton Partnership via the activities of the Sustainable Communities & Transport Partnership (SCTP), Economic Wellbeing Group, Housing Group and Climate Change Steering Group. The team also services the Borough Plan Advisory Committee (BPAC) and Design Review Panel (DRP).		Staff (FTE)	58	51	48	48	48	48	Economic Development Strategy			
Key service areas include: Regeneration, Economic Development, Traffic & Highways, Planning Policy, Transport Planning, Road Safety Education, Flood Mitigation, Urban Design, management of the Community Infrastructure Levy and the management of Vestry Hall.		Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)				Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
Service transformations identified in the TOM involve streamlined processes for project delivery, increased mobile working, increasing online consultations and interactive digitisation and mapping of highway and traffic management records.			2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
		New homes built	459	411	411	411	411	411	High	Annual	Outcome	Loss of Government grant
		New businesses created	171	200	300	TBC	TBC	TBC	Low	Annual	Outcome	Loss of income
		New jobs created	454	300	450	TBC	TBC	TBC	Low	Annual	Outcome	Social exclusion
		Street light repairs (days)	3	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
		Road emergency call outs	100	100	100	100	100	100	High	Monthly	Business critical	Reduced customer service
		Footway & Carriageway condition	100	92	95	95	95	95	High	Annual	Quality	Increased costs
		Streetwork inspections	42	36	36	37	37	38	High	Quarterly	Quality	Increased costs
		Streetwork permitting (% issued)	99.57	98	98	98	98	98	High	Monthly	Output	Loss of income

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	16,001	15,465	15,271	191	19,861	19,999	19,928	20,009
Employees	2,638	2,762	2,504	31	2,354	2,535	2,408	2,433
Premises	980	997	961	35	1,083	1,097	1,110	1,123
Transport	112	105	112	-10	135	137	139	141
Supplies & Services	1,082	1,014	675	12	651	659	666	674
3rd party payments	3,040	2,903	2,575	123	2,725	2,658	2,692	2,725
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,707	1,242	1,901	0	1,901	1,901	1,901	1,901
Depreciation	6,442	6,442	6,543	0	11,012	11,012	11,012	11,012
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	3,265	2,882	3,262	(127)	3,597	3,597	3,597	3,597
Government grants	67	67	0	0	1	1	1	1
Reimbursements	1,017	1,137	970	(177)	1,198	1,198	1,198	1,198
Customer & client receipts	1,684	1,678	1,795	50	1,901	1,901	1,901	1,901
Recharges	497	0	497	0	497	497	497	497
Council Funded Net Budget	12,736	12,583	12,009	64	16,264	16,402	16,331	16,412



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Highways Works	1,898	1,979	1,979	0	1,919	1,922	1,627	1,627
Transport For London	2,339	2,433	2,433	0	1,845			
Footways Planned Works	1,000	1,000	1,000	0	1,000	1,000	1,000	1,000
Town Centre Investment	2,984	2,808	2,808	(1)	700			
Morden TTL					220	2,000		
Transportation Enhancements					1,000	3,000	3,000	1,000
Other		487	1,558	0	796	569	350	350
	0	8,708	9,778	(1)	6,480	6,491	5,977	3,977

Summary of major budget etc changes	
2017/18	ER23 = (£214k) E&R41 = (£80k) ENV24 = (£10k) E&R32 = (£5k) E&R34 = (£30k) E&R35 = (£25k) E&R37 = (£50k) ENV15 = (£148k) ENV16 = (£65k) ENV17 = (£30k) ERG1 (Growth) = £757k EDS reserve adjustment = (£75k) EDS2 reserve adjustment = (£362k)
2018/19	ENV16 = (£65k) ENV17 = (£35k) ERG1 (Growth) = £157k
2019/20	ERG1 (Growth) = (£150k)
2020/21	



2017/18	ER23 = (£214k) E&R41 = (£80k) ENV24 = (£10k) E&R32 = (£5k) E&R34 = (£30k) E&R35 = (£25k) E&R37 = (£50k) ENV15 = (£148k) ENV16 = (£65k) ENV17 = (£30k) ERG1 (Growth) = £757k EDS reserve adjustment = (£75k) EDS2 reserve adjustment = (£362k)
2018/19	ENV16 = (£65k) ENV17 = (£35k) ERG1 (Growth) = £157k
2019/20	ERG1 (Growth) = (£150k)
2020/21	

