Second Draft Service Plans

Attached are our 27 Second Draft Service Plans, in departmental order.

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

Capital information is compiled based on October Financial Monitoring information and the 2016-20 Capital Programme as presented to Cabinet on 7 December 2015

Overheads will be updated for the Final Service Plans.

Final plans will be completed on the 30 January 2016 and these plans will form part of our 2016/20 Business Plan.

Index of Departmental Service Plans

Children, Schools and Families	Community and Housing	Corporate Services	Environmentand Regeneration
Children's Social Care	Adult Social Care	Business Improvement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Housing Needs & Enabling	CorporateGovernance	Development & Building Control
Education	Libraries	CustomerServices	Future Merton
	Public Health	Human Resources	Leisure & Culture Development
		Infrastructure & Transactions	Parking
		Resources	Parks & Green Spaces
		Shared Legal Services	Property
			Regulatory Service Partnership
			Safer Merton
			Street Cleaning
			Traffic & Highways
			Transport
			W aste Management



I	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
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Children's Social Care

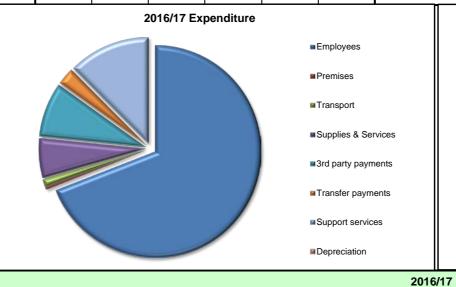
Clir Maxi Martin, Cabinet Members for Children Services & Education

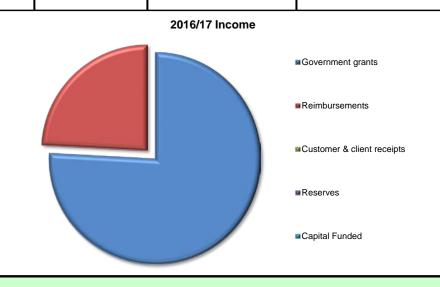
Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF.

			The Corporate strategies your				
Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Population growth - looked after children		15	-30				Children & Young person's Plan
Population growth - Child Protection Plans		30	i-60				Anti Social Behaviour
Increase in 0-19 population		31	180				Health & Wellbeing
Increased pressure on more expensive specialist targeted services due to EIP savings & statutory duty.		Reduced EIP activ		Social Inclusion Strategy			
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Community Plan
Staff (FTE) - reflects transfer of YS to Ed.	207	215	208	203	190		Corp Equality Scheme
Adoption & fostering		More children to	o be placed for permanenc	y in shorter time			Family Poverty
							LAC Strategy & Care Leavers
							Youth Crime
Performance indicator	Performance Targe	ts (T) & Provisional Perfo	ormance Targets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not

										routh Chine
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P) 2014/15(T) 2015/16(T) 2016/17(P) 2017/18(P) 2018/19(P) 2019/20(P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
% single assessments completed within agreed timescales	92	82	85	85			High	Monthly	Business critical	Safeguarding issues
Care application average duration (national target 26 weeks)	35	37	35	33			Low	Monthly	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	10	13	16	16			Low	Monthly	Quality	Safeguarding issues
% NEET aged 16-19	6	5	4.7	4.7			Low	Monthly	Outcome	Social exclusion
Number YJS first time entrants	80	80	70	70			Low	Monthly	Outcome	Social exclusion
% LAC (2.5 years or more) in same placement for 2 years	n/a	n/a	66	66			High	Monthly	Outcome	Social exclusion
% LAC experiencing 3 or more placements moves	n/a	n/a	12	12			Low	Monthly	Outcome	Social exclusion

	DE	PARTMENTAL	BUDGET AND F	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	15,023	16,095	14,544	13,987	13,714	13,546	13,578
Employees	10,243	10,633	9,841	9,661	9,357	9,157	9,158
Premises	103	108	93	53	55	56	57
Transport	201	181	188	165	168	171	173
Supplies & Services	1,376	1,489	1,084	833	843	853	863
3rd party payments	954	1,323	1,242	1,161	1,179	1,196	1,214
Transfer payments	398	510	341	369	369	369	369
Support services	1,738	1,841	1,744	1,744	1,744	1,744	1,744
Depreciation	11	11	11	0	0	0	0
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	1,580	1,769	1,408	978	978	978	978
Government grants	1,021	1,062	881	741	741	741	741
Reimbursements	559	707	526	236	236	236	236
Customer & client receipts							
Reserves							
Capital Funded							
Council Funded Net Budget	13,444	14,326	13,137	13,009	12,737	12,568	12,600
Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget

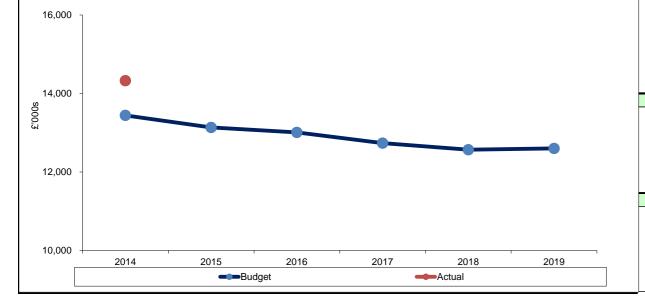




Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0

Staff reductions in Family and Adolescent Services stream: £100,000 Serious case reviews: £70,000 Service managent review across the CSF dept: £23,000

2017/18



Review of CSF staffing structure beneath management level: £189,000 $\,$

Review of CSF staffing structure beneath management level: £201,000

2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Children's Social Care	TO STEEL FIRE FOOR FEAR FERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk	
Pro	oject 1	Project Title:	Deliver transforming families year 2 & year 3 programme (CYPWB & TOM)	Select one major benefit	Likelinood	Impact	Score
Start date	2013-14	Project Details:	Continues programme of TF programme and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future.		2	3	6
End date	2016-17		2015-16 - Claim Transforming Families performance by results funding.				
Pro	oject 2	Project Title:	MOSAIC (CYPWB & TOM) Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects;	Select one major benefit			
Start date	2013-14	Project Details:	led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection		3	3	9
End date	2016-17	,	purposes. Implementation phase will include extensive work to improve associated processes. Also interim improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.				
Pro	oject 3	Project Title:	Preparation for new inspection regime	Select one major benefit			
Start date	2013-14	Project Details:	To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management & associated quality assurance. Primarily CSC project but also involves parts of Education Division &		4	3	12
End date	2017-18		requires substantial input from CSP Division. Includes Joint Targeted Inspection Preparation.				
Pro	oject 4	Project Title:	Youth Justice	Select one major benefit			
Start date	2014-15	Project Details:	Development of policy framework in response to regulation and likely funding changes.		3	2	6
End date	2016-17	r roject betails.	bevelopment of policy framework in response to regulation and likely funding changes.				
Pro	oject 5	Project Title:	Joint work with Housing (CYPWB & TOM)	Select one major benefit			
Start date	2014-15	Project Details:	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.		4	2	8
End date	2015-16		Relates to continuestioning under CSF.				
Pro	oject 6	Project Title:	CSC & CYPWB/TOM	Select one major benefit			
Start date	2013-14	Project Details:	To deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; implementation of QA framework;		4	3	12
End date	2019-20	1 Tojout Butano.	Flexible working; Care proceedings as outlined in the relevant TOM; rationalisng access points; raising thresholds; increased targeting and practice.				
Pro	oject 7	Project Title:	CYPWB Model Workforce Strands	Select one major benefit			
Start date	2015-16	Project Details:	Develop and deliver Signs of Safety, recruitment and retention and practice developments to support		4	3	12
End date	2019-20	. Tojost Dotano.	TOM delivery.				
Pro	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		. Tojou Dotalio.					
Pro	ject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		. Tojou Dotalio.					

Commissioning, Strategy and Performance	
Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education	Anti
Enter a brief description of your main activities and objectives below	Increased d
The Commissioning, Strategy & Performance Division provides strategic services for	Increased der
the Children, Schools & Families Department (CSF):	Increased dema

policy, planning & performance management;

commissioning, procurement & contract management;

access to resources for looked after children/pupils with SEN;

pupil place planning;

· school admissions;

· school expansion & overall CSF capital programme management;

· some departmental business support.

Main activities include:

i) leading on strategic & operational planning for CSF;

ii) leading on local Children's Trust & partnership development; iii) production of management information for internal performance management & external reporting inc.statutory returns;

iv) production of policy documents & procedural guidance for professional staff;

v) commissioning operational services & leading on joint commissioning with partners; vi) managing schools' Private Finance Initiative contract & other service contracts; vii) procuring placements for looked after children/pupils with SEN;

viii) planning sufficient school places;

ix) co-ordination of pupil admissions to Merton schools;

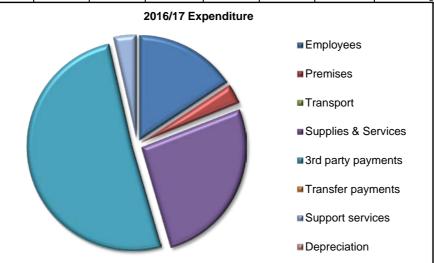
x) project managing school expansions & other capital schemes.

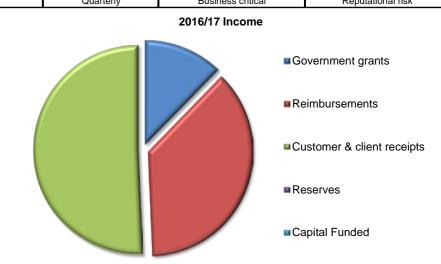
		Planning Assur	mptions				The Corporate strategies your
Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Increased demand for primary school	2fe	1fe					Capital Programme
Increased demand for secondary school		0-1fe	1-3fe	4-6fe (cumulative)	10-14fe (cumulative)		Children & Young person's Plan
Increased demand for special school places					100 more SEN places by 18-19		Community Plan
Overall demographic		Impact of birth rate -	increase of 40% in births b	etween 2002 & 2011	•		Core Planning Strategy
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Corp Equality Scheme
Staff (FTE)	54	45	46	42	38		Corp Procurement Strategy
Contractors		Com	nmissioning of a range of se	ervices to support CSF fun	ctions		Local Development Framework
							Performance Management Framework
							Social Inclusion Strategy

											Coolai inolabion Chalogy	
	Performance indicator	Performance Targets (T) & Provisional Perfor			rmance Targets (P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
		2014/15(T)	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)				met	met
	% reception year surplus places	2	5	5.5	6	8		Low	Annual	Business critical	parental choice	
	% secondary school Yr7 surplus places Inc. Academies	8	5	5	5	5		Low	Annual	Business critical	parental choice	
s;	% major capital projects green/amber to time	90	90	90	90	90		High	Quarterly	Business critical	Increased costs	
	% spend on approved capital programme		80	80	80	80		High	Quarterly	Business critical	Increased costs	
	% fostered LAC in external agency foster care placements	36	46	42	42			High	Quarterly	Business critical	Increased costs	
	Numbers of in-house foster carers recruited	20	20	15	15	15		High	Quarterly	Quality	Increased costs	
	% completion rates for parenting programmes	80	80	70	70			High	Quarterly	Business critical	outcomes not improved	i T
	% commissioned services quarterly monitoring completed	100	100	100	100	100		High	Quarterly	Business critical	reduced contract complian	ıce
	% statutory returns to government on time	100	100	100	100	100		High	Quarterly	Business critical	Reputational risk	

Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	16,440	17,594	14,713	13,460	13,543	13,550	13,673
Employees	2,240	2,048	2,208	2,113	2,073	1,958	1,958
Premises	603	503	418	420	426	432	438
Transport	84	55	36	35	35	36	36
Supplies & Services	6,442	7,511	4,317	3,554	3,617	3,681	3,744
3rd party payments	6,495	6,877	7,262	6,862	6,915	6,967	7,020
Transfer payments	0	0	0	0	0	0	0
Support services	576	601	472	477	477	477	477
Depreciation							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	2,756	3,742	585	557	557	557	557
Government grants	284	309	77	68	68	68	68
Reimbursements	394	426	283	206	206	206	206
Customer & client receipts	2,078	3,007	225	282	282	282	282
Reserves							
Capital Funded							
Council Funded Net Budget	13,684	13,853	14,127	12,904	12,986	12,994	13,116
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Primary Schools Expansions		21,760	10,777	2,852			
Secondary School Expansions			430	8,467	13,549	9,690	3,200

DEPARTMENTAL BUDGET AND RESOURCES



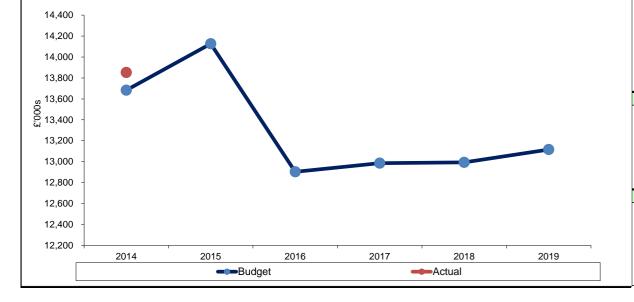


SEN Expansions 2,350 1,870 5,994 850 Inflation Devolved Formula Capital/FSM 767 569 Schools Capital Maintenance 577 879 650 650 650 650 Other 407 104 104 105 23,495 15,412 13,943 20,297 11,190 4,805

Reduce expenditure on LAC and SEN placements: £50,000 Reduce expenditure on post 16 LAC/Care Leavers placements: £50,000 Reduce early intervention commissioning budgets: £340,000 Commissioning part of youth saving: £279,730 Increased income from schools and/or reduced LA service offer to schools: £56,630

2017/18

2016/17



Commissioning rationalisation: £60,000

Property and contracts: £55,000

Data review & centralisation: £40,000

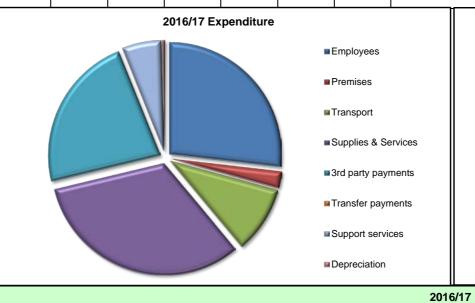
2018/19

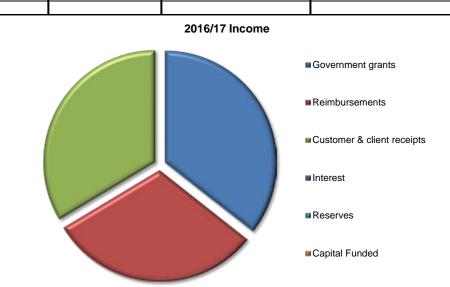
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) -				
			Commissioning, Strategy ar	nd Performance		Diek	
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Commissioning (Departmental TOM)	Improved effectiveness			
Start date	2015-16	Project Details:	Further development of joint commissioning with Public Health and Merton CCG. Ensure effective mobilisation of new community health contract from April 2016. Drive implementation of new CAMHs		3	2	6
End date	2017-18	-	strategy. Progress work with PH and CCG to explore and implement more integrated models for the future commissioning of services for CYP & families.				
Pre	oject 2	Project Title:	Children's Home Procurement (Departmental TOM)	Improved effectiveness			
Start date	2015-16	Project Details:	Secure mandate from MIB and Procurement Board to tender for provision of a small children's home		3	2	6
End date	2016-17	1 Tojou Botano.	in Merton for adolescent LAC. Progress procurement during 2016-17.				
Pro	oject 3	Project Title:	Implementation of Secondary School Places Strategy (EducationTOM)	Infrastructure renewal			
Start date	2014-15	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		4	2	8
End date	2018-19	r rojou Botano.	borough to achieve overall additional places needed. Undertake statutory processes and procure/plan/deliver construction contracts.				
Pre	oject 4	Project Title:	Implementation of Special School (SEN) Places Strategy (Education TOM)	Infrastructure renewal			
Start date	2015-16	Project Details:	Develop overall strategy for provision of sufficient and suitable SEN places in Merton; undertake		3	2	6
End date	2018-19	. reject zetaner	capital bidding and procure/plan/deliver construction contracts.				
Pro	oject 5	Project Title:	Release of Assets (Departmental TOM)	Improved efficiency (savings)			
Start date	2015-16	Project Details:	Implementation of flexible working for CSP services in the Civic Centre; review of asset release		3	1	3
End date	2016-17	r rojou Botano.	possibilities inc CSF current delivery sites and school caretakers' houses.				
Pre	oject 6	Project Title:	Departmental Restructure (Departmental TOM)	Improved efficiency (savings)			
Start date	2015-16	Project Details:	Undertake preparatory work for the major departmental restructure planned for 2017-18 in respect of		2	2	4
End date	2017-18		CSP Division services.				
Pre	oject 7	Project Title:	Frameworki/MOSAIC (Departmental TOM)	Improved effectiveness			
Start date	2015-16	Project Details:	Continue to support implementation of new system across CSF. Ensure capability to deliver statutory returns post implementation and support further development of internal performance reporting from		2	2	4
End date	2016-17	. roject botand.	new system.				
Pro	oject 8	Project Title:	Personal Budgets (Education TOM/C+F Act)	Improved customer experience			
Start date	2014-15	Project Details:	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 PBs for		3	2	6
End date	2016-17		SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.				