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

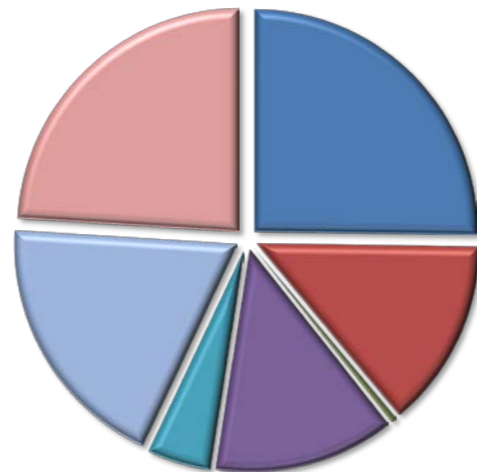
Future Merton & Traffic and Highways

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Local Plan: Estate Regeneration	Infrastructure renewal			3	2	6
Start date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.						
End date	2024/25								
Project 2		Project Title:	Rediscover Mitcham	Infrastructure renewal			2	2	4
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage c£2.5m)						
End date	2017-18								
Project 3		Project Title:	Connecting Colliers Wood / South Wimbledon Planning Framework	Infrastructure renewal			4	1	4
Start date	2014-15	Project Details:	Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public real, new homes and town centre re-designation) Stage 1; delivery c£2.5m investment in 'Connecting Colliers Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+						
End date	2019-20								
Project 4		Project Title:	Wimbledon Stadium	Infrastructure renewal			3	1	3
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>						
End date	2017-18								
Project 5		Project Title:	Climate Change Strategy & Action Plan	Improved sustainability			2	2	4
Start date	2014-15	Project Details:	Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the creation of a revolving invest-to-save investment fund. Other projects include Air Quality, Greening Businesses, PV roll-out and District Heat & Power feasibility						
End date	2018-19								
Project 6		Project Title:	Future Wimbledon & Crossrail 2	Economic outcomes			3	4	12
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)						
End date	2022-23								
Project 7		Project Title:	Morden Town Centre Regeneration	Improved reputation			3	2	6
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18						
End date	2019-20								
Project 8		Project Title:	Economic Development Strategy and Action Plans	Improved reputation			2	1	2
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business Support Service. Merton Micro Loan and Business Loan Fund.						
End date	2016-17								
Project 9		Project Title:	Smarter travel: road safety	Improved reputation			2	2	4
Start date	2013-14	Project Details:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.						
End date	2017-18								
Project 10		Project Title:	Borough Cycling Initiatives	Improved reputation			2	1	2
Start date	2014-15	Project Details:	TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)						
End date	2024-26								

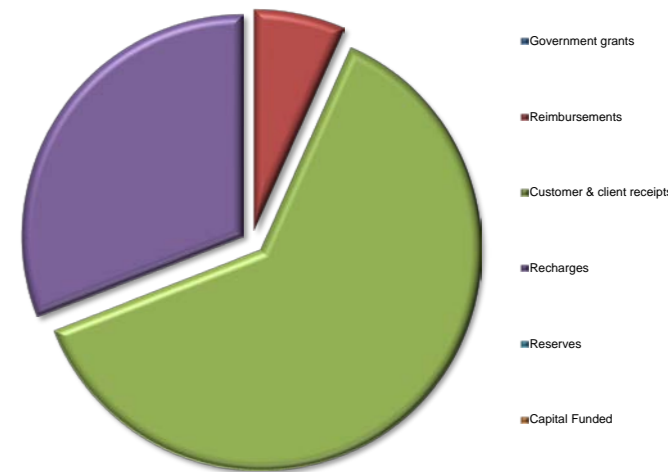
Leisure & Cultural Development		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Nick Draper Cabinet Member for Community & Culture		Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
Enter a brief description of your main activities and objectives below											
<p>Main Activities:</p> <p>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 on offer.</p> <p>Main Objectives:</p> <ul style="list-style-type: none"> - Build a new Morden Leisure Centre by 2018, - Negotiate contract changes with GLL to operate Morden Leisure Centre and make contract savings - Demolish existing Morden Park Pools and re-landscape site - Develop and implement plans to de-silt and mitigate flood risk at Wimbledon Park Lake - Commence plans to implement Wimbledon Park Master Plan - Develop options appraisal for Wimbledon Park Watersports and implement agreed option - Commission culture and sports services - Deliver borough participation in Ride London, Mini Marathon, etc. - Manage leisure centres, New Wimbledon Theatre agreements; Polka and Attic grants and Morden Assembly Hall - Increase income and reduce costs - Increase participation and engagement 		Population	211,569	214,229	216,806	219,316	213,497	212,180	Asset Management Plan		
		No. of Children & Young People aged 8-17 in west of borough	7,900	8,050	8,200	8,700	12,407	12,445	Children & Young person's Plan		
		Population of most disadvantaged wards	126,850	127,540	128,100	104,155	100,227	99,841	Cultural Strategy		
		Users of Merton's Leisure Centres	832677	841004	878105	942,592	970,026	999,078	Community Plan		
		Anticipated non financial resources		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Open Spaces Strategy	
		Staff (FTE)	14.25	13.6	7.8	7.8	7.8	7.8	Social Inclusion Strategy		
		Accommodation	7	7	7	7	7	7	Voluntary Sector Strategy		
		Volunteers	20	20	20	20	20	20			
		Staff seasonal	30	30	30	30	30	30			
		Performance indicator		Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type
		2015/16(A)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
Income £ from Merton Active Plus		53,460	60,000	60,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
Income £ from Watersports Centre		358,661	387,000	397,000	402,000	402,000	402,000	High	Monthly	Business critical	Loss of income
14-25 yr old Fitness Centre Participation at leisure centres		114,122	106,000	106,000	106,000	108,120	109,546	High	Monthly	Output	Reduced uptake of service
% residents rating facilities Good to Excellent		n/a	45.5	46.0	48.0	48.0	48.0	High	Quarterly	Output	Reduced customer service
Total Number of Users of Merton's Leisure Centres		830,790	841,004	878,105	942,592	970,026	999,078	High	Annual	Outcome	Reduced customer service
Total Number of Users of Polka Theatre		92,609	93,916	94,600	95,000	89,500	97,000	High	Quarterly	Output	Reduced uptake of service

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	2,113	2,277	2,268	57	2,053	2,065	2,082	2,099
Employees	706	705	697	-9	518	526	534	541
Premises	122	329	278	66	282	286	290	294
Transport	8	12	8	2	8	8	8	8
Supplies & Services	282	296	282	-18	269	269	273	278
3rd party payments	198	58	126	16	94	94	95	96
Transfer Payments	5		0	0	0	0	0	0
Support services	383	389	389	0	389	389	389	389
Depreciation	409	488	488	0	493	493	493	493
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	1,095	1,085	1,251	(134)	1,156	1,261	1,261	1,261
Government grants	0							
Reimbursements	244	61	160	0	77	77	77	77
Customer & client receipts	500	656	733	(134)	721	826	826	826
Recharges	351	368	358	0	358	358	358	358
Reserves								
Capital Funded								
Council Funded Net Budget	1,018	1,192	1,017	(77)	897	804	821	838
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Morden Leisure Centre		508	1,574	0	8,319	567	8	
Wimb Pk Lake de-silting				0	250	1,250		
Other		135	399	0	450	300	250	250
	0	643	1,973	0	9,019	2,117	258	250