Education			Planning Ass	umptions				The Corporate strategies your		
Clirs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to		
Enter a brief description of your main activities and objectives below	Forecast increase in population 5-19			24	100			Children & Young person's Plan		
Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:	Increase in compulsory education to 18							Community Plan		
monitoring, analysing & evaluating pupil & school performance	Forecast increase in targeted SEND services			200	- 400		•	Corp Equality Scheme		
· developing skills in planning, teaching, assessment, leadership & management · working with schools to reduce inequality & improve achievement for vulnerable groups	Forecast increase in population 0 - 4		780							
strengthening partnership working and school to school support	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Social Inclusion Strategy		
· Special Education Needs & Disabilities Integrated Service (SENDIS)will improve outcomes for CYP	Staff (FTE)	253	270	269	257	251		LAC & Care Leavers		
with SEND by: building early help capacity in schools & settings, families & the community	School to school support			Facilitate and encourage so	chools to support each other	er		Youth crime		
focus on safeguarding, early intervention & prevention as well as direct support for families	Voluntary Services		Family poverty							
· implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service	Voluntary Services		Health & wellbeing							

Early Years Services will improve outcomes for all children aged 0-5 by: Imanaging the childcare market to ensure the supply of good quality funded early education provision for	Performance indicator	Perfor	mance Targe	ts (T) & Prov	visional Perfo	ormance Targ	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
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		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				met
services for vulnerable families	% 5 or more GCSE graded A*-C including English & maths	65	64	61	61			High	Annual	Outcome	Reputational risk
Tusing 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	% outcome of Ofsted school inspections good or outstanding	85	86	86	86			High	Monthly	Outcome	Inspection outcomes
vulnerable children and their families	% Level 4 and above in reading, writing and maths	82	79	79	80			High	Annual	Outcome	Reputational risk
. developing the work force to work more holistically with vulnerable families and young children introducing a more robust performance management framework	% secondary school attendance (LA only)	94.5	94	94	94			High	Quarterly	Outcome	Increased costs
Youth Inclusion will improve outcomes for Young People by:	% primary school attendance (LA only)	95	95	95	95			High	Quarterly	Outcome	Breach statutory duty
providing universal & targeted in house & commissioned services for YP & schools	% of new EHCP requests completed within 20 weeks	85	85	85	85			High	Annual	Outcome	Reputational risk
 providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourage emotional & social development 	% achieving a good level of development in the Early Years	65	60	60	60			High	Annual	Outcome	Increased costs
· developing alternative education offerings to enable YP to stay in education, training & employment	% Good or Outstanding children's centres per Ofsted	100	100	100	100			High	monthly	Outcome	Inspection outcomes

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 leading on the council's partnersh improving attendance and reduce 			ion	L			
			BUDGET AND F	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	41,514	43,290	44,692	42,355	41,762	41,866	41,99
Employees	10,815	10,698	10,955	11,355	10,709	10,709	10,710
Premises	851	804	908	1,028	1,031	1,035	1,038
Transport	3,091	4,226	3,150	4,101	4,147	4,193	4,240
Supplies & Services	14,602	13,544	15,369	13,696	13,681	13,740	13,799
3rd party payments	9,743	11,536	11,761	9,591	9,611	9,606	9,626
Transfer payments	19	7	19	19	19	19	19
Support services	2,175	2,257	2,358	2,388	2,388	2,388	2,388
Depreciation	218	218	172	176	176	176	176
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	6,427	7,503	9,335	7,692	7,842	8,017	8,017
Government grants	951	991	3,243	2,740	2,740	2,740	2,740
Reimbursements	3,160	3,864	3,292	2,369	2,369	2,369	2,369
Customer & client receipts	2,316	2,648	2,800	2,583	2,733	2,908	2,908
Interest							
Reserves							
Capital Funded							
Council Funded Net Budget	35,086	35,787	35,356	34,662	33,920	33,849	33,97
	1						

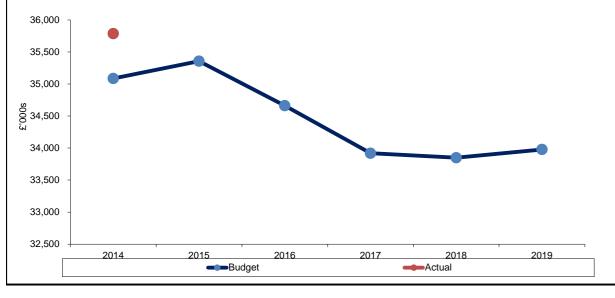




Capital Budget £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	0	0	0	0	0	0	

Reduce Early Years service to pais-for childcare with very limited targeted service for highly vulnerable families: £271,000 Reduced youth service to VCS provision: £200,270 Public Health: £400,000

Increased income from schools/ reduced LA service offer: £343,370



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

2018/19

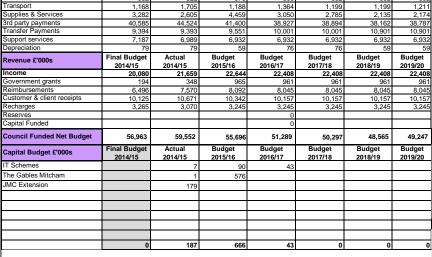
2017/18

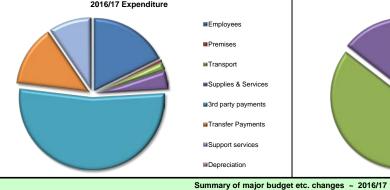
Increased income from schools/ reduced LA service offer: £200,000

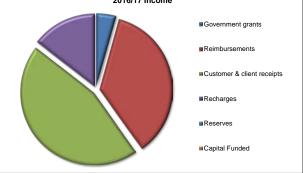
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF	10 OVER THE FOUR YEAR PERIOD			
			Education				
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk	Score
Pr	oject 1	Project Title:	Improving pupil outcomes at KS2 & KS4 (Edn TOM)	Select one major benefit	LIKEIIIIOOU	IIIIpact	30016
	[
Start date	2013-14		Rigorous support and challenge for schools in RI or vulnerable to RI including maintenance of				
		Project Details:	Securing Good Schools Programme. Training and briefings on Ofsted, assessment, curriculum amd		2	3	6
End date	2017-18		improving teaching. New outstanding teacher courses for primary and secondary teachers.				
		D : . T''	Och cell management the control of the TOM				
Pr	oject 2	Project Title:	School Improvement through partnership (Edn TOM)	Select one major benefit			
Start date	2013-14		Ongoing support for the development of the Merton Education Partnership and brokerage of school to				
		Project Details:	school support through Merton Leaders of Education, primary expert teachers and liaison with		3	2	6
End date	2019-20		Teaching Schools. Parnership with schools on redefining LA functions as part of Education TOM.				
Life date	2013-20						
Pr	oject 3	Project Title:	Transforming Early Years (EY's TOM)	Select one major benefit			
Ctort data	2042.44		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				
Start date	2013-14		available funding. Service realignment and standardisation across back office functions. Develop further		3	2	6
		Project Details:	alternative / shared / mixed use for the centres to include an accommodation review and ICT infrastructure				
End date	2019-20		review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.				
Pr	oject 4	Project Title:	Implementation of requirements of Children & Families Act (Edn TOM & CYPWB)	Select one major benefit			
Start date	2013-14		Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan,		1	3	12
		Project Details:	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		"	"	12
End date	2019-20		duty for age 19-25. Develop plan and manage process within available funding streams.				
		D : . T''	Development of AMED 9 limbed provision				
Pr	oject 5	Project Title:	Development of AltED & linked provision	Select one major benefit			
Start date	2013-14						
		Project Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new		3	2	6
End date	2016-17		statutory duty for age 19-25. Develop plan and manage process within available funding streams.				
Life date	2010-17						
Pr	oject 6	Project Title:	Youth transformation phases 3 & 4 (Edn TOM)	Select one major benefit			
Ctort data	2013-14						
Start date	2013-14				4	3	12
		Project Details:	Implementation of new funding models for PB & PH.				
End date	2017-18						
Pr	oject 7	Project Title:	Education TOM/CYPWB Model	Select one major benefit			
		<u> </u>		·			
Start date	2015 -2016		Develop and deliver the Education TOM & CYPWB Model across CSF Services, Including		4	3	12
		Project Details:	implementation of MOSAIC phases 1 & 2		7		12
End date	2019 -2020						

Community & Housing

	Adult Soc	ial Care								Pla	nning Assur						The Corporate strategies your
Cllr Caroline Cooper-N	Marbiah Cabinet M	lember for Adul	t Social Care 8	k Health		Anticipate	ed demand	2016/17		2017/18		2018/1	2018/19 2019/20		2019/20	2020/21	service contributes to
Enter a brief descr	iption of your ma	in activities and	d objectives be	low	١	lo. of people re	equiring services	6920		7012		7105					Voluntary Sector Strategy
						People ag	ged 85-89	2500		2500		2500					Community Plan
Adult Social Care is a statut						People a	aged 95+	1900		2005		2117					Social Inclusion Strategy
whereby the council has a c					No.	of people aged	65+ with dementia	2047		2072		2098					Children & Young person's Plan
assessment of need for peo					Anti	cipated non fi	inancial resources	2016/17		2017/18		2018/1	9	2019/20	2019/20	2020/21	Corp Procurement Strategy
due to disability or illness. C	ince a need has	been defined, tr	nere is a duty t	o meet it.		Staff ((FTE)	321.87		319.87		294.8	7				Customer Services Strategy
There are eligibility criteria t	o define need ar	d to keep this i	n line with reso	ources as far		Staff ((FTC)	0		0		0					Homelessness Strategy
as possible.																	Older People's Housing
·																	Workforce Development Plan
Our approach to redesign the						Performano	a indicates	Perfor	mance Targe	ets (T) & Pro	isional Perfe	ormance Targe	s (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator no
resources. This means main recovery in order to limit spe						renomano	ce muicator	2016/17(P)	2017/18(P)	2018/19(P)	2018/19(P)	2019/20(P) 2	020/21(P)	Polarity	Reporting cycle	mulcator type	met
needed, we do this in a pers				pport is	No of carers re	ceiving a servi	ce	996	1075	1140	1140	1140	1140	High	Monthly	Business critical	Breach statutory duty
ndependence, minimises p				or	% Older people	still at home for	ollowing Reablement	85.9	86	86.1	86.1	86.1	86.1	High	Annual	Outcome	Increased costs
	payers, to work in partnership to achieve these goals, and to enable and encourage				% People receiv	ing 'long term'	Community Services	72	73	74	75	76	76	High	Monthly	Business critical	Increased costs
veryone to contribute to their own or others' support alongside what is funded by the				nded by the	% People with 'I	ong term' servi	ices receiving Self-Directed	95	95	95	95	95	95	High	Monthly	Unit cost	Government intervention
axpayer.							of care from hospital	5	5	5	5			Low	Monthly	Business critical	Increased costs
Looking ahead there is a ke	ev national policy	challenge to in	corporate in o	ur redesian	(both NHS and	Merton)		-		-	-	5	5	i .			
namely the integration with				· · · · · · · · · · · · · · · · · ·						1							
											-	-					
														1			
		PARTMENTAL								2016/17 Ex	penditure					2016/17 Income	
evenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20										
xpenditure	77,043	81,211	78,340	73,697	72,705							■Em	oloyees				■Government grants
mployees	14,786	15.594	14.375	12.987	12,436	11,203											
remises	562	322	376	360	382	382	2 382					■Pre	nises				
ansport	1,168	1,705	1,188	1,364													Reimbursements
upplies & Services	3,282	2,605	4,459	3,050		2,135						■Tra	nsport				
d party payments ransfer Payments	40,585 9,394	44,524 9.393	41,400 9.551	38,927 10.001	38,894 10.001	38,162 10.901											Customer & client receipts
upport services	7.187	6,989	6.932	6.932	6,932	6,932						■Sup	plies & Se	ervices			
epreciation	7,187	79	59	76							-						
evenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20					■3rd	party payr	ments			■Recharges
come	20,080	21,659	22,644	22,408	22,408	22,408	8 22,408					■Trai	nsfer Payn	ments			= Poponico
overnment grants	194	348	965	961	961	96′											Reserves
Leimbursements Customer & client receipts	6,496 10,125	7,570	8,092	8,045								■Sun	port service	res			
	10 125	10.671	10.342	10.157	10.157	10.157	7 10.157										





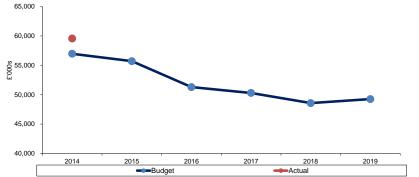


Growth for Concessionary fares increase - £0.450m Total Savings - £5.060m

Better Care Fund allocation - assumed as same level as 2015/16 - To be updated Care Act Implementation grant - assumed as same level as 2015/16 - To be updated

2017/18

Growth for Concessionary fares increase - £0.450m Total Savings - £2.198m



Growth for Concessionary fares increase - £0.450m Total Savings - £2.870m

2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Adult Social C				
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro Start date	01/04/2016	Project Title:	Service redesign The proposed structural changes will support the focus on the customer, the customer journey and the customer experience. It will also complement the Merton Agile approach for social care. The	Improved efficiency (savings)			
End date	01/06/2016	Project Details:	approach represents a change from current service delivery models and structures, requiring a move from defined job roles to skills based flexible working, with wider and deeper partnership working with other parts of the Council, the Voluntary sector and the Private Sector.		2	3	6
Pro	ject 2	Project Title:	Grant Funded Prevention Programme	Improved effectiveness			
Start date	01/06/2015	Project Details:	Older people supported to live behind their own front doors for as long as possible, in a way that is inclusive, personalized, inter generational as far as possible locality based, and enables them to make whatever contribution they can.		1	2	2
End date	2017-18						
Pro	ject 3	Project Title:	Reablement	Improved effectiveness			
Start date	2015-16	Project Details:	Review of the new Reablement Service to optimise its cost effectiveness.		4	2	8
End date	2017-18						
Pro	ject 4	Project Title:	Equipment and Adaptations	Improved customer experience			
Start date	2015-16	Project Details:	Review of equipment and adaptation pathways to promote/maximise independence within available		3	2	6
End date	2017-18		resources.				
Pro	ject 5	Project Title:	Transition	Improved customer experience			
Start date	2015-16	Project Details:	Review, redesign and deliver improved processes and approaches for supporting people in transition from childhood to adulthood		3	2	6
End date	2017-18						
Pro	ject 6	Project Title:	Challenging Behaviour Offer	Improved customer experience			
Start date	01/11/2015	Project Details:	Review, redesign and deliver an improved local offer to meet the needs of adults with behaviour that challenges services.		3	3	9
End date	2016-17						
Pro	ject 7	Project Title:	LD Day Activities	Improved effectiveness			
Start date	01/06/2015	Project Details:	Review and continuous improvement of LD day/evening activities and associated transport		4	2	8
End date	2016-17						
Pro	ject 8	Project Title:	MH Accommodation and Support	Improved efficiency (savings)			
Start date	2015-16	Project Details:	Option appraisals of the possible accommodation and support offer identified in review of MH		4	2	8
End date	2016-17	-	Accommodation and Support by Alder.				
Pro	ject 9	Project Title:	Social capital / Access to Universal Services	Improved effectiveness			
Start date	2016-17	Project Details:	Increased use of social capital to meet eligible needs as opposed to funded specialist support services		4	3	12
End date	2016-17						
Pro	ject 10	Project Title:	Good Neighbours/Volunteers Review	Improved effectiveness			
Start date	2016-17	Project Details:	Redesign and deliver a plan to promote "good neighbours" whereby neighbours/ volunteer's increasingly help to support each other rather than being dependent on formal support services.		2	3	6
End date	2017-18		S. T.				

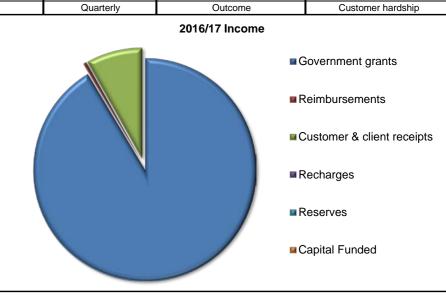
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM C Adult Social Care	OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS		Risk	
		Project Title:	Dementia Friendly Community	Improved customer experience	Likelihood	Impact	Score
Start date	01/08/2015	Project Title. Project Details:	Make Merton a more "Dementia Friendly" place for adults and older people who live with dementia.	improved customer experience	4	2	8
End date	2018-19						
		Project Title:	Information Portal	Improved customer experience			
Start date	2015-16	Project Details:	Evaluate the options available to provide a comprehensive information portal accessible all who live in Merton.		3	3	9
End date	2016-17						
		Project Title:	Face to Face/Telephone Contact	Improved customer experience			
Start date	2015-16	Project Details:	Review, redesign and deliver a plan to ensure people seeking 1 to 1 advice are consistently provided with relevant, accurate and up to date information.		3	3	9
End date	2016-17						
		Project Title:	Developing a workforce fit for the future	Improved effectiveness			
Start date	2015-16	Project Details:	Identify skills and other capacity gaps in the care and support workforce in Merton and plan how to		4	3	12
End date	2016-17	,	close each gap identified.				
		Project Title:	Income Generation	Economic outcomes			
Start date	30/11/2015	Project Details:	Identify current and potential new income sources and maximise income levels.		4	3	12
End date	2016-17		Productivity and Efficiency				
		Project Title:	Assessment & Care Management Processes	Improved effectiveness			
Start date	01/07/2015		Review, redesign and deliver 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,		2	3	6
End date	2016-17		consistently promote independence and adequately resourced.				
		Project Title:	Financial Assessment and Debt Minimisation	Improved effectiveness			
Start date	30/06/2015	Project Details:	Review, redesign and deliver a plan to ensure that processes for financial assessment, invoicing services users and debt collection are efficient, effective and contribute to maximising income levels.		4	3	12
End date	2016-17						
		Project Title:	Shared Services	Improved efficiency (savings)			
Start date	2016-17	Project Details:	Generate and evaluate options for a shared service with a neighbouring local authority or NHS		4	3	12
End date	2017-18		organisation				
		Project Title:	In-House Organisational Structures	Improved efficiency (savings)			
Start date	2016-17	Project Details:	Generate/evaluate options to outsource in-house services into a non-profit making organisational form		5	2	10
End date	2017-18		such as a community trust, LA trading company etc.				
		Project Title:	SCIS	Improved effectiveness			
Start date	2014-15	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 the needs of adult social care are fully in scope when		3	4	12
End date	2016-17	,	decisions are made and by having oversight of its implementation for adult social care.				

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Adult Social Care	10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS		Risk	
		Project Title:	Customer Profiling	Improved effectiveness	Likelihood	Impact	Score
Start date	2015-16		Use data about the population in Merton and about service users and carers to ensure the right	improved effectiveness	4	3	12
End date	2017-18	Project Details:	resources are in the right place at the right time and that customers can more easily be matched (or match themselves) to services or service providers in an open/transparent market.				
		Project Title:	Carers Support	Improved customer experience			
Start date	2015-16	Project Details:	Review, redesign and deliver an improved local offer to meet the needs of carers in Merton.		3	4	12
End date	2016-17						
		Project Title:	Rebalanced Homecare Services Portfolio	Improved efficiency (savings)			
Start date	2015-16	Project Details:	Shift of emphasis to outcomes based services, Pay-for-Results, and Restorative Care for agency delivered services. More shared data & systems to enable an optimised Agile Social Care System.		3	3	9
End date	2017-18		More coordinated and integrated end-to-end hospital to home system with predictive analytics.				
		Project Title:	Micro-Direct Commissioning System	Improved efficiency (savings)	 		
ı		r roject ride.		improved emolericy (savings)			
Start date	2016-17	Project Details:	Micro-direct commissioning allows service users to commission their own services. It is a cashless system connecting people needing care with people who can provide it. Providers may be individuals, working full or part time, agencies, voluntary and other orgs. The system electronically matches users		3	4	12
End date	2017-18		and providers.				
·		Project Title:	Bed based care	Improved efficiency (savings)			
Start date	2016-17	Project Details:	Fully evaluate the case for developing 2 x 80 bed careunits for older people outside the borough. Look		3	4	12
End date	2017-18	Project Details.	at potential for hybrid capitalisation, 3rd party management /operator business model.				
		Project Title:	Senior 'AIR BNB' System	Improved efficiency (savings)			
Start date	2016-17	Project Details:	For matching homeowners needing care and individuals who can provide it in exchange for accommodation.		3	4	12
End date	2017-18						
		Project Title:	Shared data/systems/metrics	Improved effectiveness			
Start date	2015-16	Project Details:	With market providers for quality, value and performance. Quality as an integral part of the value equation together with customer feedback.		3	4	12
End date	2016-17		equation together with customer reedback.				
		Project Title:	Procurement Efficiencies & Savings:	Improved efficiency (savings)			
Start date	2015-16	Project Details:	More contracts focused on 'pay for results' and 'outcome'. Contractual obligations to share a wider		3	4	12
End date	2016-17	Project Details.	range of data for performance, value and quality.				
		Project Title:	Integration	Improved effectiveness			
Start date	2015-16	Project Details:	Merton Integration Board (BCF Project) has the following key interfaces with ASC Redesign: - Improving reactive provider response services incl. the reablement restructure - Establishing 7 day working and proactive case management e.g. by locality teams including Home		3	4	12
End date	2016-17	. Tojou Dotalio.	from Hospital - Increasing the use of Telecare and Telehealth				
		Project Title:		Select one major benefit			
Start date		Project Details:			3	4	12
End date		i rojou Detallo.					

Housing Needs and Enabling Services				PI	anning Assu	mptions					The Corporate strategies your
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2	014/15	20	15/16	201	16/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Housing advice, options, private tenants & landlords adv	ice	11000	11	1000	11	000	11000	11000	11000	Homelessness Strategy
To fulfil statutory housing functions to prevent homelessness and avoid the use of	Housing register applicants		8200		150	81	100	8500	8950	9350	Housing Strategy
temporary accommodation.	Housing options casework		1000	1000		1000		1000	1000	1000	
	Demand for temporary accommodation		330	3	380	4	20	475	475	475	
To plan services in response to changes in national policies and in the housing market,	Anticipated non financial resources	2	014/15	20	15/16	201	16/17	2017/18	2018/19	2019/20	
and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.	Housing Needs Staff (FTE)		26.5	2	24.5	21	1.79	17.79	15.79	18	
resources and deliver services that minimise costs to the council.	Environmental Health (Housing)		7.03	6	6.03		.03	5.03	4.03	4.03	
The purpose of this service is to			33.53	30	0.53	26.82		22.82	19.82	22.03	
- Prevent homelessness in accordance with statutory housing law											
- Provide homes to people in housing need			Performance Targets (T) & Provisional Performance Targets (P)				Polarity	Reporting cycle	Indicator type	Main impact if indicator r	
- Plan for the future delivery of housing via general conformity with the London Housing Strategy			T) 2015/16(T)) 2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting Cycle	indicator type	met
Formulate and deliver statutory housing strategies for the borough	No. of homelessness preventions	550	550	450	450	450	450	High	Monthly	Business critical	Increased costs
Maintain the housing register and choice based lettings process and nominate	No. of households in temporary accommodation	125	130	225	250	250	250	Low	Monthly	Business critical	Increased costs
households to vacant housing association homes	Highest no. of families in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
- Maximise supply of affordable homes with registered providers and private landlords	Highest no. of adults in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
- Provide care and housing support to vulnerable adults	Affordable homes delivered	70	35	30	80	60	30	High	Annual	Outcome	Reputational risk
- Relationship management between the council and stock transfer housing associations	Social housing lets	410	415	375	420	380	370	High	Quarterly	Outcome	Increased waiting times
- Carry out a statutory duty to enforce Environmental Health (Housing) legislation	Rent deposit - new tenancies	90	90	50	50	50	50	High	Annual	Outcome	Increased waiting times
- Provide grant assistance for improvements and adaptations	No. of enforcement/improvement notices	60	55	55	55	55	55	High	Quarterly	Outcome	Reduced enforcement
- i tovide grant assistance for improvements and adaptations											

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20					
Expenditure	3,651	4,196	3,443	4,157	3,960	3,805	3,830					
Employees	1,348	1,326	1,222	1,119	933	753	753					
Premises	38	38	39	39	40	40	41					
Transport	28	28	28	28	28	29	29					
Supplies & Services	247	184	203	209	176	245	248					
Transfer Payments	1,375	2,011	1,396	2,262	2,283	2,294	2,315					
3rd party payments	338	327	304	249	249	193	193					
Transfer Payments	0	0	0	251	251	251	251					
Support services	277	282	251	0	0	0	0					
Depreciation	0	0	0	0	0	0	0					
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20					
Income	1,359	2,004	1,292	2,188	2,188	2,188	2,188					
Government grants	1,140	1,680	1,140	2,000	2,000	2,000	2,000					
Reimbursements	5	51	5	10	10	10	10					
Customer & client receipts	214	273	147	178	178	178	178					
Recharges					0							
Reserves												
Capital Funded												
Council Funded Net Budget	2,292	2,192	2,151	1,969	1,772	1,617	1,642					

2016/17 Expenditure	·
	■ Employees
	■Premises
	■Transport
	■Supplies & Services
	■Transfer Payments
	■3rd party payments
	■Transfer Payments
	■Support services
	■ Depreciation

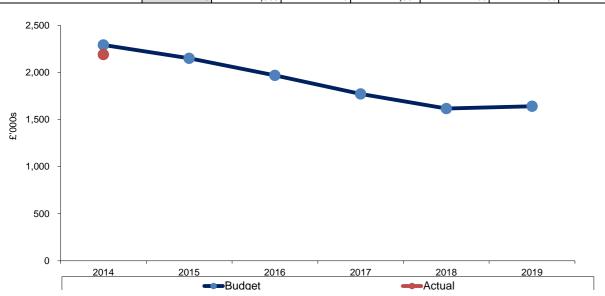


Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Disabled Facilities		519	650	1,189	755	280	280
8 Wilton Road		550	60				
Western Road				875			
	0	1,069	710	2,064	755	280	280

Savings £56k Reduction of Homelessness Prevention grant (CH8)
Savings £30k Rationalisation of admin budget (CH9)

Newly proposed savings - Deletion of 3.5 posts - £129k (included in reduced FTE staff numbers above) (CH40, CH41, CH42)

Temporary Accomodation Expenditure and Income budgets realigned for increase in number of clients.



Savings £30k Rationalisation of admin budget (CH9)
Savings -£36k - Deletion of one staffing post ((CH10)
Savings -£100k Further Staff reductions (Any areas of HNES & EHH) (CH43)
Savings £50k - Staff reduction in Housing Services (CH57)

2018/19

Summary of major budget etc. changes 2016/17

2017/18

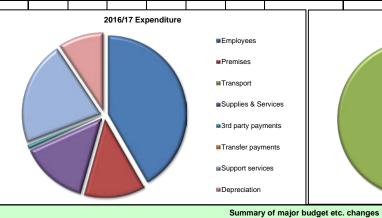
Savings -£62k Further Staff reductions (Any areas of HNES & EHH) (CH43)

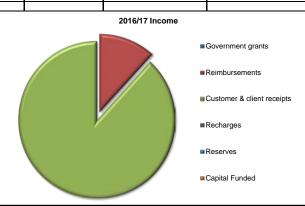
Savings £118k - Staff reduction in Housing Services (CH57)

	DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Housing Needs and Enabling Services										
			PROJECT DESCRIPTION	MA IOD DDO IECTE DENEEITE	Likelihood	Risk Impact	Score				
Pro	oject 1	Project Title:	Deliver on-line self-assessment tools	Improved effectiveness	LIKCIIIIOOG	Impact	00010				
Start date	2016-17	Project Details:	Implement on-line Housing Register pre-application assessment tool.		3	1	3				
End date	2017-18										
Pro	oject 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										
Pro	oject 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										
Pro	oject 4	Project Title:	Housing Service Review	Economic outcomes							
Start date	2015-16		Consider any actions arising from the review on whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst also considering the place of Environmental Health		3	1	3				
End date	2016-17	-	(Housing).								
Pro	oject 5	Project Title:	Shared Lives Development	Improved effectiveness							
Start date	2015-16	Project Details:	Explore ways to potentailly 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		3	1	3				
End date	2017-18		additional funding where necessary								
Pro	oject 6	Project Title:	Technology Review	Improved effectiveness							
Start date	2016-17		Review whether to retain Capita Housing and Home Connections in light of any procurement rules and operating environment. Work with IT / E&R on re-procurement / replacement of M3PP.		2	1	2				
End date	2017-18										
Pro	oject 7	Project Title:	Selective Licencing	Improved effectiveness							
Start date	2015-16		Produce a business case to consider selective licencing and/or additional licencing in parts of the borough and progress any actions arising where necessary.		2	1	2				
End date	2016-17		borough and progress any actions ansing where necessary.								
Pro	oject 8	Project Title:	EDRMS Workflow	Improved effectiveness							
Start date	2015-16		Work with Corporate to implement EDRMS in Housing and then update workflow processes		2	2	4				
End date	2016-17	· 	accordingly								
Pro	oject 9	Project Title:	Service re-structure	Improved efficiency (savings)							
Start date	2016-17		Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to		2	3	6				
End date	2017-18	-	provide a service with a reduced workforce.								
Pro	ject 10	Project Title:		Select one major benefit							
Start date		Project Details:					0				
End date		. Tojou Dolano.									

Libraries				Pla	nning Assur	nptions					The Corporate strategies your
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	201	2014/15		2015/16		6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Active users	54,500		55,	55,000		,000	56,000	56,000	56,000	Community Plan
The purpose of the service is to provide a 'comprehensive and efficient' library service,	Stock issues		0,000	1,00	0,000	950,000		950,000	900,000	900,000	Corp Equality Scheme
addressing the 'needs of adults and children' according to the Public Libraries and	Registered members	130	0,000	135	,000	135	,000	135,000	135,000	135,000	Customer Services Strategy
Museums Act 1964.	Visitor figures	1,15	0,000	1,20	0,000	1,200	0,000	1,210,000	1,210,000	1,210,000	Voluntary Sector Strategy
Local authorities have a statutory duty to make provision for a library consiss but may	Anticipated non financial resources	201	4/15	201	5/16	2016/17		2017/18	2018/19	2019/20	Performance Management Framewo
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.	Staff (FTE)	4	47	45.71		43.56		40.56	39.56	39.56	ICT Policy
cide of flow this is delivered.	Accommodation (Libraries)	7		7		7		7	7	7	Performance Management Framewo
Certain aspects of the service must be provided for free:	Equipment (PC's)	144		1	44	14	44	144	144	144	Workforce Development Plan
Free lending of books											Asset Management Plan
Free access to information	Performance indicator	Performance Targets (T) & Provisional Perfo			ormance Tarç	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator no	
Free library membership	renormance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting Cycle	indicator type	met
The Library Service aims to provide a modern, high quality and cost effective service that	Number of visitors accessing the library service online	115,000	170,000	200,000	210,000	220,000	230,000	High	Monthly	Business critical	Reduced uptake of service
is responsive to the needs of customers. Our vision is to remain the most efficient library	Active users - peoples network terminal	54,500	55,000	56,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
service in London whilst continuing to achieve some of the highest customer satisfaction	% self service usage for stock transactions	95	95	96	97	97	97	High	Monthly	Outcome	Increased costs
levels.	Active volunteers in libraries	180	200	210	220	230	230	High	Monthly	Business critical	Customer hardship
	Maintain Income	£327,000	£316,000	£316,000	£346,000	£346,000	£346,000	High	Monthly	Unit cost	Increased costs
Partnership numbers		30	30	30	30	30	30	High	Monthly	Quality	Customer hardship
	% customer satisfaction (ARS)	78	78	78	78	78	78	High	Annual	Outcome	Reduced customer service

	DEI	PARTMENTAL I	BUDGET AND F	RESOURCES			
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
Nevenue 2 0003	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Expenditure	3,568	3,523	3,405	3,235	2,969	2,934	2,947
Employees	1,329	1,261	1,325	1,348	1,068	1,020	1,020
Premises	452	463	397	408	414	421	426
Transport	4	4	4	4	4	4	4
Supplies & Services	576	588	465	449	455	460	468
3rd party payments	38	38	28	27	29	30	30
Transfer payments				0	0	0	(
Support services	689	689	696	696	696	696	696
Depreciation	480	480	490	303	303	303	303
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Income	413	364	316	358	358	388	388
Government grants							(
Reimbursements	86	84		42	42	42	42
Customer & client receipts	327	280	316	316	316	346	346
Recharges							(
Reserves							(
Capital Funded							(
Council Funded Net Budget	3,155	3,159	3,089	2,877	2,611	2,546	2,559
Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
0.15 W 11.5 D. F.	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Colliers Wood Library Re-Fit				200			
Library Self Service			350				
West Barnes Library Re-fit					200		
	1						



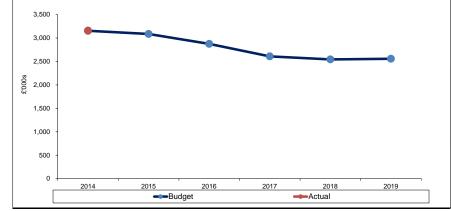


2016/17

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

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

Savings - Staffing - £60k Savings Proposal -Shared Management Structure - £130k(CH67)



200

300

Library Management System

2018/19

2017/18

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

Completion of Shared Library & Heritage Service Management Structure with another borough - £25k (CH68)

Full rationalisation of staffing structures and building usage with another borough (phase 2) – £23k (CH69)

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Libraries	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD				
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score	
Pr	oject 1	Project Title:	E-communications	Improved customer experience	LIKCIIIIOOG	Impact	OCOIC	
Start date End date	2015-16 2017-18	· Project Details	Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications: 2. Develop social networking tools and replace current e-newsletter structure; 3. Continue to develop library website; 4. Support with channel shift as part of the Customer Contact project		2	1	2	
Pr	oject 2	Project Title:	Heritage Strategy	Improved effectiveness				
Start date	2015-16	Project Details	Promote the new Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding and improve income streams.	improved encouveriess	3	1	3	
End date	2019-20							
Pre	oject 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 for 2016/17 and consolidate team structure. Maximise usage of e-resources.		3	1	3	
End date	2017-18		2010/17 and consolidate team structure. Maximise usage of e-resources.					
Pr	oject 4	Project Title:	Children & Young People's projects	Children & Young People's projects Improved customer experience				
Start date	2013-14	Project Details	Complete the rollout of the universal library membership scheme for all school children and students		3	1	3	
End date	2017-18		in Merton.					
Pr	oject 5 I	Project Title:	Outreach and Community Engagement plan	Improved customer experience				
Start date	2013-14	Project Details	Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work		2	1	2	
End date	2017-18		with under represented groups to shape services accordingly.					
Pro	oject 6	Project Title:	IT Projects	Improved efficiency (savings)				
Start date	2013-14	Project Details	Implement new self-service technology and develop payment services online. Rollout new hall booking system in line with corporate systems. Implement self-service libraries at off peak times in branch libraries.		3	2	6	
End date	2017-18							
Pro	oject 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 such as National Numeracy Challenge and 6 Book Reading Challenge to improve		2	1	2	
End date	2016-17		residents skills.					
Pro	oject 8 2015-16	Project Title:	Security services contract	Improved efficiency (savings)				
End date	2018-19	Project Details	Re-tender of contract and on-going monitoring of performance.		3	2	6	
Pr	oject 9	Project Title:	Library redevelopments	Improved customer experience				
Start date	2013-14		Progress redevelopment plans for West Barnes and Donald Hope libraries. Investigate co-location		3	2	6	
End date	2017-18	Project Details	opportunities with other council services and partners.					
Pro	oject 10	Project Title:	London Libraries Consortium	Improved efficiency (savings)				
Start date	2015-16	Project Details	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC Strategy and procure new solution.		3	2	6	
Projects	2018-19		and procure new solution.					

Public Health
Cllr Caroline Cooper-Marbiah Cabinet Member for Adult Social Care & Health
Our vision for the public's health in Merton over the next five years is to stem the
increase in the significant inequalities in health outcomes between the East and West of
Merton, providing more equal opportunities for all residents of Merton to be healthy.

Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.

Public Health services comprise

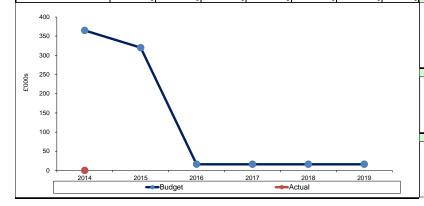
- Mandatory: sexual health, NHS health checks, Healthy Child 0-5 services (from October 2015), National Child Measurement Programme, Support to Clinical Commissioning groups, and assurance of health emergency preparedness
- Universal: Smoking cessation, drugs and alcohol, obesity

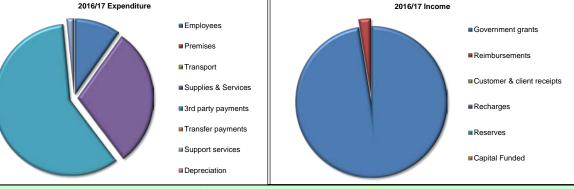
		Planning Assu	mptions				The Corporate strategies your
Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Sexual health	20,201	20,554	20,913	21,243	21,667	TBC	Health & Wellbeing Strategy
Drugs & alcohol	438 Drugs/205 alcohol	452 Drugs/253 Alcohol	TBC	TBC	TBC	TBC	Adult SMS are currently being re designed
Support to CCG	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity				
NHS Health Checks	5723	6211	6300	6300	TBC	TBC	Based on Practice list sizes which vary
National Child Measure Programme	Reception Cohort : 2,526 Year 6 Cohort: 2,006	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	TBC	TBC	
NHS Smoking Cessation	1580	1168	TBC	TBC	TBC	TBC	Integrated service currently being procure
Health Visiting New Birth Visits	Estimated new births: 3274	Estimated new births:3237	Estimated new births:3170	Estimated new births:3104	TBC	TBC	
Prevention services	1119	1238	1234	1295	TBC	TBC	
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Staff (FTE)	14.77	14.77	15.43	13.77	TBC	TBC	
Staff (Trainees)	2	1	2	2			
High quality data for JSNA and joint projects	n/a	n/a	n/a	n/a	n/a	n/a	
	Performance Targe	ts (T) & Provisional Perfo	ormance Targets (P)	- · ·			Main impact if indicator not

Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)					gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not	
Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	indicator type	met	
Chlamydia diagnosis	2200	2200	2300	2300	2300		High	Quarterly	Output	Failure to meet PHOF target	
Late diagnosis of HIV rate	43.2%	42%	42%	40%	38%		Low	Annual	Outcome	Failure to meet PHOF target	
NEW: Successful completion of drug treatment	52%	54.2%	TBC	TBC	TBC					Adult SMS currently being retendered	
Signed Memo Of Understanding (MOU) with MCCG 2014-15	MOU	MOU	MOU	MOU							
% NHS health checks uptake of those offered service	58.5%	58.5%	59%	60%	62%	64%	High	Quarterly	Output	Increased prevalence of cardiovascular diseases,	
% excess weight in children age 4-5 years	TBC	TBC	TBC	TBC			Low	Annual	Outcome	Increased prevalence of long-	
% excess weight in children age 10 - 11 years	TBC	TBC	TBC	TBC			Low	Annual	Outcome	term conditions	
Number of successful 4-week smoking quits	790	584	TBC	TBC			High	Quarterly	Outcome	Increase prevalence of lung cancer, heart disease and COPD	
NEW: % New birth visits undertaken in under 15 days	TBC	TBC	TBC	TBC				Quarterly	Outcome		
% of participation in National Child Measurement Programme		96%	TBC	TBC			High	Annual	Outcome		

DEPARTMENTAL BUDGET AN	D RESOURCES						
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	10,092	10,016	10,047	11,497	11,463	11,451	11,451
Employees	993	858	995	1,126	1,126	1,126	1,126
Premises	2	1	2	2	2	2	2
Transport	2	2	2	2	2	2	2
Supplies & Services	5,317	5,417	4,721	3,438	3,404	3,392	3,392
3rd party payments	3,668	3,628	4,155	6,757	6,757	6,757	6,757
Transfer payments	0	0	0	0	0	0	0
Support services	110	110	172	172	172	172	172
Depreciation	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	9,727	10,016	9.727	11,481	11,447	11,435	11,435
Government grants	9,236	9,236	9,236	11,181	11,147	11,135	11,135
Reimbursements	491	415	491	300	300	300	300
Customer & client receipts							
Recharges							
Reserves		365					
Capital Funded							
Council Funded Not Budget		_					

Council Funded Net Budget	365	0	320	16	16	16	16
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	•	•		•	•		





Summary of major budget etc. changes

Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence remains; to 2017/18 Recurrent 6.2% savings (from 2015/16) plus additional 2.2% in 2016/17. In summary, PH funding will be cut by 9.6 per cent between 2015/16 and 2020/21 in cash terms, this represents average real terms cut of 3.6 per cent per annum) Council savings targets of £400k (contribution to CSF)

Re-specification and re-procurement of two large Public Health services, contracts to start during 2016/17 (integrated healthy lifestyles and weight management; substance misuse services); procurement process will include target setting with the successful bidder. New contract for Healthy Child 0-19 and CASH services to start 2016/17.