2017/18 Expenditure

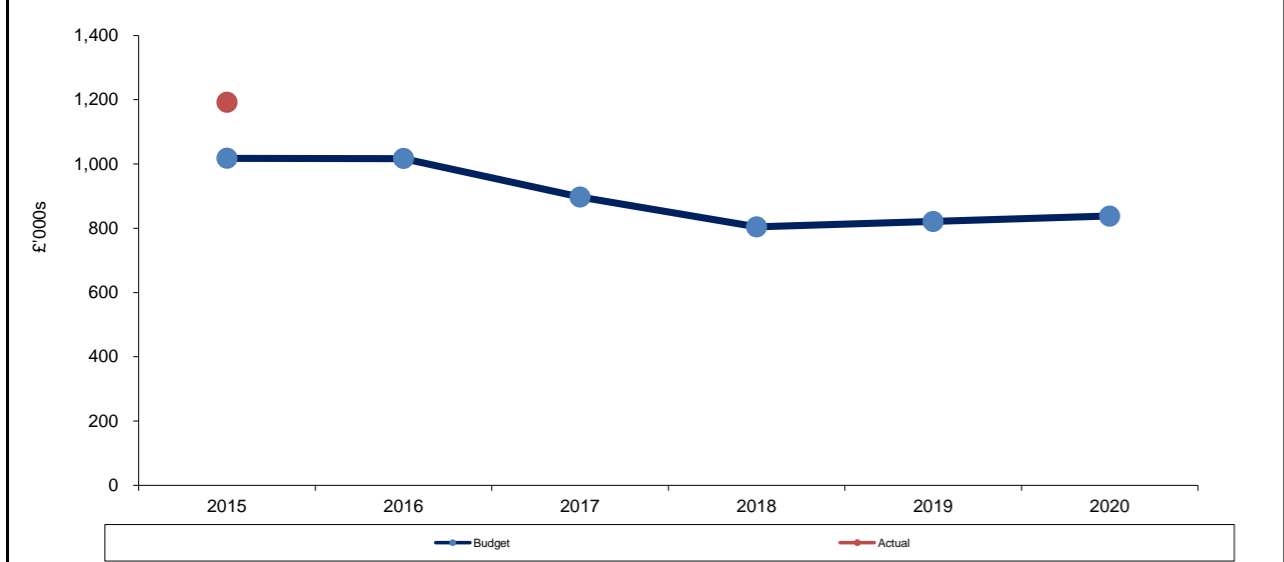


2017/18 Income



Summary of major budget etc changes

Year	Summary of major budget etc changes
2017/18	E&R1 = (£5k) E&R2 = (£10k) E&R3 = (£16k) ENV11 = (£59k) ENV23 = (£89k)
2018/19	E&R1 = (£4k) E&R2 = (£5k) E&R4 = (£100k)
2019/20	
2020/21	



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

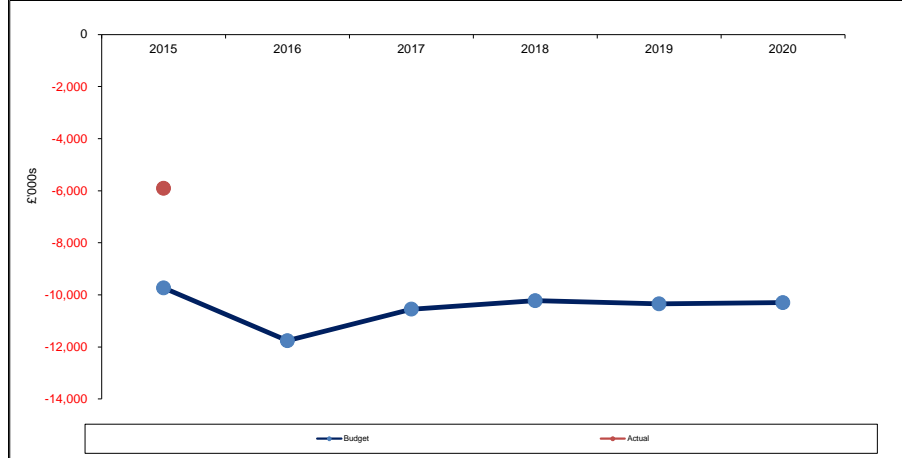
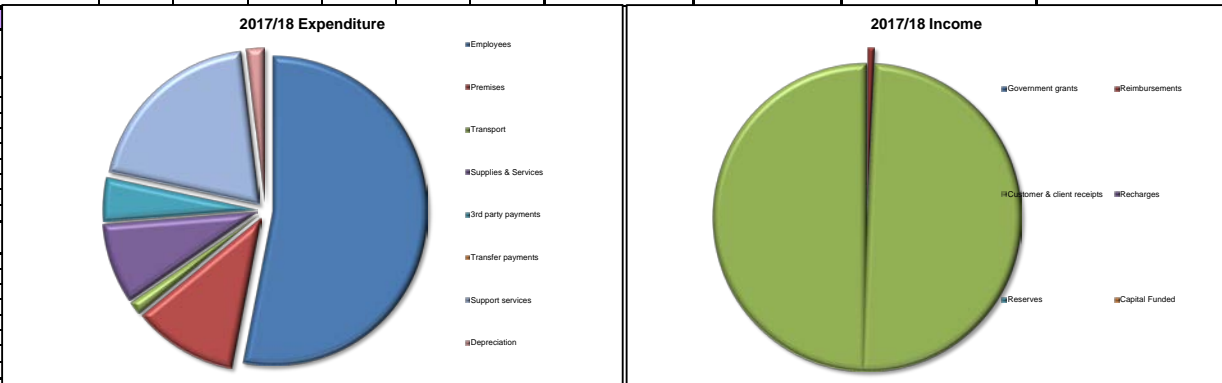
Leisure & Cultural Development

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Morden Leisure Centre	Improved customer experience		8
Start date	2014	Project Details:	Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools. Decommission and demolish the existing Morden Park Pools and reinstate the land to fit in with the Morden Park landscape	4	2	
End date	2019					
Project 2		Project Title:	Leisure Centres Contract	Improved efficiency (savings)		4
Start date	2016	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre	2	2	
End date	2018					
Project 3		Project Title:	Implement the Wimbledon Park Lake Flood Risk & De-silting Plans	Risk reduction and compliance		4
Start date	2017	Project Details:	Develop solutions and plans to de-silt and implement flood risk requirements to deliver solutions for the lake. Procure and implement the solutions	2	2	
End date	2020					
Project 4		Project Title:	Wimbledon Park Watersports and Outdoor Adventure Centre	Economic outcomes		8
Start date	2017	Project Details:	Commission works to determine the most effective management solution for this service. Implement the solution.	4	2	
End date	2019					
Project 5		Project Title:	Customer Relationship Management & Other Service Technological Requirements	Improved customer experience		4
Start date	2015	Project Details:	Deliver future culture and sports services through corporate technological solutions including the CRM system for interfacing with customers.	2	2	
End date	2018					
Project 6		Project Title:	Restructure Staff Team following Phase C & Staff Reductions	Improved efficiency (savings)		4
Start date	2016	Project Details:	TUPE staff out to contractors as part of Phase C Contract. Restructure & reorganise the remaining Leisure & Culture Development & Greenspaces Team's functions, products & services, budgets into one combined service following the implementation of the Phase C contract	2	2	
End date	2018					
Project 7		Project Title:	Commission and Contract Culture and Sports Services	Improved customer experience		4
Start date	2016	Project Details:	Increasing participation & engagement in the arts, culture, sport, physical activity and well-being activities through commissioned and contracted services in line with the Culture and Sport Framework as well as priority needs	2	2	
End date	2021					
Project 8		Project Title:				4
Start date		Project Details:		2	2	
End date						
Project 9		Project Title:				4
Start date		Project Details:		2	2	
End date						
Project 10		Project Title:				4
Start date		Project Details:		2	2	
End date						

Parking Cllr Ross Garrod: Cabinet Member for Street Cleanliness & Parking Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to Select your strategies			
	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20		2020/21		
	Number of resident permits issued	18,320	20,004	(5%) 21,043	(5%) 24,011	(5%) 22,095				
Number of visitor permits issued	227,000	239,242	(5%) 251,204	(10%) 263,764	(5%) 276,953					
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Staff (FTE)	86.20	93.27	83.57	83.57	83.57					
Transport	15	12	12	12	12					
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
% of parking permits issued within 5-7 days	94%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Loss of income
Sickness- No of days per FTE (12 month rolling average)	15.50	9	8	8	8		Low	Quarterly	Quality	Loss of income
Percentage of cases won at PATAS	56.47%	54%	54%	54%	54%		High	Monthly	Business critical	Loss of income
Percentage of cases lost at PATAS	23%	21%	21%	21%	21%		Low	Monthly	Business critical	Loss of income
Percentage of cases where council does not contest at PATAS due to new evidence	20.8%	25%	25%	25%	25%		Low	Monthly	Business critical	Loss of income
Percentage of Public Space CCTV cameras working	n/a	95%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	5,872	6,426	5,426	152	5,736	5,727	5,778	5,829
Employees	3,177	3,106	2,945	75	3,045	3,076	3,108	3,139
Premises	641	639	619	3	626	632	638	645
Transport	124	106	124	20	82	84	85	87
Supplies & Services	503	1,108	377	54	477	425	433	440
3rd party payments	264	227	265	0	268	272	276	280
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,031	1,108	1,020	0	1,126	1,126	1,126	1,126
Depreciation	132	132	76	0	112	112	112	112
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	15,604	12,331	17,188	(467)	16,285	15,948	16,125	16,125
Government grants	0	0	0	0	0	0	0	0
Reimbursements	118	126	0	38	117	117	117	117
Customer & client receipts	15,486	12,205	17,188	(505)	16,168	15,831	16,008	16,008
Recharges								
Reserves								
Capital funded								
Council Funded Net Budget	(9,732)	(5,905)	(11,762)	(315)	(10,549)	(10,221)	(10,347)	(10,296)
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Parking		100	756	(20)			60	
Other		150	174	0	156	150	150	150
	0	250	930	(20)	156	150	210	150



Summary of major budget etc. changes 2017/18

Now includes CCTV budgets (previously within Safer Merton)
 EV11 = (£125k) E&R7 = (£163k)
 E&R8 = £1,540k ENV02 = (£190k)
 ENV03 = (£45k) ENV04 = (£250k)
 ENV05 = (£70k) ENV06 = (£46k)
 ENV33 = (£250k)
 ANPR income reduction = £250k

2018/19
 E&R7 = (£163k)
 E&R8 = £500k
 ENV07 = (£60k)

2019/20
 ENR2 = (£44k)
 ENR3 = (£33k)
 ENR4 = (£100k)