New DPH starts in Feb 2016, and it has been agreed corporately that revision of the Public Health TOM is on hold until the new DPH is in post, It may therefore make sense to align the Service Plan with this process, particularly in light of the above.

2017/18

Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence remains to 2017/18 Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus

The government announced in the Spending Review it will consult in 2016 on options to fully fund local authorities' public health spending from their retained business rate receipts

Council savings targets of £600k (For contribution to C&H) - may be reviewed in light of significant national savings announced in Nov 2015 Spending review

2018/19

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)

Recurrent council savings of £1 million (£400k CSF & £600k C&H) - may be reviewed in light of significant national savings announced in Nov 2015 Spending review

2019/20

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 2.6% in 2018/19 plus additional 2.6% in 2019/20). In summary, PH funding will be cut by 9.6 per cent between 2015/16 and 2020/21 in cash terms, this represents average real terms cut of 3.6 per cent per annum

Recurrent council savings of £1 million (£400k CSF & £600k C&H) - may be reviewed in light of significant national savings announced in Nov 2015 Spending review

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - M Public Health	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Integrated sexual health service	Improved effectiveness	Lincinioou	пправс	00010
Start date	2014-15	Project Details:	Commissioning an integrated tier 2 sexual health service which incorporates existing provision in Contraceptive and Sexual Health (CaSH) and extends this provision to tier 2 testing and treatment of sexually transmitted infections. This service would be commissioned on a Payment by Results or tariff		3	3	9
End date	2016-17		basis and allowing for cross-charging of non-Merton residents.				
Pro	oject 2	Project Title:	Embedding Chlamydia screening programme	Improved efficiency (savings)			
Start date	2014-15	Project Details:	To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for		3	2	6
End date	2015-16		meeting the diagnostic target for Chlamydia which is a PHOF indicator.				
Pro	oject 3	Project Title:	Review of local HIV services	Improved effectiveness			
Start date	2014-15	Project Details:	Analyse local need in relation to HIV, review existing services which are funded through pan-London and South London partnerships to ensure they are fit for purpose and meet local need, and increase HIV testing in the community. Re-commission HIV prevention and support services to more effectively		3	3	9
End date	2015-16		meet the changing needs relating to HIV and late diagnosis.				
Pro	oject 4	Project Title:	Integrated Health Improvement service (LiveWell)	Improved effectiveness			
Start date	2015-2016	Project Details:	This evidence based service covers health improvement, stop smoking, tier 2 weight management for adults, tier 3 weight management for adults, tier 2 weight management for children and training for		2	1	2
End date	2017-2018	,	front line workers. It is currently being procured and will start mobilisation in early 2016.				
Pro	oject 5	Project Title:	Prevention Public Health work with a range of partners on the prevention agenda, ranging from the direct	Improved effectiveness			
Start date	2014-15	Project Details:	commissioning of programmes (e.g. LiveWell, Healthy Workpalce Outreach) to the influencing of local policy to create an environment that supports healthy choices (e.g. alcohol licensing policy). Work from across the council e.g. the contract to manage the boroughs leisure centres, complements the		2	1	2
End date	2017-18		public health led activity and has an important role to play in reducing the health inequalities between				
Pro	oject 6	Project Title:	east and west Merton. Transition of responsibility for Health Visiting Service to Local Authority	Improved effectiveness			
Start date	2015-16	Project Details:	Responsibility for Health Visiting Services transferred from NHS England to LB Merton in October 2015. Project required to manage transition (including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-		3	3	9
End date	2016-17		London transition programme) and work with Merton CCG to recommission and mobilise Community Health Services (including Health Visiting) from April 2016.				
Pro	oject 7	Project Title:	National Child Measurement Programme	Improved effectiveness			
Start date	2015-16	Project Details:	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management classes for families. This is undertaken by the School Nursing Service, which is part of the		2	2	4
End date	2017-18		recommissioning of Community Health Services.				
Pro	oject 8	Project Title:	NHS Health Checks	Improved effectiveness			
Start date	2013/14	Project Details:	People aged 40 -74 with no known heart disease (or other specified conditions) are offered an NHS		2	2	4
End date	2017/18	,	Health Checks every five years to detect early signs of heart disease and risk factors.				
Pro	oject 9	Project Title:	Substance Misuse Prevention and Treatment	Improved efficiency (savings)			
Start date	2015/16	Project Details:	The substance misuse service is being redesigned in partnership with Merton CCG to cover the entire patheway from prevention to treatment. The service will include a component of shared care that, over		3	3	9
End date	2017/2018		time, will provide a more cost effective and local service to residents.				
Pro	oject 10	Project Title:	Support to Merton Clinical Commissioning Group	Improved effectiveness			
Start date	2015/16	Project Details:	Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities,		2	2	4
End date	2017/18		providing data analysis, needs assessment and evidence of best practice.				

Corporate Services

	Non Core service requests (days)
	Support for continuous/business in
the capacity of the organisation to consistently plan and deliver projects/programmes successfully.	Project/Programmes
- 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.

Business Improvement CIIr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below

- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and Merton Improvement Board.
- 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.
- Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and
- programmes. - 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.
- 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.

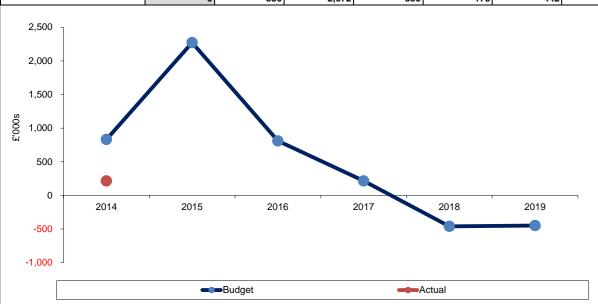
 - Proactively advise businesses of opportunities to exploit emerging technologies and to
- leverage existing systems investments for improved business efficiency and service.
- Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity: availability, performance, and capability of the systems.

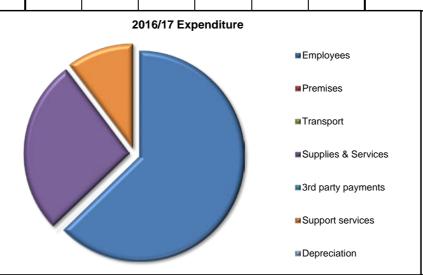
		Planning Assun	nptions				The Corporate strategies your
Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
re service request (days)	4493	4023	3555	3355	3355	3355	Customer Services Strategy
on Core service requests (days)	1800	1620	1450	1450	1350	1350	ICT Policy
pport for continuous/business improvement (days)	880	880	880	880	880	880	Capital Programme
oject/Programmes	11 FTE	21 FTE	19 FTE	0 FTE	0 FTE	0 FTE	Children & Young person's Plan
							Information Governance Policy
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
aff -Magt & Programme Office (FTE)	4	6.46	6	3.5	2.5	2.5	
aff - Business Systems Team (FTE)	26	25	23	21	21	21	
aff - Programmes and projects (fixed term)	11	21	20	0	0	0	
prentices	2	0	0	0	0	0	
Bodows a la Pasta	Performance Targe	ets (T) & Provisional Perfo	rmance Targets (P)	D. L. elfe.	Damari'a a saala	la d'antontano	Main impact if indicator not

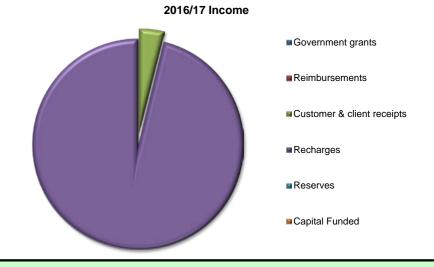
	Apprentices		2	()	(0	0	0	0	
	Performance indicator					ormance Targ		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	renormance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	illulcator type	met
	Systems availability	95%	97%	98%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery
4											
S											-
			1				1	· · · · · · · · · · · · · · · · · · ·			· · · · · · · · · · · · · · · · · · ·

	DE	PARTMENTAL	BUDGET AND F	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	3,554	3,649	5,196	3,763	3,170	2,495	2,505
Employees	2,368	2,380	3,576	2,363	1,759	1,076	1,076
Premises				0			
Transport	3	1	3	3	3	4	4
Supplies & Services	860	791	1,230	1,011	1,022	1,029	1,040
3rd party payments				0			
Support services	323	476	386	386	386	386	386
Depreciation							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	2,722	3,433	2,924	2,954	2,954	2,954	2,954
Government grants		8					
Reimbursements		12					
Customer & client receipts	84	133	84	114	114	114	114
Recharges	2,638	3,280	2,840	2,840	2,840	2,840	2,840
Reserves							
Capital Funded							
Council Funded Net Budget	832	215	2,272	810	216	(459)	(448)

Capital i ullueu	1						í I
Council Funded Net Budget	832	215	2,272	810	216	(459)	(448)
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Document management system			799				
Plan Web/Capita Housing			42		100	42	
Customer contact programme			785		Outstan	ding	
Data Labeling		124	170				
Replace Social Care System		226	686		Outstan	ding	
Electronic Asset Management			190				190
M3 LP and PP related Projects				550	75		
Revenues & Benefits						400	
	0	350	2.672	550	175	442	190







Summary of major budget etc changes 2016/17

Reorganisation of systems development and support arrangements CS63 £88k.

CSD37 PO Restructure 64k

CSD38 Reduction in hardware/software costs 5k

CSD39 Phase 2 of Business Systems team restructure 50k

CSD40 Additional income from Gazetteer 30k

CSD41 Consolidation of systems support 20k

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

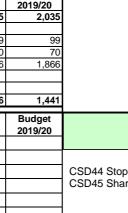
2018/19

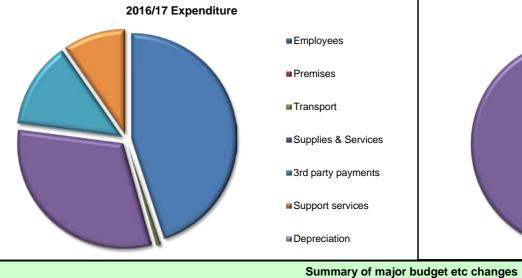
CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k CS2015-02 Expiration of salary protection 16k

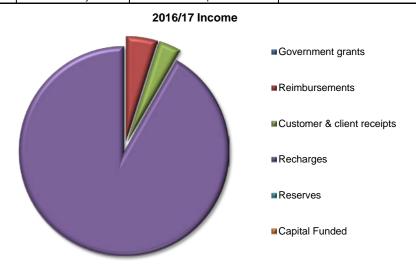
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Business Improve				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Customer Contact programme		Likeiiiiood	Шрасс	Score
Start date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4
Pro	oject 2	Project Title:	Electronic document and records management system				
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	31/07/2016						
Pro	oject 3	Project Title:	Social Care Information System				
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	30/03/2016		ranilles integrated care.	the ratale			
Pro	oject 4	Project Title:	Data Labelling System				
Start date	01/06/2014	Project Details:	Introduce technology to automatically and retrospectively assess and protectively mark (for security) all Council data and to provide the facility to protectively mark all documents and emails for security	Ensures compliance with legislative requirements on categorisation and storage of data and information.	2	1	2
End date	твс		going forward.				
Pro	oject 5	Project Title:	SCIS Phase 2				
Start date	01/04/2016	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	1	2	2
End date	ТВС		Customer Contact solutions.	the fatale			
Pro	oject 6	Project Title:	EAMS				
Start date	01/01/2015	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	TBC						
Pro	oject 7	Project Title:	MADI				
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	31/09/16	-	maintenance of data.				
Pro	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		. Tojou Dolano.					
Pro	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		,, <u> </u>					
Pro	ject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					

Corp	orate Gov	ernance									Pla	anning Assur	mptions					The Corporate strategies your
Cllr Mark Allison	Cabinet	Member for Fi	nance				Anticipat	ed demand	20	14/15	201	15/16	201	16/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of y	your main	activities and	l objectives be	elow			Res	idents	208	208,822		1,569	214	1,229	216,806			Corp Equality Scheme
orporate Governance is made up of 7 cor						Officers		Officers		081		Ţ		1	1			Customer Services Strategy
formation Governance - manages complaguests, ensuring organisational complian							Cour	ncillors		60	-	60	(60	60			Risk Management Strategy
lenda, including maintaining the Publicati																		Information Governance Policy
nction.						Anti	cipated non f	inancial resources	2014/15		201	15/16	201	16/17	2017/18	2018/19	2019/20	Corp Procurement Strategy
						Staff (FTE)		(FTE)		47	39	9.05	30.7 (excl	. Invest&audit	29.7	29.7	29.7	Performance Management Framewo
emocracy Services - maintains independe	ent scrutin	y function, sup	port to Council	lors and N	Mayor		Staff -	Election	9	000	8	800	8	800	800			Select Strategy delivery
ensures council has robust decision make	es council has robust decision making arrangements.				´ [Staff - Canvas		150		1	50	1	50	150			Central Government	
lectoral Services - maintains registers of	alactors w	hilet managing	the move to in	dividual														
	ral registration, administers elections & referendums and undertakes boundary & elec-						Dorformon	ce indicator	Perfor	mance Targ	ts (T) & Provisional Perform		ormance Targets (P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator no
eviews.	5.					renomian	ce muicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting Cycle	indicator type	met	
nere is also the shared Legal service with	the Londo	on Borough of	Richmond whi	ch has its	s own	Audit a	actions implen	nented by agreed date	90%	90%	90%	90%			High	Quarterly	Business critical	Increased fraud
ervice Plan.	i ino Lona.	on Borougir or	rtioriirioria, wiii	on nao no		,	Audits comple	ted against plan	90%	90%	90%	90%			High	Quarterly	Business critical	Increased fraud
	de la care		ata dha Bishaasa			(Complaints - c	lealt with in time	90%	90%	90%	90%			High	Monthly	Perception	Reduced customer service
orporate Governance attends the shared Aud andsworth	ait investiga	itions service no	stea by Richmor	nea ana		Co	mplaints prog	ressed to stage 2	9%	9%	9%	9%			High	Quarterly	Perception	Reduced customer service
unusworth						F	OI requests -	dealt with in time	90%	90%	90%	90%			High	Monthly	Perception	Reduced customer service
ternal Audit and Investigations- are an outsro	ourced serv	cice. Investigait	ons covered un	der SWLFP	P and	Numbe	er of suppleme	entary agendas issued	26	24	22	20			High	Monthly	Perception	Government intervention
ternal Audit by SWLAP (covering Merton, kin ovide independent, objective appraisal of ris						Ombud	dsman compla	ints answered in time	90%	90%	90%	90%			Low	Quarterly	Quality	Rework
nd fraud risks including planned & unplanned						Ombudsr	man complain	s partially or fully upheld	N/A	N/A	TBC	TBC			High	Monthly	Perception	Government intervention
finterest. Co-ordinates the Annual Governance	ce Stateme	nt. Reviews and	updates anti fra	aua polices	S.	% of FO	I refusal notic	es not upheld at review	N/A	N/A	TBC	TBC				Monthly	Perception	Government intervention
	DEP	ARTMENTAL	BUDGET AND	RESOUR	RCES						2016/17 Ex	rnenditure					2016/17 Income	
evenue £'000s		Actual	Budget	Bud		Budget	Budget	Budget			2010/11 2	cperiantare					2010/17 111001110	
2014		2014/15	2015/16	2016		2017/18	2018/19	2019/20					-	Employees				_
xpenditure	4,303	4,027	3,789		3,654	3,526	3,47							Litipioyees				■Government grants
mployees remises	2,302	2,376 11	2,289	1	1,643	1,530	1,47	0 1,470										
ransport	26	30	23	3	24	25	2	25 25						Premises				■ Reimbursements
Supplies & Services 1,259 1,158 1,123 1,148 1,133 1,147						1												

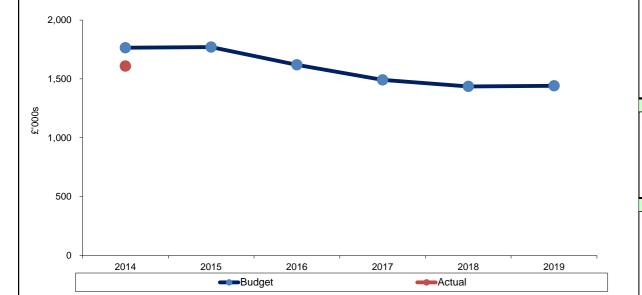
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	4,303	4,027	3,789	3,654	3,526	3,471	3,476
Employees	2,302	2,376	2,289	1,643	1,530	1,470	1,470
Premises	14	11	1	0	0	0	0
Transport	26	30	23	24	25	25	25
Supplies & Services	1,259	1,158	1,123	1,148	1,133	1,137	1,142
3rd party payments				486	486	486	486.19
Support services	703	452	352	352	352	352	352
Depreciation							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	2,539	2,418	2,019	2,035	2,035	2,035	2,035
Government grants	202	181		-	,		
Reimbursements	59	105	99	99	99	99	99
Customer & client receipts	213	289	54	70	70	70	70
Recharges	2,065	1,843	1,866	1,866	1,866	1,866	1,866
Reserves							
Capital Funded							
Council Funded Net Budget	1,764	1,609	1,770	1,619	1,491	1,436	1,441
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20







CSD44 Stop web casting meetings, remove scrutiny support fund and other supplies 35k CSD45 Share audit and investigation service 60k



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

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

2019/20

2018/19

2016/17

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Corporate Governance	IV OVER THE FOUR TEAR PERIOD			
			·	MA IOD DDO IECTE DENEFITE		Risk	
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Impact	Scor
Pro	oject 1	Project Title:	2013/17 Implement individual electoral registration	Select one major benefit			
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		3	3	9
End date	31/12/2016	-	accuracy and completeness of the register of electors.				
Pr	oject 2	Project Title:	2013/17 Administer statutory elections, referendums and ballots.	Select one major benefit			
Start date	01/04/2013	Project Details:	Administer GLA elections in 2016, and European Referendum before the end of 2017, plus		3	3	9
End date	31/03/2017	r rojost Botano.	Wimbledon BID ballot in 2016, together with any other referendums and ballots that may be required.				
Pro	oject 3	Project Title:	Committee report workflow	Select one major benefit			
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		2	1	2
End date	01/10/2017		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.				
Pro	oject 4	Project Title:	Scrutiny Improvement Programme	Select one major benefit			
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		2	1	2
End date	31/03/2018		Overvieww and Scrutiny Commission each year when it receives the Annual Member Survey.				
Pre	oject 5	Project Title:	LLC service delivery	Select one major benefit			
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive		3	1	3
End date	31/03/2016						
Pre	oject 6	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pre	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		i Toject Details.					

	Customer	Services									Plan	ning Assur	mptions					The Corporate strategies your
Cllr Ma	rk Allison Cabine		inance			Anticipate	d demand		201	4/15	2015/		•	2016/17	2017/18	2018/19	2019/20	service contributes to
				low	Ronofit/Council					.000	16.00			15,000	14,000	14,000	2013/20	Customer Services Strategy
Enter a brief descr	ipaon or your ma	activities and	a objectives be	-IOW		Tax support cla	umanio							-	,	, ,		
					Telephone calle),000	600,0			500,000	450,000	400,000		Homelessness Strategy
There are 5 core services:					Face to face cu					,000	90,00			85,000	80,000	70,000		Medium Term Financial Strategy
Local Taxation - responsible for Bailiff collection services; - this					Council tax pro	perties				,500	83,00			83,000	83,000	85,000		Social Inclusion Strategy
Housing Benefit - responsible					Ant	icipated non fi	nancial resourc	ces		4/15	2015/	16	2	2016/17	2017/18	2018/19	2019/20	
identification and prevention of	fraud;	Ü				Staff (FTE)		14	0.4	148.3	3		134	133	133	133		
Merton Link - first point of con						Apprentic	ces(FTE)			3								
face or via telephone - also pro																		
Registrars - responsible for recitizenship ceremonies & nation		& deaths, marris	ages & civii part	nersnips,														
Communications - responsible		d enhancing the	reputation of M	lerton Council:					Perfo	rmance Tard	ets (T) & Provis	sional Perfo	ormance T	Tarnets (P)				Main impact if indicator no
promoting Merton as a good pla						Performanc	e indicator							P) 2019/20(P)	Polarity	Reporting cycle	Indicator type	met
have access to services; ensur					% of Merton	Railiff files naid	I in full (exc parking	a 8 mice dobt)	58%	58%	58%	58%	58%	F) 2019/20(F)	High	Monthly	Outcome	Loss of income
decisions; and engaging counc			ection of the cou	ncil and are			eutral coverage to		92%	92%	92%	92%	92%		High	Monthly	Perception	Reputational risk
committed to putting customers Front line service for Univers			roeponeiblo for	dolivoring	,, ,,	Business Rat			97.25%	97.50%	97.50%	97.50%	97.50%	,	High	Monthly	Business critical	Loss of income
front line services for universal						Council Tax	x Collected		97%	97.25%	97.25%	97.25%	97.25%		High	Monthly	Business critical	Loss of income
It is anticipated that this new se						First contac			60%	65%	70%	75%	75%		High	Monthly	Perception	Reduced customer service
are vague due to the uncertain					Event inc		s, Civil Partnersh	hips etc)	415,000	400,000	415,000	425,000	450,000		High	Monthly	Business critical	Loss of income
of Universal Credit will impact of						% of on-line			N/A	N/A	30,000	45,000	60,000		High	Monthly	Business critical	Reduced customer service
•	ū						ction with website		N/A	N/A	TBC				High	Monthly	Perception	Reduced uptake of service
							Housing Benefit		N/A	11 days		11 days	11 days		Low	Monthly	Business critical	Customer hardship
					Time take	n to process ne	w Housing Bene	etit claims	N/A	21 days	21 days	21 days	21 days	i	Low	Monthly	Business critical	Customer hardship
	DI	PARTMENTAL	BUDGET AND	RESOURCES							2016/17 Exp	enditure					2016/17 Income	
evenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget				Exp	J. MILLUI C					EU IOITT INCOME	
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20											
xpenditure	9,289	9,662	8,991	8,674	8,421	8,397	7 8,422						×	Employees				■Government grants
mployees	5,089	5,433	5,113	5,151	4,947													Č
remises	22	10	20										pa pa	Premises				
ransport	63	65											_	1 101111303				Reimbursements
upplies & Services	1,448	1,592																
d party payments	577	449											*	Transport				
upport services	2,089	2,113	1,910	1,910	1,910	1,910	1,910							-				■ Customer & client receipts
epreciation				0	0								_					
evenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget				ř		*	Supplies & Se	ervices			= Darkanna
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20											■ Recharges
ncome	6,917	6,948						,						3rd party payı	ments			
Government grants Reimbursements	1,743 930	1,754											_	ora party pay.				■Reserves
Customer & client receipts	2,184	1,342 1,937	2,184															Reserves
Recharges	2,164	1,914				,							×	Support servi	ces			
Reserves	2,000	1,314	1,304	1,304	1,304	1,30-	1,304				- 1							■ Capital Funded
Capital Funded									4					Depreciation				= Capitai i anaca
Council Funded Net Budget	2,371	2,715	2,394	2,279	2,002	1,978	8 2,003						-	Depreciation				
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget											
Capital Budget £'000s	2014/15	2014/15		2016/17										Summary	of major budget etc	c changes		
	2014/13	2014/13	2013/10	2010/17	2017/10	2010/13	2013/20								2016/17			
								0000 Da 4a			:	401-			2010/11			
											ion services	IUK						
								CS39 Impa				/4I	- 0040 -		D40		0041-	
						-		Reduction if	n discretion	ary reliet pa	lyments 81K (to replace	e CS12 ai	ina (513). (5	D16 reduction in dicr	retionary relief payments	231K	
				-		-							ie, KISK b	oaseo verificati	on, Experian) 41k			
				1		ļ					s Officer pos	t 30k						
								CSD15 Incr	ease in cou	irt costs 40l	(
	0	0	0	0	0	(0 0								2017/18			
								CS60 Delet	ion of Assis	stant Directo	or post £109k							
3,000 ¬													and reduc	ce designer co	sts 73k			
											income 25k			00 000.go. 00	0.0 . 0.0			
							- 1	332010 04		ogionais								
2,500 -	_						- 1											
							- 1											
							- 1											
2,000							L											
, i						_									2018/19			
£,000s							- 1	CSD19 My	Merton sav	ings 49k								
1,500 -							- 1	, ,		J								
-,							- 1											
							- 1											
1,000 -							- 1											
1,000							- 1											
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500 -							-								2019/20			
300]																		
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0																		
2014	2015	2016	6	2017	2018	2019												
2014	2013	2010	•	2011	2010	2019	I											

Budget

---Actual

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM O Customer Services	F 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Universal Credit Implementation	Economic outcomes		•	
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		2	1	2
End date	31/03/2019		and receive budgeting advice				
Pr	oject 2	Project Title:	Implement an Outside Wedding Venue	Improved efficiency (savings)			
Start date	01/04/2013	Project Details:	Seek planning permisson and implement outside wedding venue at Morden Park House.		1	1	1
End date	31/03/2016						
Pr	oject 3	Project Title:	Council Tax support scheme	Economic outcomes			
Start date	01/04/2016	Project Details:	During 16/17 options for a revised scheme will be reviewed for Council decision and possible implementation for 17/18		2	1	2
End date	31/03/2017		implementation for 17/16				
Pr	oject 4	Project Title:	Review Debt Collection Processes	Improved effectiveness			
Start date	01/04/2015	Project Details:	With the implementation of the new Financial management computer systems a review of the existing		2	1	2
End date	31/03/2017		debt collection processes will be undertaken as part of the system implementation.				
Pr	oject 5	Project Title:	Redesign of Merton Link	Improved customer experience			
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	2
End date	31/03/2017		Service				
Pr	oject 6	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		•					
Pr	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		,					

Human Dassures																		The Comparete of the control of the
CUs Ma	Human Resources CIIr Mark Allison Cabinet Member for Finance Anticipated demand					ad damand		201	4/15	Planning Assumptio		2016/17		2047/40	2018/19	2019/20	The Corporate strategies your	
Enter a brief descri				014	Employees in I			, L&D, EAP etc		4/15 400		100	4,400		2017/18 4.200	4.000	2019/20	Service contributes to Workforce Development Plan
			•	ľ			to be appointed			1 00 60		60	160		150	140		Economic Development Strategy
Support effective people				ough		lew Apprentices			- '	00	· '	50	33	-	33	33		Workforce Development Plan
development of a workford 2) Implement and maintain	e strategy/ I ON	n people laye	r rraariitmanti	industion		icipated non fi			201	4/15	201	5/16	2016/17		2017/18	2018/19	2019/20	Worklorde Bevelopment Flam
employee data, payroll, pe					Allu	Staff (iices	201	7/10	201	J/ 10	43.5		TBC	TBC	2013/20	
development	inominance ma	nagement, ap	praisai, icarrii	ig and		Otan	(112)						40.0		100	150		
Provide HR business pa	rtner support a	cross the Co	uncil															
4) Produce HR metrics, an				opropriate														
actions	,	, , , , , , , , , , , , , , , , , , ,							Perform	manco Targo	ete (T) & Prov	risional Porfo	ormance Targets (P)					Main impact if indicator not
5) Produce HR strategies,	policy framewo	orks and syste	ems to support	ι effective		Performand	ce indicator				2016/17(P))/D)	Polarity	Reporting cycle	Indicator type	met
people management						Time	to hire		90	90	90	88	86)(I)	Low	Monthly	Outcome	Increased costs
Support and develop ca	pacity building	in Members			Average number	er of working days I		xcluding schools	8	8	8	7	7	+	Low	Monthly	Outcome	Increased costs
					7.vo.ago name		ls completed	noidaing contoic	98%	98%	98%	98%	98%		High	Annual	Outcome	Poor decision making
						% Members L8		1	82%	83%	83%	83%	83%		High	Quarterly	Outcome	Poor decision making
						70	<u></u>	·	0270	0070	0070	0070	0070		g	a duarion,	0 4.001110	. co. decicion maning
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	DE	DADTMENTAL	DUDGET AND E	DECOURCES							L				П			
			BUDGET AND F		Dudast	Dudget	Dudt			2	2016/17 Ex	penditure					2016/17 Income	
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20											
Expenditure	3,473	3,472		3,297	2,891	2,457							■ Employee	s				■Government grants
Employees	2,455	2,431	2,463	2,372	1,958								, ,					
Premises	15	21		15	15								■ Premises					
Transport	5	4	5	0	0		0 0						T Terrises					■ Reimbursements
Supplies & Services	294	292	216	207	211								_					
3rd party payments Support services	259 447	347 377		224 480									■Transport					■Customer & client receipts
Depreciation	447	311	400	400	400	400	460	1										= oddiomer & elient receipts
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget						■ Supplies	& Service	s II I			
Revenue £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20											■ Recharges
Income	3,128	3,469	3,151	3,151	3,303	3,303	3,303	,					■3rd party	ovmonto	. '	\		
Government grants			20										■ Siu party	ayments	`			= December
Reimbursements Customer & client receipts	569	70 560		20 569	20 721		-											Reserves
Recharges	2,559	2,839	2,562	2,562	2,562								Support s	ervices				
Reserves		_,,,,,	_,,,,,															■Capital Funded
Capital Funded													Depreciat	on				•
Council Funded Net Budget	345	3	291	146	(412)	(846)	6) (833)											
Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget						Sumr	ary of m	najor budget etc	r changes		
Capital Bauget 2 0003	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20						Ouiiii	iai y Oi ii		o changes		
							 '								2016/17			
						 	 '	CS49 Introd	luction of ne	w application	on tracking	system 10k	[
							 '	CS50 Occu	pational Hea	alth & Empl	oyee Assist	ance progra	amme 40k					
							 '	CS74 Revie										
							 '	CSD32 Rev			pport 5k,							
							 '	CSD35 L&D										
							 '	HR staffing	savings defe	erred to 20°	18/19 due to	HK redesi	ign programme.					
	_	=			_		<u></u> !								2017/18			
	0	0	0	0	0		<u>) </u>								2017/18			
								CS75 Revie	ew of COT st	taffing 58k								
600]								CSD30 Sch	ools COT su	upport (deli	ivery of sch	ools buy-ba	ck service) £152k					
									Admin Sup									
400 -								CSD35 L&I	D Budget 13	4K								
200 -																		
ω 0	1	1	' '												2018/19			
2014	2015	201	6 2	2017	2018	2019			er rationalisa			80k						
-200 -									ransactions									
											ther consoli	dation of H	R advisory work 14	0k				
-400 -									T Review 38		FOI							
								CSD29 Red	cruitment and	a DR2 tevi	ew 50k							
-600 -															0046/00			
															2019/20			
-800 -																		
-1,000																		
/= /-								1										

──Budget

----Actual

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM O Human Resources	F 10 OVER THE FOUR YEAR PERIOD						
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	Score			
Pr	oject 1	Project Title:	Workforce Strategy	Improved staff skills and development	Likelillood	Шраст	Score			
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce stratgey to support the wider TOM programme for organisational change		3	3	9			
End date	31/03/2017									
Pr	oject 2	Project Title:	Establishment and workforce	Improved staff skills and development						
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	12			
End date	31/03/2017									
Pr	oject 3	Project Title:	Review HR policies	Improved effectiveness						
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	9			
End date	31/09/2016		management development							
Pr	oject 4	Project Title:		Select one major benefit						
Start date							0			
End date		Project Details:								
Pr	oject 5	Project Title:		Select one major benefit						
Start date							0			
End date										
Pr	oject 6	Project Title:		Select one major benefit						
Start date		Project Details:					0			
End date										
Pr	oject 7	Project Title:		Select one major benefit						
Start date		Project Details:					0			
End date		,								
Pr	oject 8	Project Title:		Select one major benefit						
Start date		Project Details:					0			
End date		i Toject Details.								
Pr	oject 9	Project Title:		Select one major benefit						
Start date		Project Details:					0			
End date										
Pro	oject 10	Project Title:		Select one major benefit						
Start date		Project Details:					0			
End date		. Tojou Dotano.								

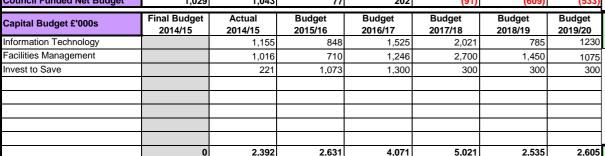
Infrastructure and Transactions				Pla	anning Assu	mptions					The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2014/15		201	2015/16		6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Repairs & Maintenance of Corporate Buildings (Revenue)	800	800,00		,000	740	,000	740,000	700,00	700,00	Asset Management Plan
Infrastructure & Transactions Division (I&T) is a support service made up of five	IT Service Calls	25,	700	27,	800	26,	500	25,000	22,500	22,500	Customer Services Strategy
functions which are:-	Health & Safety Statutory Inspections	6	00	6	00	6	60	60	60	60	Risk Management Strategy
T Carvine Delivery (T/CD) supports the souncils energiage by providing IT infrastructure	Transactions requested by departments	130,000		120	,000	115,000		110,00	105,00	105,00	Customer Services Strategy
T Service Delivery - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service	Number of Client Affairs cases being managed	N/A		220		2:	50	250	250	250	Customer Services Strategy
Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT											
governance and data security.	Anticipated non financial resources	201	4/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	
Facilities Management - FM provides the infrastructure to deliver services through	FM (FTE)	36	6.9	3.	1.9	30	0.9	28.9	28.9	28.9	
accommodation, building repairs and maintenance for the portfolio of corporate buildings,	Transactional Services (FTE)	14.7		10	13.3		3.3	13.3	10.3	10.3	
energy management and conservation, cleaning, catering, print and post room services,	IT Service Delivery (FTE)	32.8		32		30		30	30	30	
security and other associated hard and soft FM services.	Safety Services (FTE)	5	.5	5	.5	5	.5	4.5	3.5	3.5	
Transactional Services - Incorporates Accounts Payable, Accounts Receivable, Carefirst	Client Financial Affairs (FTE)	N	/A		6		7	7	7	7	
Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods	Management		2		2		2	2	2	2	
and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and	Performance indicator				gets (T) & Provisional Performance (Provisional Performance (Provisiona		, ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator no
cleansed, Providing training and support for all users of the systems required for payments or invoicing	CO2 emissions corporate buildings (tonnes)	4,100	4,000	3,900	3,800	3,800		Low	Quarterly	Output	Environmental issues
	Customer Satisfaction - IT incident resolution	90%	90%	90%	90%	90%	00%	High	Monthly	Outcome	Reduced customer service

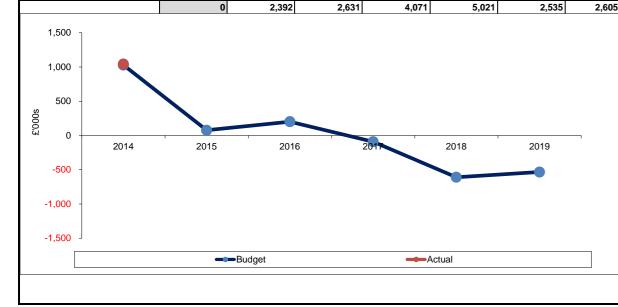
Safety Services - Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Etc Act 1974, The Management of Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and all sister regulations.

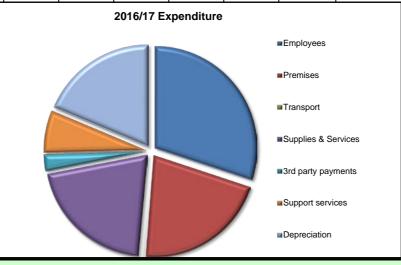
Client Financial Affairs - Act as court appointed deputy's for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity.