2020/21

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

Parking

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Tackling Traffic Congestion	Improved effectiveness					
Start date	2015-2016	Project Details:	Replace the existing Bus Lane and Moving Traffic enforcement cameras and back office system with an Automatic Number Plate Recognition (ANPR) to enable unmanned enforcement of the above type of enforcement contraventions.	The improvement of traffic congestion that will lead to improved bus journey times, traffic flows, pollution and the safety of pedestrians and cyclists.			2	1	2
End date	2017-18								
Project 2		Project Title:	Cashless parking	Improved customer experience					
Start date	2013-14	Project Details:	Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer service by allowing motorists to purchase paid for parking without the need for cash.			2	1	2
End date	2017-18								
Project 3		Project Title:	Investment in Public Space CCTV	Improvement in Public safety					
Start date	2015-2016	Project Details:	Replace existing public space CCTV equipment On Street and in the back office CCTV suite				2	1	2
End date	2017-18								
Project 4		Project Title:	Review CEO Shift Patterns	More efficient use of resources					
Start date	01/04/2016	Project Details:	Consult on the introduction of a more efficient shift patterns				2	1	2
End date	2017-18								
Project 5		Project Title:	Review CCTV Shift Patterns	More efficient use of resources					
Start date	01/04/2016	Project Details:	Consult on the introduction of a more efficient shift patterns				2	1	2
End date	2017-18								
Project 6		Project Title:	Enforcement of pavement parking as a result of a new policy	Improve conditions for pedestrians using the pavements					
Start date	01/04/2016	Project Details:	Stop inconsiderate parking on pavements by motorists				2	1	2
End date	Continuous								
Project 7		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 8		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 9		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									

Commissioned Service

Parks & Green Spaces

Select your Cabinet Member & Portfolio

Service Providers:

Idverde UK Ltd

The service maintains and develops Merton's parks & open spaces including the management of a cemetery service, and a varied programme of outdoor events from small community to large commercial ones. There are currently in excess of 100 separate sites

Planning Assumptions

The Corporate strategies the service contributes to

Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Increased sports pitch demand (Total number of bookings)	1%	1%	1%	1%	1%	1%
Attendance at major community outdoor events (No. of people)	55,000	55,000	60,000	60,000	60,000	60,000
Number of funerals at LBM cemeteries	210	215	220	240	260	260

Open Space Strategy

Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Idverde UK Ltd	Sufficient resources to provide service					

Page 188

Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
Residents % satisfaction with parks & green spaces	73	74					High	Annual	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	72	73					High	Biennial	Perception	Reputational risk
Number of Green Flags	5	5					High	Annual	Quality	Reputational risk
Number of outdoor events in parks	130	130					High	Monthly	Perception	Reputational risk

Financial Information

Additional Expenditure Information

Revenue	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	0	0	0	0
Revenue	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18
Income	0	0	0	0
Capital Expenditure	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18
Parks Investment	201	308	295	300
Other	34	28		
	235	336	295	300

DETAILS OF MAJOR PROJECTS
Parks & Green Spaces

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:					0
Start date		Project Details:					
End date							
Project 2		Project Title:					0
Start date		Project Details:					
End date							
Project 3		Project Title:					0
Start date		Project Details:					
End date							
Project 4		Project Title:					0
Start date		Project Details:					
End date							
Project 5		Project Title:					0
Start date		Project Details:					
End date							
Project 6		Project Title:					0
Start date		Project Details:					
End date							
Project 7		Project Title:					0
Start date		Project Details:					
End date							
Project 8		Project Title:					0
Start date		Project Details:					
End date							
Project 9		Project Title:					0
Start date		Project Details:					
End date							
Project 10		Project Title:					0
Start date		Project Details:					
End date							

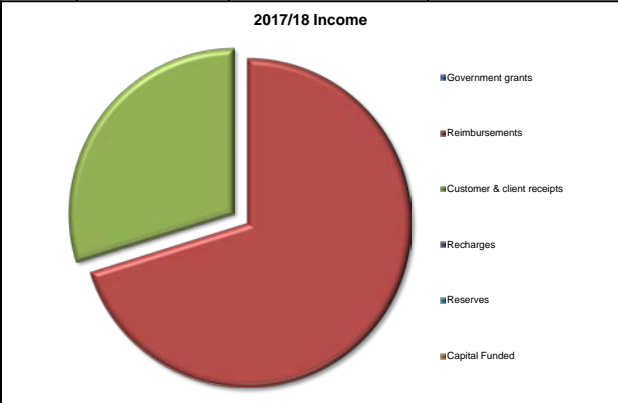
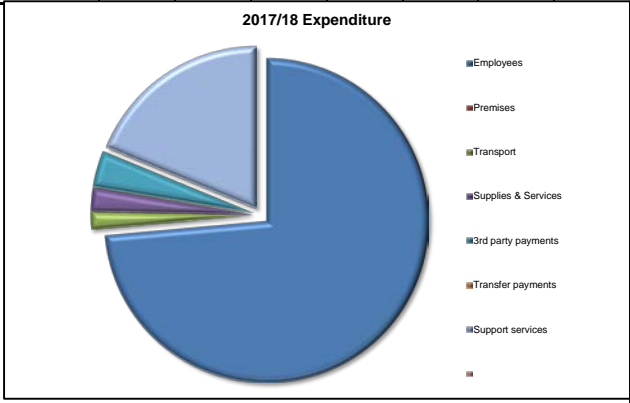
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Property

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	New secondary school	Infrastructure renewal					
Start date	2016-17	Project Details:	Land acquisition and granting of new leases.				2	2	4
End date	on going								
Project 2		Project Title:	P4/Broadway Car Park	Improved efficiency (savings)					
Start date	2012-13	Project Details:	Disposal of public car park to regenerate prominent town centre site.				1	2	2
End date	on going								
Project 3		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 4		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 5		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 6		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 7		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 8		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 9		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									

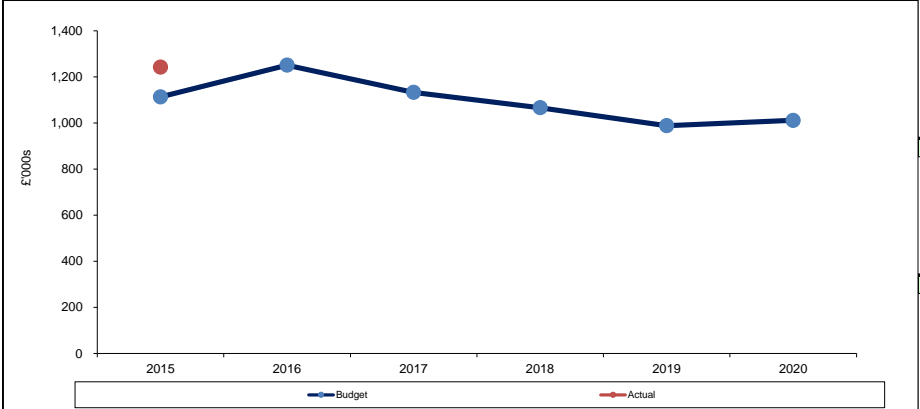
Regulatory Services Partnership Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing Enter a brief description of your main activities and objectives below Provide statutory environmental health, trading standards and licensing functions across those councils that make up the Regulatory Services Partnership (currently LB Merton and LB Richmond). Deliver savings and efficiencies by: <ul style="list-style-type: none">reducing overheadsgenerating additional incomeattracting new businessrationalising ICT systems Transform the service by: <ul style="list-style-type: none">demand managementstreamlining business processesimplementing new ways of working	Planning Assumptions						The Corporate strategies your service contributes to Air Quality Action Plan Climate Change Strategy Merton Regeneration Strategy Medium term Financial Strategy			
	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20		2020/21		
	Total number of food premises	1777	1790	1803	1816	1829		1829		
Total number of service requests	5880	5995	6113	6234	6357	6357				
Licence/permit applications	1880	1890	1900	1900	1900	1900				
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Staff (FTE)	41.7	39.48	39.48	38.48	38.48	38.48				
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target(P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
% service requests replied in 5 working days	92	95	96	96	96	96	High	Monthly	Perception	Reduced customer service
Income generation by EHTSL	£381,257	£345,000	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income
% of category A,B & non-compliant C food premises inspected	87	97	98	98	98	98	High	Annual	Business critical	Government intervention
No. of underage sales test purchases	105	100	100	100	100	100	High	Quarterly	Business critical	Anti social behaviour
Annual average amount of Nitrogen Dioxide per m3	N/A	40	40	40	40	40	Low	Annual	Outcome	Political risk
Days Nitrogen Dioxide levels exceed 200 micrograms per m3	N/A	18	18	18	18	18	Low	Quarterly	Outcome	political risk
Annual average amount of Particulates per m3	N/A	40	40	40	40	40	Low	Annual	Outcome	Political risk
Days particulate levels exceed 50 micrograms per m3	N/A	35	35	35	35	35	Low	Quarterly	Outcome	Political risk
Number of licence applications determined within 28 days	100%	95%	95%	95%	95%	95%	High	Quarterly	Business critical	Reputational risk
% of food premises rated 2 or below	N/A	15%	15%	15%	15%	15%	High	Quarterly	Outcome	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	2,573	2,747	2,678	(80)	2,723	2,706	2,728	2,751
Employees	1,872	2,075	1,975	(79)	2,004	1,983	2,003	2,023
Premises	0	0	0	1	0	0	0	0
Transport	39	37	39	(10)	47	48	48	49
Supplies & Services	189	173	54	(5)	61	62	62	63
3rd party payments	139	139	98	13	99	101	103	104
Transfer payments	0	0	0	0	0	0	0	0
Support services	334	323	512	0	512	512	512	512
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	1,460	1,505	1,427	88	1,590	1,640	1,740	1,740
Government grants	0	1	0	0	0	0	0	0
Reimbursements	1,116	1,125	1,003	38	1,116	1,116	1,216	1,216
Customer & client receipts	344	379	424	50	474	524	524	524
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	1,113	1,242	1,251	8	1,133	1,066	988	1,011



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Mortuary		0	45	0				
	0	0	45	0	0	0	0	0

Summary of major budget etc. changes
2017/18
E&R14 = (£100k)
ENV09 = (£50k)
ENV10 = (£10k)



2018/19
ENV08 = (£40k)
ENV09 = (£50k)

2019/20
ENR1 = (£100k)

2020/21

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

Regulatory Services Partnership

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Expansion of shared 'regulatory' service	Economic outcomes		6
Start date	2016-17	Project Details:	Potential expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth in 2017.	3	2	
End date	2017-18					
Project 2		Project Title:	Rationalisation of administration and licensing teams	Improved effectiveness		2
Start date	2015-16	Project Details:	Rationalisation of the Merton and Richmond administration and licensing teams to improve business processes, generate efficiencies and improve the outcomes for customers	2	1	
End date	2017-18					
Project 3		Project Title:	Procurement of a new ICT case management system	Improved efficiency (savings)		2
Start date	2015-16	Project Details:	Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth	2	1	
End date	2017-18					
Project 4		Project Title:	Design and implement a joint Merton/Richmond budget	Economic outcomes		2
Start date	2014-15	Project Details:	Design and implement a joint revenue (income & expenditure) budget on a to be determined costs apportionment model	2	1	
End date	2017-18					
Project 5		Project Title:		Select one major benefit		0
Start date		Project Details:		0	0	
End date						
Project 6		Project Title:		Select one major benefit		0
Start date		Project Details:		0	0	
End date						
Project 7		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 8		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 9		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 10		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						