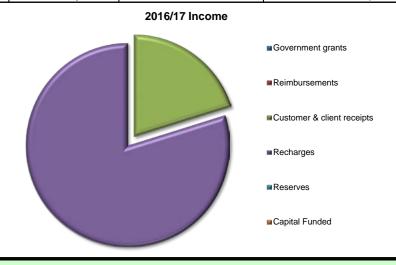
Olicit i lianciai / tilaii 3 (1 12)	14// (U			,	•	,	/	
Management		2 2			2	2	2	2		
Performance indicator	Perfo	rmance Targ	ets (T) & Prov	visional Perfe	ormance Tar	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	indicator type	met
CO2 emissions corporate buildings (tonnes)	4,100	4,000	3,900	3,800	3,800		Low	Quarterly	Output	Environmental issues
Customer Satisfaction - IT incident resolution	90%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	64%	68%	70%	72%	75%	75%	High	Monthly	Outcome	Reduced service delivery
Health and Safety workplace inspections completed on time	60	60	60	60	60	60	High	Quarterly	Outcome	Breach statutory duty
Income - External Fees	225,000	235,000	285,000	320,000	320,000	320	High	Quarterly	Output	Loss of income
Invoices paid within 30 days from invoice date (Carefirst)	93%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Increased costs
Invoices paid within 30 days of receipt by LBM	93%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Number of staff working from Civic Centre	1,275	1,400	1,400	1,400	1,400	1,400	High	Quarterly	Outcome	Underused resource
Repairs & Maintenance ratio of Reactive to Planned	40/60	30/70	30/70	30/70	30/70	30/70	High	Annual	Outcome	Increased costs
New referrals processed within 21 days	N/A	90%	92%	93%	94%	95%	High	Monthly	Outcome	Reduced customer service
Client Post Office voucher acc't balance falls below £2.5K	N/A	0	0	0	0	0	Low	Monthly	Outcome	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20					
Expenditure	12,858	14,098	12,238	12,426	12,134	11,615	11,691					
Employees	3,923	4,344	3,655	3,738	3,553	3,423	3,423					
Premises	2,669	2,718	2,645	2,628	2,512	2,081	2,115					
Transport	35	30	36	29	29	29	30					
Supplies & Services	2,914	3,098	2,812	2,547	2,552	2,590	2,628					
3rd party payments	206	40	210	326	330	333	336					
Support services	875	1,631	837	837	837	837	837					
Depreciation	2,236	2,236	2,045	2,322	2,322	2,322	2,322					
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20					
Income	11,829	13,055	12,161	12,224	12,224	12,224	12,224					
Government grants	Í	ŕ	,	ŕ	, i	Í	Í					
Reimbursements		20										
Customer & client receipts	2,315	2,810	2,406	2,469	2,469	2,469	2,469					
Recharges	9,514	10,225	9,755	9,755	9,755	9,755	9,755					
Reserves	,	ĺ	ĺ	ĺ	Í	,						
Capital Funded												
Council Funded Net Budget	1,029	1,043	77	202	(91)	(609)	(533)					









Summary of major budget etc changes

- CS5 Review procurement of support , maintenance & license contracts 50k, CS7 Re-procurement of mobile telephone contract 20k 300 CS8 Reduction of WAN costs 20k, CS10 Outsourcing of service 20k,
 - CS12 Deletion of Information governance post 37k, ČS16 (deferred from 14/15)Surrender overtime budget 35k,
 - CS23 Outsourcing building services and security services 50k, CS28 Amalgamation of intruder alarm contract 20k,
 - CSD2 Energy Savings 150K, CSD3 Rationalise ITSD support and maintenance contracts 86k
 - CSD4 Rationalise FM buildings repair and maintenance budgets 15k, CSD5 Increase income genereration at Chaucer Centre 40k
 - CSD6 Vehicle reduction 5k

2017/18

- CS70 Apply admin charge to customer requesting hard copy paper invoice 35k
- CS71 Deletion of two posts 85k
- CS72 Consolidation of budgets 34k
- CSD2 Energy savings 150k
- CSD7 Restructure Print and Post service and delete two posts 47k
- CS2015-09 Restructure of Safety Services and Emergency Planning 18k

2018/19

- CS2015-03 Restructure of Transactional Services team 100k CS2015-09 Restructure of Safety Services and Emergency Planning 30k CS2015-10 Facilities Management Energy 'Invest to Save' Initiatives 465K

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Infrastructure and Trai				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT		Risk	
Dre	oject 1	Project Title:	Implementation of IT Strategy & Plan	Improved efficiency (savings)	Likelihood	Impact	Score
Start date	01/11/2014	·	Implementation of rational strategy & Plan which has been developed on the basis of information	improved emolency (savings)	3	2	6
End date	31/03/2017	Project Details:	derived from departmental Target Operating Models.		Ü	_	J
Pro	oject 2	Project Title:	Digital Archiving of existing paper records	Improved efficiency (savings)			
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		1	2	2
End date	31/03/2018		Management System (EDRMS).				
Pro	oject 3	Project Title:	Upgrading of IT Disaster Recovery Arrangements	Risk reduction and compliance			
Start date	01/12/2013	Project Details:	Replacement of Storage Area Network (SAN) equipment and associated hardware to provide improved disaster recovery arrangements for the Councils main IT systems and minimise any		2	3	6
End date	31/03/2016		potential loss of service in the event of a major incident or IT equipment failure.				
Pro	oject 4	Project Title:	Flexible Working Programme	Improved efficiency (savings)			
Start date	01/04/2012	Project Details:	The Flexible Working Programme is the innovative use of modern IT technology, infrastructure and office accommodation to enable the council to deliver services in the most efficient and cost effective		2	2	4
End date	31/03/2016		manner possible.				
Pro	oject 5	Project Title:	Refurbishment of 4 main passenger lifts at Civic Centre	Risk reduction and compliance			
Start date	01/01/2014	Project Details:	Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or mechanical failure. The project is essential to ensure that the premises are safe and compliant with		1	2	2
End date	30/06/2016		statutory requirements.				
Pro	oject 6	Project Title:	Energy "Invest to Save" Initiatives	Improved efficiency (savings)			
Start date	01/04/2007	Project Details:	Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum		1	1	1
End date	01/04/2018	Decised Title	financial pay back of between 7 and 10 years.				
Pro	oject 7	Project Title:	Process review of Accounts Payable and Receivable functions	Improved efficiency (savings)			
Start date	01/04/2015	Project Details:	Review the Councils current processes and procedures for managing the AR and AP functions in order to maximise any potential efficiency gains and cost reductions that are available through the		1	2	2
End date	31/03/2017		development and use of E-Billing and electronic invoicing.				
Pro	oject 8	Project Title:	Continuation of work on the Locations Layer of the Corporate TOM	Risk reduction and compliance			
Start date	01/10/2015	Project Details:	Works to develop an online corporate asset register covering all of the property related assets owned and operated by the council which will be an essential element of a larger piece of work relating to the		2	2	4
End date	31/03/2016		longer term strategic management of property and assets across the authority.				
Pro	oject 9	Project Title:	Online Safety Inspection system	Risk reduction and compliance			
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.		2	2	4
End date	31/03/2017	Designed Title		Colort one major borrefu			
Pro	ject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							

Cllr Mark Allison Cabinet Member for Finance	
Enter a brief description of your main activities and objectives below	
Resources is made up of five major areas of activity:	

Resources

<u>Accountancy</u> - 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.

<u>Business planning</u> - 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

<u>Commercial & procurement</u> - 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.

<u>Policy and strategy</u> - 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.

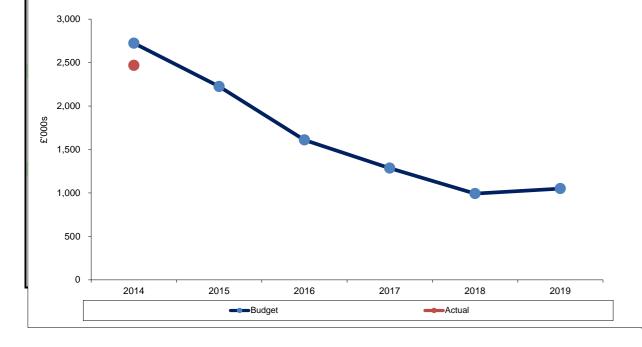
 $\underline{\textbf{Treasury and pensions}} \text{ - to manage the Council's treasury (including the day to day cashflow, banking}$

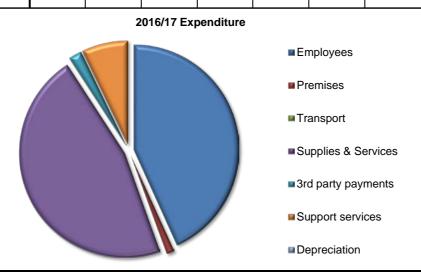
			Pla	nning Assun	nptions					The	e Corporate strategies your
Anticipated demand	2014	1/15	201	5/16	2016/	/17	2017/18	2018/19	2019/20		service contributes to
Revenue/Capital Budget Managers	147/	/23	147	7/23	147/2	23	147/23	147/23	147/23		Asset Management Plan
Voluntary Sector Organisations Supported	150	0+	15	60+	150	+	150+	150+	150+		Capital Programme
Budget, Service, Performance & Risk Setting	8 Rep	oorts	8 Re	ports	8 Rep	orts	8 Reports	8 Reports	8 Reports		Central Government
Budget, Service, Performance & Risk Monitoring	8 Rep	oorts	8 Re	ports	8 Rep	orts	8 Reports	8 Reports	8 Reports		Corp Equality Scheme
Budget, Service, Performance & Risk Closing	2 Rep	oorts	2 Re	ports	2 Rep	orts	2 Reports	2 Reports	2 Reports	(Corp Procurement Strategy
Anticipated non financial resources	2014	1/15	201	5/16	2016/	/17	2017/18	2018/19	2019/20	Me	edium Term Financial Strategy
Staff (FTE)	64.	.2	63	3.3	54.6	6	51.6	45.6	57.2		Risk Management Strategy
Staff (Trainees)	4	+		4	4		4	3	4	Tre	easury Management Strategy
Staff (Apprentices)	2		:	2	0		0	0	0		Voluntary Sector Strategy
											Select Strategy delivery
Performance indicator	Performance Targets (T) & Provision		visional Performance Targets (P)			Polarity	Reporting cycle	Indicator type		Main impact if indicator not	
i crisimanse muicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	1 Olarity	reporting cycle	malcator type		met
A	000/	000/					1.00.1	A	0		B 1

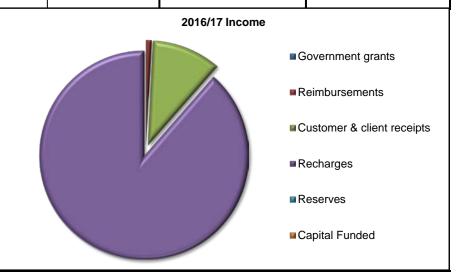
										Select Strategy delivery
Performance indicator	Perfor	mance Targe	ets (T) & Prov	visional Perfo	ormance Tar	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	indicator type	met
Accuracy of P8 Revenue Forecast (compared to outurn)	90%	90%	90%	90%			High	Annual	Outcome	Poor decision making
Accuracy of P8 (P9 to 2013/14) Capital Forecast	90%	90%	90%	90%			High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0	0			Low	Annual	Business critical	Government intervention
% of contracts over threshold overseen by Procurement Board	80%	80%	80%	80%			High	Quarterly	Quality	Poor decision making
Action plans in place for 'red' risks	90%	90%	90%	90%			High	Quarterly	Outcome	Poor decision making

DEPARTMENTAL BUDGET AND RESOURCES												
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20					
Expenditure	8,744	8,916	9,068	8,426	8,117	7,840	7,898					
Employees	3,821	4,191	4,071	3,645	3,390	3,074	3,074					
Premises	102	102	100	100	101	103	104					
Transport	4	7	4	2	2	2	2					
Supplies & Services	4,032	4,243	4,110	3,906	3,850	3,887	3,943					
3rd party payments	178	143	180	171	171	172	172					
Support services	608	230	602	602	602	602	602					
Depreciation			0	0	0							
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget					
Nevenue 2 0003	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20					
Income	6,021	6,448	6,843	6,816	6,832	6,848	6,848					
Government grants		9		0	0	0	0					
Reimbursements	40	82	54	54	70	86	86					
Customer & client receipts	753	1,141	753	726	726	726	726					
Recharges	5,227	5,217	6,036	6,036	6,036	6,036	6,036					
Reserves	0		0	0	0	0	0					
Capital Funded	0		0	0	0	0	0					
Council Funded Net Budget	2,724	2,468	2,225	1,610	1,285	992	1,050					

Council Funded Net Budget	2,724	2,468	2,225	1,610	1,285	992	1,050
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Financial System re-engineering			454	108			
Civica Icon			125				
Acquisitions Budget			1,497	500			
Transformation Budgets			88	0			
Capital Bidding Fund			1,357	482			
	0	0	3,521	1,090	0	0	0







Summary of major budget etc changes

2016/17

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

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

Savings: Savings of 25k will be delivered by reduction of one posts (CS46) (£78k of the savings have been deferred), and non salary budgets savings 98k through improved processes, consolidation of budgets and review of recharges (CS64, 65 and 67). Further savings of 16k will come through increased income (CSD20), 42k from the rephasing of existing savings (CSD21) and 130k from reductions in running costs and consultancy budgets (CSD23 and 24). An increased charge to the Pension Fund £20k (CSD25) and the deletion of one post in Policy (CSD47) will bring a further 50k of savings.

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)

2018/19

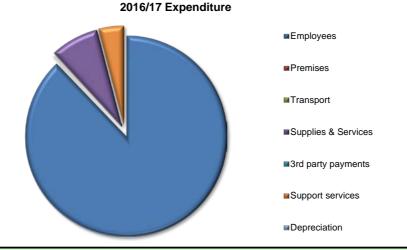
Savings: Savings of 100k will made from further restructuring of the service (CSD27), and a further 16k of increased income (CSD20). Further review of staffing budgets across the division saving 216k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11)

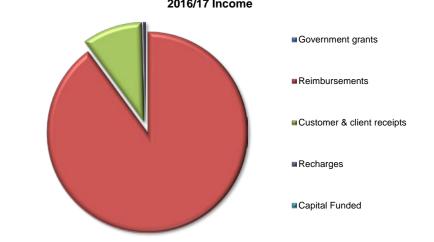
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Resources					
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Risk Likelihood Impact Sc			
Pro	oject 1	Project Title:	Evaluation of future funding levels	Risk reduction and compliance	Likelinood	Impact	Score	
Start date End date	01/04/2015	· Project Details:	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	
Pre	oject 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	2	3	6		
End date	30/09/2016		neighbour boroughs is currently being investigated. Current estimates of the Go live date are 31/03/2016 - project length allows for post implementation review	information comapared to now and the system downtime compared to now				
Pre	oject 3	Project Title:	Develop and implement whole life costing for capital projects	Improved effectiveness				
Start date	01/09/2014	Project Details:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes	3	2	6		
End date	31/03/2016	,	Amend the template Apply the temple to selected schemes					
Pre	oject 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		2	2	4	
End date	31/03/2020	r rojost Dotalio.	information following the implementation of the new performance and risk management system					
Pre	oject 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,	2	2	4		
End date	31/03/2016		renting and borrowing or any other suitable methods of funding capital expenditure.	judged directly by the AD Resources and Director of Corporate Services.				
Project 7		Project Title:	Capital Review		$\overline{}$			
Start date	01/04/2014	Duning t Dataile	In 2012 there was a comprehensive review of the management of the capital programme. This led to	Improved effectiveness	2	2	4	
End date	31/03/2015	Project Details:	the production of an action plan. It would be appropriate to undertake a follow-up review now.					
Project 8		Project Title:	Recharge Review					
Start date	01/04/2015	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2015/16 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to					
End date	31/03/2016	r roject Details.	develop and implement the new financial system.					
Project 9		Project Title:	Infrastructure Assets Accounting	Improved effectiveness				
Start date	31/03/2014	Project Details:	Legislative requirement for sset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to workclosely with technical staff within	The computer systems used to record incormation will be reviewed by Internal Audit and assessed for the	<u> </u>	2	2	
End date	31/03/2016	i Tojeot Details.	Environment and Regeneration to gather the required information for account closure and presentation.	adequacy asap.				
Pro	ject 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	1	3	3		
End date	31/07/2018	. Tojout Dotailo.	authority is piloting earlier account closure over the next two financial years in preparation for 2017/18					

Legal Services										Pla	anning Assu	mptions					The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance						Anticipated demand			2014/15 2015/16		15/16	2016/17		2017/18	2018/19	2019/20	service contributes to
Enter a brief descri	V	Chargeable hours for Merton			19	19500		19500		19500							
					Chargeable hours for Richmond				2747	13	13895		13895				
This is a shared legal service with the London Boroughs of Richmond and Sutton and the Royal						Chargeable hours for Sutton			19819		19819		19819				
Borough of Kingston upon Thames. The service delivers legal advice, support and representation to all services across all four councils, including to arms length delivery vehicles					Chargeable hours for Kingston			9	9238		11382		1382				
(Achieving for Children and curr	ently ,Sutton Hou	ising Partnership)	and council owne	d	Chargeable hours for Achieving for Children			12	12000		11583		1583				
companies. The service also pro	ovides advice in re	elation to the con			Chargeab	le hours for Su	tton Housing Partnership	2	528	2	528		2528				
in all councils and advice to mer	mbers in relation t	to their roles.			Anticipated non financial resources				2014/15		15/16		016/17	2017/18	2018/19	2019/20	
The current agreement for a sh	ared service exp	ires on 1 Octobe	r 2016		Staff (FTE)			8	87.5		7.5		92.3	92.3	92.3	92.3	
					Apprentices				1		1		0				
					Performance indicator						gets (T) & Provisional Perforr		` '	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
								2014/15(T)			2017/18(P)	2018/19(P	P) 2019/20(P)				met
					Chargeable hou	rs		76,429	78,707	78,707				High	Monthly	Business critical	Increased costs
		EPARTMENTAL	BUDGET AND RE	SOURCES						2016/17 Ex	penditure					2016/17 Income	
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget				-						
Expenditure	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20						■Employees				
Employees	4,902 4,252	7,009 4,538	4,945 4,317	4,685 4,117	4,665 4,117	4,62		4									■Government grants
Premises	4,202	4,538	4,317	4,117	4,117	4,11	5 5						■Premises				
Transport	9	14	9	9	9		9 9										■ Reimbursements
Supplies & Services 446 2,249 426 366		346 305 305								_+ .				■ Reimbursements			
3rd party payments	100	18	400	400	100		100					'	Transport				
Support services Depreciation	190	189	188	188	188	18	8 188			V					N N		Customer & client receipts
Revenue £'000s Final Budget Actual Budget Budget		Budget Budget							■Supplies & Services				= oustonier & orient receipts				
	2014/15 2014/15 2015/16 2016/17		2017/18 2018/19 2019/20														
Income	4,776	6,709	4,924	4,924	4 4,924 4,924 4,924								■3rd party paym	ents			■ Recharges

Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	4,902	7,009	4,945	4,685	4,665	4,624	4,624
Employees	4,252	4,538	4,317	4,117	4,117	4,117	4,117
Premises	5	2	5	5	5	5	5
Transport	9	14	9	9	9	9	9
Supplies & Services	446	2,249	426	366	346	305	305
3rd party payments		18					
Support services	190	189	188	188	188	188	188
Depreciation							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	4,776	6,709	4,924	4,924	4,924	4,924	4,924
Government grants							
Reimbursements	4,280	5,618	4,428	4,428	4,428	4,428	4,428
Customer & client receipts	476	1,061	476	476	476	476	476
Recharges	20	29	20	20	20	20	20
Capital Funded							
Council Funded Net Budget	126	301	22	(238)	(258)	(299)	(299)

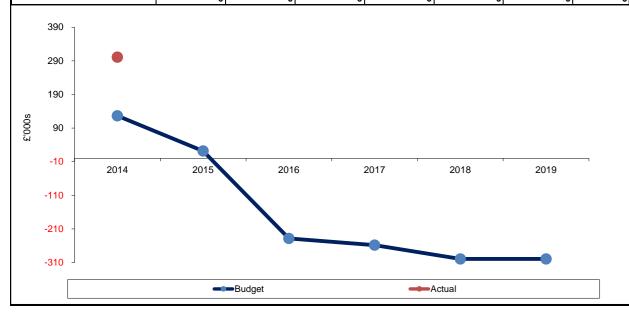
Ocanon i anaca Net Baaget	120	301	22	(230)	(230)	(299)	(233)
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0





Summary of major budget etc changes

CS73 £60k savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.



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.

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM (Legal Services	OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk	Score
Pro	oject 1	Project Title:	Shared service	Improved customer experience	Likeiiilood	Шрасс	ocore
Start date	01/04/2014	Project Details:	To embed the expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings		2	2	4
End date	31/03/2016						
Pro	oject 2	Project Title:	Smarter Working	Improved effectiveness			
Start date	01/04/2014	Project Details:	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service		2	1	2
End date	31/03/2016						
Pro	oject 3	Project Title:	Delivering Savings	Improved efficiency (savings)			
Start date	01/04/2016	Project Details:	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond		2	2	4
End date	31/03/2018						
Pro	oject 4	Project Title:	Future Model	Economic outcomes			
Start date	01/02/2016	Project Details:	To consider whether the practice needs to apply to become an Alternative Business Structure in order to deliver legal services to council services provided by external third parties. If so, to set up ABS.		2	2	4
End date	31/03/2017		to deliver legal services to council services provided by external trill parties. If so, to set up Abs.				
Pro	oject 5	Project Title:	Future Model	Improved effectiveness			
Start date	01/04/2015	Project Details:	To evaluate the impact on the shared service of Richmond entering into a partnership with Wandsworth, including the potential expansion of the shared legal service to incorporate Wandsworth		3	2	6
End date	ate 31/03/2017		Legal Services. If approved to deliver the expanded shared service with Wandsworth				
Pro	oject 6	Project Title:	Future Model	Improved effectiveness			
Start date	01/04/2015	Project Details:	To consider the impact on the service of all shared service and alternative delivery models entered into by Merton and partner authorities.		3	2	6
End date	31/03/2018		into by McRon and partner additionales.				
Pre	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pre	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		FTOJECT DETAILS.					

Environment & Regeneration

	manajal Samijana (Manta Organi)														The Corporate strategies your
	mercial Services (Waste Operations) Cabinet Member for Performance & Implementation		Anticinat	ed demand		201	14/15	201	nning Assu		16/17	2017/18	2018/19	2019/20	service contributes to
	ption of your main activities and objectives below			l contracts			183	10			100	1200	1300	1300	Waste Management Plan
or a brief 465011	1. Jour main don miles and objectives below			ing contracts			93		00		700	800	800	800	Climate Change Strategy
	ng, Collection & Disposal directly from local busines	es.	2.9 100901			+		- 0		<u> </u>		300	000	550	Medium Term Financial Strategy
Under government legislation the	e council has a duty to arrange for the collection of					1		1					+	 	manda chatogy
	ted to do so. The Act defines commercial waste as: " ainly for the purposes of a trade or business or the pu		Anticipated non financial resources Staff (FTE)			201	14/15	201	5/16	20	16/17	2017/18	2018/19	2019/20	
of sport, recreation or entertainm		poses				1	3.2	13	3.2	1	3.2	13.2	13.2	13.2	
			Tra	nsport			4		1		4	4	4	4	
Objectives	ficient, cost effective and competitive in the commerci														
market	ncient, cost enective and competitive in the commerc	11													
- be more reactive to seasonal d			Porforman	ce indicator		Perfor	mance Targe	ets (T) & Prov	risional Perf	ormance Tai	rgets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
 become competitive in both co- pricing structure. 	mmercial waste, looking at the marketing of the serv					2014/15(T)		2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	-		' = °	met
TOM - to be completed		1	otal Income from			£1.5m	£1.2m	£1.25m	£1.3m	£1.35m	£1.3m	High	Monthly	Business critical	Loss of income
		<u> </u>	Customer satis	sfaction survey	%	85	87	89	91	91	91	High	Annual	Outcome	Reputational risk
		<u> </u>				+							_		
		<u> </u>				+	-				_		+		
		<u> </u>				+	-				_		+		
		-				+	1	1		1	1		+		
	DEPARTMENTAL BUDGET AND RESC	IDCES								<u> </u>		' 			1
			Budget	Budget			:	2016/17 Ex	penditure					2016/17 Income	
Revenue £'000s		dget Budget 16/17 2017/18	Budget 2018/19	Budget 2019/20											
Expenditure	997 1,023 987	1,112 1,1						-		■E	mployees				■Government grants
Employees	360 240 367	313 3		13 313											
Premises	6 6		-	6 6						■P	remises				-5 : 1
Transport Supplies & Services	126 97 126 75 71 62	124 1:		28 131 44 44											■Reimbursements
3rd party payments	258 439 262	474 4								m T	ransport				
Transfer payments					/				1						■Customer & client receipts
Support services	172 176 153	153 1	53 15	53 153						■S	Supplies & S	ervices			
Depreciation	0 0 11 Final Budget Actual Budget B	dget Budget	Budget	Budget											
Revenue £'000s		16/17 2017/18	2018/19	2019/20	l V		1			■3	rd party pay	ments			■Recharges
Income	1,975 1,277 1,332	1,250 1,2		50 1,250	١ ١		A						\		
Government grants					'	V				■ T	ransfer payı	ments			■Reserves
Reimbursements Customer & client receipts	0 0 7 1,975 1,277 1,325	0 1,250 1,2	0 50 1,2	0 0 50 1250											
Recharges	1,910 1,211 1,323	1,230 1,2	1,2	1230						■S	Support servi	ices			
Reserves															■Capital Funded
Capital Funded Council Funded Net Budget	(978) (254) (345)									■ D	Depreciation				
Council Funded Net Budget	(0.0) (20.)	(138) (12													
Capital Budget £'000s		dget Budget 16/17 2017/18	Budget 2018/19	Budget 2019/20							Summary	of major budget et	c. changes		
	2014/15 2014/15 2013/16 20	2017/16	2010/19	2019/20	1							2016/17			
					E&R33 = (£	75k)									
					20.100 - (2	,									
					1										
·															
	0 0 0	0	0	0 0								2017/18			
0															
2014	2015 2016 2017	2018	2019												
25	2010 2017	2010													
-200															
-400 -												2018/19			
5,000,3															
-600 -															
-000	/														
	•														
-800 -															
												2019/20			
-1,000 -															
-1.200					1										
-1,200															
-1,200	== Budget	Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAX Commercial Services (Waste O	IMUM OF 10 OVER THE FOUR YEAR PERIOD perations)			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Introduce timed commercial waste collections in town centre Colliers Wood	Improved effectiveness		mpaor	000.0
Start date	01/04/2015	Project Details:	To improve the appearance of the Town centre area following on from the successful implementation linto Wimbledon Town Centre.		0	0	0
End date	01/04/2016		into wimbledon rown centre.				
Pr	oject 2	Project Title:	Sales and marketing plan	Economic outcomes			
Start date	01/04/2015	Project Details:	To increase the income within the Commercial waste area and improve the Branding of this important service area.		0	0	0
End date	01/04/2016						
Pr	oject 3	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	0
End date							
Pr	oject 4	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	0
End date		r roject Details.					
Pr	oject 5	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr	oject 6	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr	oject 8	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		,					
Pr	oject 9	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		r roject Details.					
Pro	oject 10	Project Title:		Select one major outcome			
Start date		Project Details:					0
End date		7 Tojout Details.					

Development and Building Control				Pla	nning Assur	mptions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	4/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Enforcement cases	7:	50	7	80	8	00	800	800	800	Local Development Framework
Building Control	Planning applications (economy dependant)	25	00	26	000	27	700	2800	2800	2850	Local Development Framework
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	BC applications (economy dependant)	17	00	17	'50	17	750	1800	1800	1800	Economic Development Strategy
regulate safety of structures and also sports grounds.	Tree applications	6.	20	6	40	6	60	670	670	670	Local Development Framework
Development control	Pre applications	1)5	1	10	1	15	120	125	130	Housing Strategy
Promote regeneration by assessing and determining planning applications against the adopted	Planning performance agreements		3		7	1	12	14	16	18	Local Development Framework
policies for the built environment contained within the council's Core Strategy. Continue to impliment the Mayoral, Community Infrastructure Levy (CIL) charging regime.	Prior approvals (permitted development)	5	30	6	00	6	20	640	640	640	Local Development Framework
impliment the mayoral, community inhabitation boty (che) charging regime.	Anticipated non financial resources	201	4/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	
Objectives	Staff (FTE)	3	•		16	3	38	25	25	25	
- continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share	Performance indicator	Perfori	nance Targe	ets (T) & Prov	risional Perfe	ormance Tar	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
- review the pre-application charging regime for Development Control (DC) and to investigate	r enormance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	rolarity	Reporting cycle	mulcator type	met
whether additional income generation is possible especially through PPA's.	% Major applications processed within 13 weeks	60	55	55	55	55	55	High	Monthly	Quality	Reduced customer service
- impliment mobile/flexible working to improve efficiency -as part of sustainable communitiies to enable a comprehensive development management	% Minor applications processed within 8 weeks	65	60	60	60	60	60	High	Monthly	Quality	Reduced customer service
ras part of sustainable communities to enable a comprehensive development management process to encourage regeneration.	% Other applications processed within 8 weeks	81	81	82	82	82	82	High	Monthly	Quality	Reduced customer service

4350

35

£2.05m

60

75

600

4400

35

£2.11m

60

50

300

4450

35

£2.11m

60

40

300

4500

35

£2.11

60

30

300

4560

35

£2.11

60

30

300

4300

35

£2.01m

65

75

600

Volume of Planning applications Total

% appeals lost

Income (Development and Building Control)

% Market share retained by LA (BC)

% enforcement site visits within 15 days

Number of enforcement cases closed

Backlog of enforcement cases

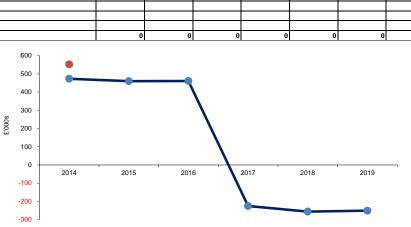
					% satisfied with Planning (annual residen						
	DEI	PARTMENTAL	BUDGET AND	RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20				
Expenditure	2,428	2,569	2,371	2,470	1,909	1,913	1,918				
Employees	1,594	1,794	1,564	1,708	1,143	1,143	1143				
Premises	2	1	2	2	2	2	2				
Transport	34	21	32	25	26	26	27				
Supplies & Services	365	299	281	245	248	252	256				
3rd party payments											
Transfer payments	2		2	0	0	0	0				
Support services	431	454	490	490	490	490	490				
Depreciation											
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20				
Income	1,955	2,017	1,911	2,009	2,134	2,169	2,169				
Government grants											
Reimbursements	96	112	49	81	81	81	81				
Customer & client receipts	1,859	1,905	1,862	1,928	2,053	2,088	2088				
Recharges											
Reserves											
Capital Funded											
Council Funded Net Budget	473	552	460	461	(225)	(256)	(251)				

process to encourage regeneration.

re-procure the M3 database

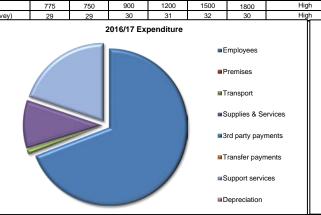
review the possibility of shared services with neighbouring boroughs.

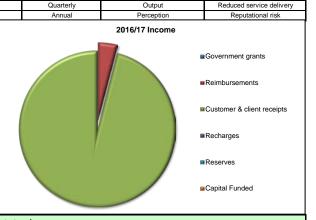
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	473	552	460	461	(225)	(256)	(251)
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0



■Budget

Actual





Quality

Perception

Business critical

Perception

Quality

Quality

Reduced customer service

Reputational risk

Loss of income

Loss of income

Reduced service delivery

Reduced service delivery

Summary of major budget etc. changes 2016/17

High

Low

High

High

High

High

Monthly

Quarterly

Monthly

Monthly

Quarterly

Quarterly

2017/18

2018/19

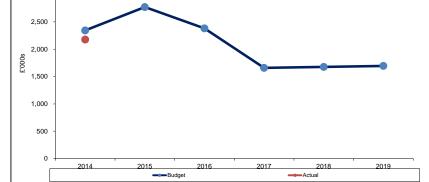


E&R33 = (£75k)

ENV20 = (£35k)

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Development and Buil				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pro	ject 1	Project Title:	Commercialisation of Building Control	Improved efficiency (savings)	Likelillood	IIIIpact	Score
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	2016-17						
Pro	ject 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	2016-17						
Pro	ject 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	ate 2016-17		Than agonion process to doint or regeneration espectives.				
Pro	ject 4	Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience			
Start date	2014-5						
			Enforcement eforms , BC eforms and DC e-payments	4	1	4	
End date	2016-17						
Pro	ject 5	Project Title:	Section review	Improved efficiency (savings)			
Start date	2014-15						
		Project Details:	Section review looking the structure and interaction with other services	Efficiencies and savings	3	2	6
End date	2016-17						
Pro	ject 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	2016-17		That adjoining additionate				
Pro	ject 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	income generation opportunities	6	1	6
End date	2016-17		investigate any further income opportunities.				
Pro	ject 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	savings through contract negotiation.	3	1	3
End date	2016-17	,	authorities	sam ga maagn oo maa naganatan.			
Pro	ject 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	2016/17						
Pro	ject 10	Project Title:		Select one major benefit			
Start date							
		Project Details:					0
End date							

	Future Merte	on				_					Pla	nning Assur	nptions					The Corporate strategies you
Cllr Andrew Judge C			ty & Regenera	tion		Anticipate	ed demand		201	14/15	201			6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief descrip						•	ulation			3,822	211			1,229	216,806	218,100	218,101	Asset Management Plan
tureMerton is tasked with deliver	ring development, reg	generation, ed	conomic growth	n and		Actual busines	sses in borough	7700		700	7900		8,100		8,150	8,200	8,201	Road Safety Plan
comodating population growth for be merged with Traffic & Highw	or the long-term susta	ainability of th	he borough.															Local Implementation Plan
be merged with Traffic & Highw	/ays in 2015/16]																	Local Transport Plan
Develop new Local Plan policies		trategies to	support regene	ration,	Ant	cicipated non f	inancial resou	rces	201	14/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	Community Plan
conomic development and grow Develop sustainable developme		Merton's con	mmitment to ca	rbon reduction		Staff	(FTE)		2	27	25	54	27	7.04	17.04	17.04	17.04	Climate Change Strategy
Develop urban design / planning						Staff (Ap	prentices)			1	- 2	:		2	0	0	0	Core Planning Strategy
esign quality in the borough Deliver projects as set out in our	Fconomic Developm	nent and Clim	nate Change St	rategies and the														Economic Development Strateg
egeneration Delivery Plan (future	Growth Strategy 20	15)	-	-									_					Local Development Framework
Attract developer interest, extern pport to deliver our regeneration	nal funding and inwar	d investment	t, public sector f	funding and		Performan	ce indicator			mance Targe				ŭ , ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator
To develop transport policies ar	nd secure external fur	es. nding from Tr	ransport for Lor	ndon (TfL) to	N.				2014/15(T)		2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	I liah			met
liver improvements to Merton's	public realm, transpo	rt infrastructu	uire and sustain	able travel.			t (number per ye accidents (Number		320	411	411	411	411	411	High Low	Annual Annual	Outcome Perception	Loss of Government gra Reputational risk
Lead on Major Planning develop ood Tower, St Georges Quarter							ing from 2% 20		55 2.0	50 3.0	45 0.2	42 0.2	40 0.2	40 0.2	Low	Annual	Output	Political risk
LBM lead on planning and des							ated through ED		300	3.0 450	600	300.0	400.0	300.0	High	Annual	Outcome	Social exclusion
artnership with Circle (High Path	, Eastfields, Ravensh	oury) and Mo	at (Pollards Hill	1)			umber that are a		60	80	100	100	100	100	High	Annual	Outcome	Social exclusion
 LBM lead on non-operational exestment purposes. 	property assets de	cisions for gi	rowth and rege	eneration			created as part		100	200	300	300	300	300	High	Annual	Outcome	Reduced Business Rate
 LBM lead on Crossrail 2, Tra 	mlink Extension; ID	growth oppo	rtunities and e	xternal funding					100	200	550	550	500	550	9		34.000	
pportunities		•		_														
	DEPAR	RTMENTAL I	BUDGET AND	RESOURCES							2016/17 Ex						2016/17 Income	
evenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget				2016/17 EX	penaiture					2010/17 Income	
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	.										
penditure	3,251	3,266	3,829	3,433	2,709								M E	Employees				Government grants
nployees emises	1,260 302	1,365 296	1,394 268	1,361 275	934 278													
ansport	10	290	208 9	5	5	26	5 5						■ H	Premises				■ Reimbursements
ipplies & Services	879	892	1,358		397	40	5 414							_				= Itellibuisements
d party payments	389	284	354	495	276	28	3 290						\ I	Fransport		10		
ansfer payments	207	000	200	000									\					■Customer & client receipt
upport services epreciation	287 124	300 124	322 124	322 497	322 497								1	Supplies & S	ervices			
		Actual	Budget	Budget	Budget	Budget	Budget	1	1	-								■ Pooborgoo
levenue £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	.					■3	Brd party pay	ments			■ Recharges
ncome	908	1,090	1,058		1,051	1,05	1,051						/					
overnment grants eimbursements	134 472	134 615	94 622	•	570	57	0 570						/ u1	Fransfer pay	ments			Reserves
ustomer & client receipts	302	341	342		481													
echarges													■ \$	Support serv	ices			-0 :: 15
eserves									~									■ Capital Funded
apital Funded ouncil Funded Net Budget	2.343	2.176	2.771	2.382	1.658	1.67	6 1.695	l					■ [Depreciation				
ounch's unded Net Budget			_,		1,000		, , , , , , , , , , , , , , , , , , , ,											
apital Budget £'000s		Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20							Summary	of major budget et	tc changes		
own Centre Investment	2014/15	2014/15	1,488	1,037	2017/18	2018/19	2019/20								2016/17			
itcham Schemes		598	778		700		1	ER23 = (£77 EN42 = (£50	(k)									
olliers Wood Schemes		359	1,199	,				EN42 = (£50 E&R40 = (£6)k) 50k)									
dustrial Estate Investment			100	450				E&R40 = (£6 E&R42 = (£6	20k)									
orden TfL				120	220	2,00	10	EDS reserve	adjustment	= (£193k)								
ansportation Enhancements					5,000			EDS2 reserv	e adjustmen	t = (£572k)								
her		367	167	465				HPDG reser	ve adjustmer	nt = (£50k)								
	0	1,324	3,732	3,072	5,920	2,000	0 0								2017/18			
								ER23 = (£2	14k)									
3,000								E&R41 = (£	80k)									
								ENV24 = (£	10k)									
								FDS reserve	adjustment	= (£75k)								
2,500 -								EDS reserve	e adjustment	= (£75k)								