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

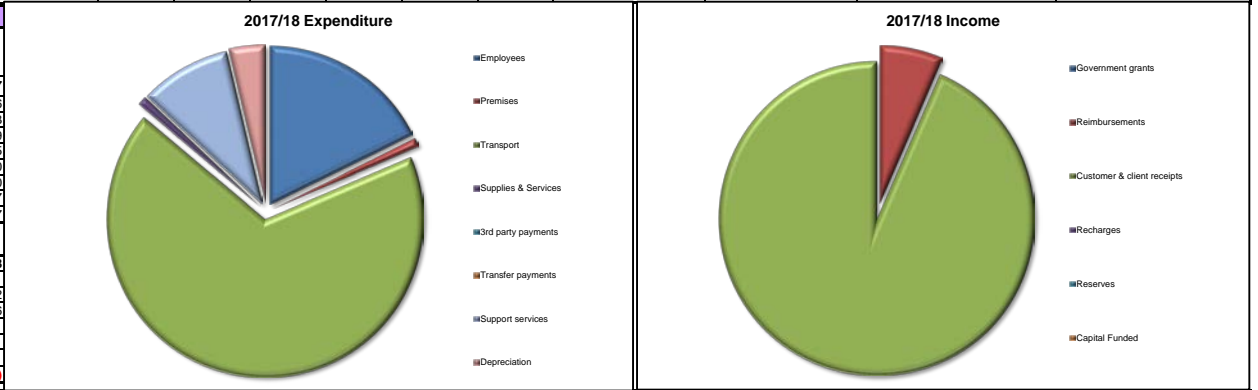
Safer Merton

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Merton says NO MORE			Improved customer experience		
Start date	01/04/2017	Roll out of wider NO MORE campaign	Building on the success of the UK SAYS NO MORE launch in September 2016, where Merton was the second London borough to launch the campaign to condemn Domestic Violence and Sexual Violence the Community Safety Partnership wish to roll the programme out across other strands of key business. This will ensure that Merton's residents and businesses are fully aware of the Community Safety Partnerships commitment to tackling a range of issues affecting our residents			Improved victim awareness, increased profile for Merton as a pro-active borough in addressing crime and ASB and associated reputational benefits across London		
End date	31/03/2018							
				2	2	4		
Project 2		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 3		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 4		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 5		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 6		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 7		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 8		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 9		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 10		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								

Transport	Planning Assumptions						The Corporate strategies your service contributes to						
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing	Anticipated demand												
	CSF Passenger Journeys - In-House	70000	70000	70000	70000	70000	70000	70000	Children and Young People's Plan				
Enter a brief description of your main activities and objectives below	C&H Passenger Journeys - In-House												
		70000	70000	70000	70000	70000	70000	70000	Special Educational Needs and Disabilities Strategy				
To provide a comprehensive and effective Home to School and Vulnerable Adults transport service, in support of the user departments such as Children Schools & Families and Community & Housing using the in-house fleet and taxi providers.	Anticipated non financial resources												
	No.Transport Fleet vehicles	192	192	40	40	40	40						
To provide health & safety and vehicle related in-house training to all council staff and external organisations utilising the Councils fleet of vehicles.	Staff												
		62.75	60.13	68.00	68.00	68.00	68.00						
	Performance indicator						Actual Performance (A)	Performance Target (P)	Proposed Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)						
	% Client user satisfaction	87	97	97	97	97	97		High	Annual	Outcome	Reduce update of service	
	Average % passenger vehicles in use	90	85	85	85	85	85		High	Quarterly	Unit cost	Increased costs	
	% in-house journey that meet timescales	84	85	85	85	85	85		High	Annual	Outcome	Increased costs	
	Sickness - average days per FTE	13.9	11.5	11	10.5	9.5	8		High	Monthly	Unit cost	Increased costs	

DEPARTMENTAL BUDGET AND RESOURCES										
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21		
Expenditure	9,700	10,171	9,710	301	9,137	9,126	9,069	9,087		
Employees	1,960	2,089	2,000	113	1,616	1,605	1,548	1,566		
Premises	82	86	85	(3)	83	83	83	83		
Transport	6,232	6,539	6,233	180	6,169	6,169	6,169	6,169		
Supplies & Services	84	95	84	11	85	85	85	85		
3rd party payments	0	3	0	0	0	0	0	0		
Transfer payments	0	0	0	0	0	0	0	0		
Support services	876	893	847	0	847	847	847	847		
Depreciation	466	466	461	0	337	337	337	337		
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21		
Income	9,623	9,740	9,710	(85)	9,243	9,278	9,288	9,288		
Government grants										
Reimbursements	703	594	703	22	602	602	602	602		
Customer & client receipts	8,920	9,146	9,007	(107)	8,641	8,676	8,686	8,686		
Recharges										
Reserves										
Capital Funded										
Council Funded Net Budget	77	431	0	216	(106)	(152)	(219)	(201)		

Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Replacement Fleet Vehicles		312	500	(15)	400	400	300	300
South London Waste Partnership provision shown in Waste Management Commissioning								
	0	312	500	-15	400	400	300	300

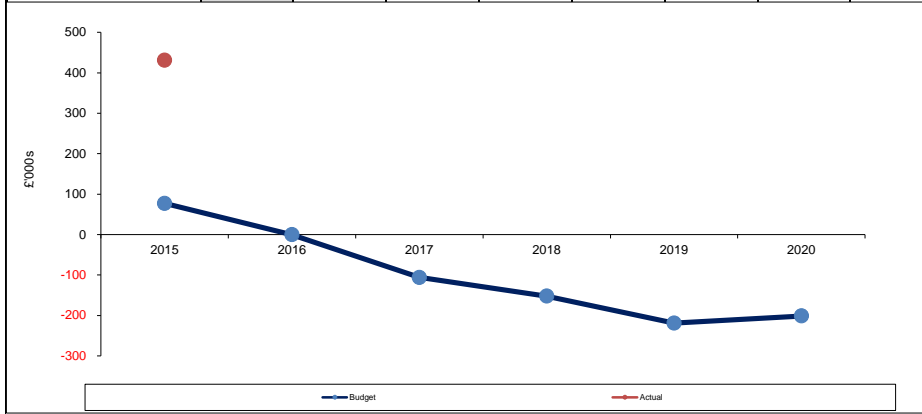


Summary of major budget etc. changes 2017/18

2018/19
 ENV32 = (£30k)
 ENV37 = (£35k)

2019/20
 ENR5 = (£76k)
 ENR7 = (£10k)

2020/21



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

Transport

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 2		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 3		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 4		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 5		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 6		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 7		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 8		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 9		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								
Project 10		Project Title:	Select one major benefit					0
Start date		Project Details:						
End date								

Commissioned Service	<p>The London Borough of Merton is committed to managing the provision of high quality and sustainable waste management and cleansing services to residents, businesses and those passing through the borough. The service ambition is to maintain a clean, green and safe environment that meet the standards of London's Best Council.</p> <p>These services are delivered through a combination of commissioned services and in-house engagement and enforcement activities.</p> <p>The key objectives of the service are: To fulfil the council's statutory responsibilities and duties with respect to waste management, street cleaning, waste enforcement and the management of stray animals. To provide value for money services that meet the needs of the community To provide a safe and supportive environment for our community and all employees engaged in delivering services. To promote and encourage sustainable waste management activities, maximising resource efficiency and securing value from all waste streams as far as practicably possible</p>
Waste Management and Cleansing	
Cllr Ross Garrod Cabinet Member for Street Cleanliness & Parking Cllr Martin Whelton Cabinet Member for Regeneration, Environment & Housing	
Veolia UK Ltd	
Viridor Waste Management Kingdom Noah's Ark (Re: stray dogs/Enforcement)	

Planning Assumptions							The Corporate strategies the service contributes to			
Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Housing Properties	81,400	81,800	82,100	82400	85000	85000				
Kilometers of Roads	375	375	375	375	375	375				
Population	211,569	214,229	216,806	218000	220000	220000	Waste Management Strategy			
Total household waste tonnage	71,000	71,000	71,000	71,000	71000	71000				
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Clienting and Commissioning Team	6.69	6.69	6.69	6.69	6.69	6.69				
Community Engagement and Enforcement	9	9	9	9	9	9				
Client Neighbourhood team	0	0	3	3	3	3				
Veolia UK Ltd	Sufficient resources to provide service									
Viridor	Sufficient resources to provide service									
Noah's Ark	Sufficient resources to provide service									
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
% Residents satisfied with street cleanliness	56	57	57	57	58	60	High	Annual	Perception	Reputational risk
% Sites surveyed below standard for litter	9.5	9	8.5	8	6	3	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for Detritus	15	14.5	13	10	9	8	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for graffiti	5.5	5.5	5.0	5.0	5.0	5.0	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for weeds	13.50	12.00	12	11	10	9	Low	Quarterly	Perception	Reputational risk
Number of fly tips reported	3700	3600	3600	3600	3500	3400	Low	Monthly	Outcome	Reputational risk
% of fly tps removed within 24 hours	-	-	90%	90%	95%	95%				
% Sites surveyed below standard for flyposting	1	1	1	1	1	1	Low	Quarterly	Perception	Reputational risk
% of FPNs issued that have been paid	65%	68%	68%	68%	69%	70%	High	Monthly	Output	Loss of income
% Household waste recycled	38	38	42	46	48	50	High	Monthly	Business critical	Reputational risk
% Residents satisfied with refuse collection	72	74	72	73	74	75	High	Annual	Perception	Reputational risk
Residual waste kg per household pa	580	580					Low	Monthly	Outcome	Increased costs
% Municipal solid waste landfilled	60	59	59	65%	10%	5%	Low	Monthly	Outcome	Increased costs
Number of missed bins per 100,000	55	50	50	50	40	30	Low	Monthly	Outcome	Reduced customer service
Total waste arising per household Kg	910	910	910	910	910	910	Low	Monthly	Outcome	Reputational risk
% Residents satisfied with recycling facilities	73	74	70	72	74	75	High	Annual	Perception	Reputational risk

Financial Information - Waste Management and Cleansing					Additional Expenditure Information				
Revenue	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21					
Expenditure	0	0	0	0					
Revenue	Budget 2017/18	Budget 2017/18	Budget 2017/18	Budget 2017/18					
Income	0	0	0	0					
Capital Expenditure	Budget	Budget	Budget	Budget					
SLWP	1,401	5,344	0	0					
Other	46	46	40	40					
	1,447	5,390	40	40					

DETAILS OF MAJOR PROJECTS
Waste Management and Cleansing

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:		Improved effectiveness					0
Start date		Project Details:							
End date									
Project 2		Project Title:							0
Start date		Project Details:							
End date									
Project 3		Project Title:							0
Start date		Project Details:							
End date									
Project 4		Project Title:							0
Start date		Project Details:							
End date									
Project 5		Project Title:							0
Start date		Project Details:							
End date									
Project 6		Project Title:							0
Start date		Project Details:							
End date									
Project 7		Project Title:							0
Start date		Project Details:							
End date									
Project 8		Project Title:							0
Start date		Project Details:							
End date									
Project 9		Project Title:							0
Start date		Project Details:							
End date									
Project 10		Project Title:							0
Start date		Project Details:							
End date									