			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM O Future Merton	F 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Local Plan: Estate Regeneration	Infrastructure renewal	Likelinood	Impact	OCOTE
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		3	2	6
End date	2024/25		working with Moat housing to coordinate investment in regenerating Pollards Hill.				
Pr	oject 2	Project Title:	Rediscover Mitcham	Infrastructure renewal			
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		2	2	4
End date	2016-17		c£2.5m)				
Pr	oject 3	Project Title:	Connecting Colliers Wood / South Wimbledon Planning Framework	Infrastructure renewal			
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		4	1	4
End date	2019-20		Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+				
Pr	oject 4	Project Title:	Wimbledon Stadium	Infrastructure renewal			
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan		3	1	3
End date	2016-17	·	for the site following the outcome of the Sites and Policies Plan				
Pr	oject 5	Project Title:	Climate Change Strategy & Action Plan	Improved sustainability			
Start date	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		2	2	4	
End date	2018-19		Businesses, PV roll-out and District Heat & Power feasibility				
Pr	oject 6	Project Title:	futureWimbledon & Crossrail 2	Economic outcomes			
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opprtunities linked to Crossrail 2 and improving the quality of architecure, design and placemaking. Conference (2013) Ideas Competition (2014) Inward		2	2	4
End date	2022-23		investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)				
Pr	oject 7	Project Title:	Morden Town Centre Regeneration	Improved reputation			
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)		3	2	6
End date	2019/2020		Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18				
Pr	oject 8	Project Title:	Economic Development Strategy and Action Plans	Improved reputation			
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton		2	1	2
End date	2016-17	,	Business Support Service. Merton Micro Loan and Business Loan Fund.				
Pr	oject 9	Project Title:	Smarter travel: road safety	Improved reputation			
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		2	2	4
End date	2016-17		Strategy.				
Pro	oject 10	Project Title:	Borough Cycling Initiatives	Improved reputation			
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)		2	1	2
End date	2024-26		Williamedon Town Centre cycle segregation scrience (2014/15-2017/16)				

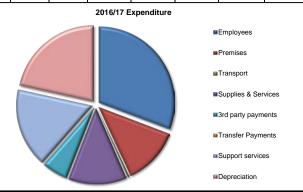
Leisure & Cultural Development			Planning Assu	mptions				The Corporate strategies your
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Population	208,822	211,569	214,229	216,806	219,316	213,497	Asset Management Plan
Engage local people in healthy living and lifestyle changes through increased	No. of Children & Young People aged 8-17 in west of borough	7,700	7,900	8,050	8,200	8,700	12,410	Children & Young person's Plan
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,	Population of most disadvantaged wards	126,100	126,850	127,540	128,100	104,155	100,768	Cultural Strategy
programmes, activities and events on offer in the borough - thus creating a universal	Users of Merton's Leisure Centres	824,433	832677	841004	878105	942,592	970,026	Community Plan
culture and sport offer.	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Open Spaces Strategy
Specifically:	Staff (FTE)	13.6	14.25	13.6	6.60	6.6	6.6	Social Inclusion Strategy
- Build a replacement Morden Park Pool & vary the contract to take account of the	Accommodation	7	7	7	7	7	7	Voluntary Sector Strategy
changes	Volunteers	20	20	20	20	20	20	
- Produce a Masterplan & fully-costed implementation plan for Wimbledon Park &	Staff seasonal	30	30	30	30	30	30	
Lake, including a solution for the silting of the lake problem	Performance indicator	Performance T	argets (T) & Provisional Perf	ormance Targets (P)	Dolority	Paparting avala	Indicator type	Main impact if indicator not
- Transform our services including a service restructure following Phase C contracts;	renormance indicator	2014/15(T) 2015/16(T)	2016/17(P) 2017/18(P)	2018/19(P) 2019/20(P)	Polarity	Reporting cycle	illulcator type	met
continue to drive services to be more commercial wherever possible; move to deliver	Income £ from Merton Active Plus	50,000 55,000	60,000 60,000	60,000 60,000	High	Monthly	Business critical	Loss of income

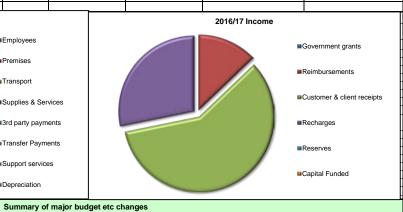
through improved technology in conjunction with the coprporate centre
 Contribute towards services provisions meeting outcomes across the Local Strategic
Partnership using Merton's Culture & sport Framework, commissioning and contracting

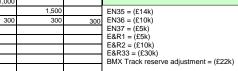
- as well as accessing external grants
- Deliver Merton's contribution to major sports, arts & cultural events.
- Manage Leisure Centres & Wimbledon Theatre contracts, one public hall, a water sports centre and all of the booking functions (pitch hire; cemeteries; allotments; activity programmes; pavilions; hall; street tree administration, etc).

				ŀ	'lanning Assui	mptions					The Corporate strategies your
	Anticipated demand	2014	4/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	service contributes to
	Population	208,	822	211	,569	214	,229	216,806	219,316	213,497	Asset Management Plan
N	lo. of Children & Young People aged 8-17 in west of borough	7,7	00	7,9	900	8,0	050	8,200	8,700	12,410	Children & Young person's Plan
	Population of most disadvantaged wards	126,	100	126	,850	127	,540	128,100	104,155	100,768	Cultural Strategy
	Users of Merton's Leisure Centres	824,	433	832	2677	841	1004	878105	942,592	970,026	Community Plan
	Anticipated non financial resources	2014	4/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	Open Spaces Strategy
	Staff (FTE)	13	1.6	14	.25	1:	3.6	6.60	6.6	6.6	Social Inclusion Strategy
	Accommodation	7	7		7		7	7	7	7	Voluntary Sector Strategy
	Volunteers	2	0	2	20	2	20	20	20	20	
	Staff seasonal	3	_		30		30	30	30	30	
	Performance indicator	Per	formance Ta	rgets (T) & Pr	ovisional Perfe	ormance Targe	ets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	renormance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Folarity	Reporting cycle	ilidicator type	met
	Income £ from Merton Active Plus	50,000	55,000	60,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
c	Income £ from Watersports Centre	367,000	377,000	387,000	397,000	402,000	402,000	High	Monthly	Business critical	Loss of income
14	l-25 yr old Fitness Centre Participation at leisure centres	100,000	103,000	106,000	106,000	106,000	108,120	High	Monthly	Output	Reduced uptake of service
	External Capital & Revenue funding	320,000	100,000	100,000	100,000	100,000	50,000	High	Quarterly	Output	Reduced customer service
	% residents rating facilities Good to Excellent	51.5	45.0	45.5	46.0	48.0	48.0	High	Annual	Outcome	Reduced customer service
	Total Number of Users of Merton's Leisure Centres	824,433	832,677	841,004	878,105	942,592	970,026	High	Monthly	Output	Reduced uptake of service
	Total Number of Users of Polka Theatre	92,785	93,690	93,916	94,600	95,000	89,500	High	Quarterly	Output	Reduced uptake of service
	·										
1	·										

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Expenditure	2,332	2,369	2,113	2,262	2,052	1,958	1,969
Employees	721	742	706	697	498	498	498
Premises	249	196	122	278	282	186	190
Transport	9	13	8	8	8	8	8
Supplies & Services	293	281	282	282	265	265	270
3rd party payments	175	210	198	126	128	130	132
Transfer Payments	5		5	0	0	0	0
Support services	361	408	383	383	383	383	383
Depreciation	519	519	409	488	488	488	488
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	1,069	1,138	1,095	1,244	1,254	1,259	1,259
Government grants	10	1	0				
Reimbursements	128	123	244	160	160	160	160
Customer & client receipts	594	611	500	733	743	748	748
Recharges	337	403	351	351	351	351	351
Reserves							
Capital Funded							
Council Funded Net Budget	1,263	1,231	1,018	1,018	798	699	710
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Morden Leisure Centre		24	976	9,000	1,000		
Wimb Pk Lake de-silting						1,500	
Other		628	353	300	300	300	300

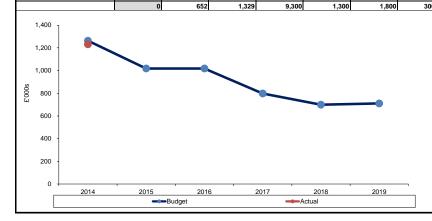






2016/17

2017/18



E&R1 = (£5k) E&R2 = (£10k) E&R3 = (£16k) ENV11 = (£59k) ENV12 = (£70k) ENV13 = (£70k)

2018/19

E&R1 = (£4k) E&R2 = (£5k) E&R4 = (£100k)

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMU Leisure & Cultural Developme				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Morden Leisure Centre	Improved customer experience	Lincilliou	пправс	00010
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		4	2	8
End date	2018		land to fit in with the Morden Park landscape				
Pro	oject 2	Project Title:	Leisure Centres Contract	Improved efficiency (savings)			
Start date End date	2016	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre		2	2	4
Pro	oject 3	Project Title:	Deliver a Wimbledon Park Masterplan	Improved effectiveness			
Start date	2015	Project Details:	Develop a strategic masterplan for Wimbledon Park that takes account of all of the landscape, ecology and heritage matters as well as defining a sustainable and financially viable future for sports,	•	2	2	4
End date	2017	Floject Details.	culture, leisure, play facilities and ancilliary facilities, etc. within the park.				
Pro	oject 4	Project Title:	Implement the Wimbledon Park Lake De-silting Plans	Improved sustainability			
Start date	2017	Project Details:	Following the outcomes of the Wimbledon Park & Lake Masterplan for the required improvements and solutions for the lake. Procure and implement the solutions		4	2	8
End date	2018		conditions for the take. Theodie and implement the solutions				
Pro	oject 5	Project Title:	Customer Contact Programme - Online Leisure & Cultural Bookings & Payment System & Other Service Technological Requirements	Improved customer experience			
Start date	2015	Project Details:	Work with Corporate IT on the Customer Contact Programme to deliver, improve & implement the replacement online booking & payment system for pitch, halls, pavilions, courses, events and activities in line with the whole council approach. Implement other corporate technological solutions		2	2	4
End date	2016-17		and work with corporate IT to meet customer and service needs within that provision. Ensure service / customer needs are appropriately embedded in new ways of working.				
Pre	oject 6	Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	Improved efficiency (savings)			
Start date	2014	Project Details:	Continue the commercialisation and development of the Merton Active Plus programme to generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. development team to		2	2	4
End date	2016-17		cover two distinct strands of commercial and community activities.				
Pro	oject 7	Project Title:	Community Use in the East of the Borough	Improved customer experience			
Start date	2014	Project Details:	Work with leisure facility providers and schools to increase the size, scope and usage of their sports and leisure facilities to provide wider community leisure benefits and use. Deliver the Sports Blast		2	2	4
End date	2017		Programme				
Pro	oject 8	Project Title:	Increasing participation & engagement in the arts, culture, sport, physical activity and well-being activities	Improved customer experience			
Start date	2014	Project Details:	Develop and deliver, with and through partners, joint community projects and programmes in the east		2	2	4
End date	2017	.,	of the borough in accordance with the Culture & Sport Framework				
Pro	oject 9	Project Title:	Develop the boroughs involvement in major sporting, arts & cultural events	Improved customer experience			
Start date	2012	Project Details:	Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and		2	2	4
End date	2018-19		required				
Pro	ject 10	Project Title:	External Funding & Inward Investment Opportunities	Improved effectiveness			
Start date	2013	Project Details:	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at		2	2	4
End date	2018-19		Wimbledon Park, etc.				

										-							The Corporate strategies your
Cllr Judy Saunders		king r for Performan	ce & Implementa	ation		Anticipate	d demand	20	14/15		nning Assun 5/16		6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief desc					١		nt permits issued	_	4,481		nown		known	Not known	Not known	Not known	Road Safety Plan
The service is required to enforce						Number of visito	s permits issued	28	30,600	Not I	nown	Not I	known	Not known	Not known	Not known	Medium Term Financial Strategy
be maintained and ensuring res have a permit or badge for. Sur											-						Local Transport Plan
transport related areas.	pius income gener	alca by traine ii	ianagement must	DC d3Cd l0l													
Objectives					An		nancial resources		114/15 71.50		5/16 .20		6/17 3.27	2017/18 85.27	2018/19 85.27	2019/20	
enforce parking regulations as	cross the borough	including Contro	olled Parking Zon	es and bus		Staff	FIE)	_						Not known dependant		85.27	
lanes	=	-	-			Trans	port		15	1	15		dependant PR needs	upon ANPR needs	Not known dependant upon ANPR needs	Not known dependant upon ANPR needs	
 to implement measures to imp Automatic Number Plate Recog 	prove traffic enforc Inition (ANPR) can	ement efficiency neras at bus lar	y , specifically the ne and moving tra	ffic locations.								ароптин		aponii ii ii ii noodo	aponi in in incode	аролини тепоово	
This will improve compliance an	nd ease congestion	n at key points a	across the boroug	ıh													
 to maintain a survey of parkin the charging structure 	g needs, hours of	operation, the	availability of park	ing spaces and		Performano	a indicator	Perfo	ormance Targe	ets (T) & Prov	isional Perfo	ormance Targ	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
. to monitor the borough 's park								2014/15(T)) 2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	,		**	met
controls can be effectively enfo to take account in business p	orced thus improvi	ng compliance a	and ultimately con	gestion		rmits issued with		90%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Loss of income
legislation allowing business pre							2 month rolling average)	11	10	9	8	8	8	Low	Quarterly	Quality	Loss of income
increase in demand for parking	spaces in existing	CPZ's and pres	ssure in areas with	n no controlled	Percentage of c years data	ases won at PA	FAS compared to previous	50%	52%	54%	54%	54%	54%	High	Monthly	Business critical	Loss of income
parking to introduce CPZ's.					-	ases lost at PA	TAS compared to the previo	IIS									
In January 2015 Public Space			nated with Parking	Services and	years data		John parou to the previo	23%	22%	21%	21%	21%	21%	Low	Monthly	Business critical	Loss of income
changed the sections title to Pa The core activity is to review the	rking and CCTV S e operational strue	ervices. cture , processes	s and the number	r of CCTV			ncil does not contest at PAT	AS 27%	26%	25%	25%	25%	25%	Low	Monthly	Business critical	Loss of income
cameras throughout the boroug	gh with the aim of	achieving efficie					to the previous year								,		
of service to the residents, custo	omers and our par	tners.			rercentage of F	uniic space CC	TV cameras working	95%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
									+	1	-	-	1				
					-				+	 	1	1	1				
	D	EPARTMENTA	L BUDGET AND	RESOURCES	•			•		2016/17 Exi	nenditure				•	2016/17 Income	•
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget		4	2010/1/ EX	Jenunure Jenunure					2010/1/ INCOME	
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20					■Er	nployees				■Government grants
Expenditure Employees	4,745			5,311	4,979	4,937	4,956			1							_ coroninion granto
Premises	2,501 637	2,523 658		2,945 619	2,640 626	2,640 632	2,640 639					■Pr	emises				
Transport	140	145	140	124	80	82	84					_T-					■ Reimbursements
Supplies & Services	298			377					N.			w ir	ansport				
3rd party payments Transfer payments	260	229	264	265	269	213	217					= 0.	pplies & Se	rvices			■ Customer & client receipts
Support services	832			905		905						■ 50	ipplies a se	NICES			·
Depreciation	77	77	07	76	70	76	76			J.		■ 2n	d party paym	nents			■Recharges
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	1				= 31	a party payll				= Neurarges
Income	12,077			17,220	16,218		15,881					∎Tr	ansfer paym	ents			
Government grants Reimbursements	1												F-y				Reserves
Customer & client receipts	12,077	11,930	15,480	17,220	16,218	15,881	15,881					■Su	pport servic	es			
Recharges	,,,,,	,,,,,	.,	,		-,,,-											■Capital Funded
Reserves Capital Funded	+	 	 		 		 			1		■ De	epreciation				
Council Funded Net Budget	(7,332)	(7,134)	(10,285)	(11,909)	(11,239)	(10,944)	(10,925)		-								
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget						_				
Capital Budget £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20						Summary	of major budget etc.	changes		
Tackling Traffic Congestion		11		533										2016/17			
CCTV Matchfunding			300	300	450	,	EN02 = (£										
Other		217	7 294	305	156	175	175 EV11 = (£ E&R7 = (£										
			1		 		E&R8 = (£	1,70Ók)									
			1		t		E&R9 = (£										
			1				E&R10 = (E&R11 = (
			<u> </u>				E&R11 = (
	0	228	637	1,138	156	175		•									
														2017/18			
0						0045	EV11 = (£										
2014	2015	201	16	2017	2018	2019	E&R7 = (£ E&R8 = £										
-2,000 -							ENV02 =	£190k)									
2,000							ENV03 =	£45k)									
							ENV04 = ENV05 =										
-4,000 -							ENV06 =	£46k)									
ω							ENV33 =	£250k)									
-6,000 -							ANPR inc	me reduction	= £250k								
ği .														2018/19			
							E&R7 = (£	163k)									
-8,000 -							E&R8 = £ ENV07 =										
							ENVU/ =	LUUK)									
-10,000 -																	
					_												
-12,000 -					_	_								2019/20			
12,000			•														

-14,000

──Budget

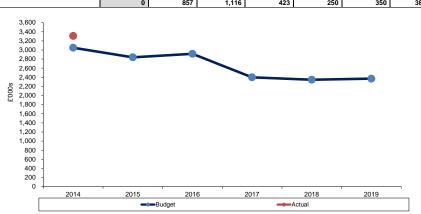
----Actual

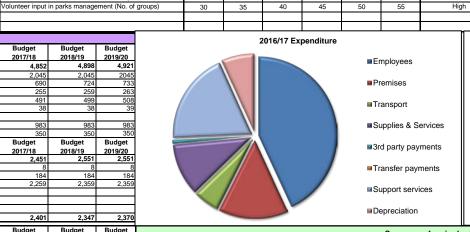
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Parking	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pre	oject 1	Project Title:	Tackling Traffic Congestion	Improved effectiveness	Likeimood	ппрасс	00010
Start date End date	2014-15	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	2	4
	oject 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	Improved customer service by allowing motorists to purchase paid for parking without the need for cash.	1	1	1
End date	2016-17	Project Details.	suspensions.	Improved customer service by anowing motorists to purchase paid for parking without the need for cash.			
Pre	oject 3	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pro	oject 4	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pro	oject 5	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pro	oject 6	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pro	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pro	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pro	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		. reject Dotaile.					
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		,					

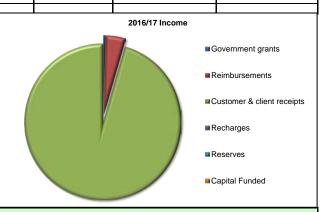
Parks and Green Spaces	1			Die	ınning Assur						The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	4/15		inning Assur 5/16		6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Increased sports pitch demand (Total number of bookings)	1	%	1	%	1	%	1%	1%	1%	Open Spaces Strategy
The service manages, maintains and develops Merton's parks & open spaces including the	Attendance at major community outdoor events (No. of people	50,	,000	55	000	55,	,000	60,000	60,000	60,000	Children & Young person's Plan
management of a cemetery service, and a varied programme of events from small community to	Number of funerals at LBM cemeteries	2	05	2	10	2	15	220	240	260	Cultural Strategy
large commercial ones. There are currently in excess of 100 separate sites. The team also manages allotments and works with allotment societies to assist them self-manage wherever											Capital Programme
possible. The service is becoming increasingly efficient and commercial in the way it manages its	Anticipated non financial resources	201	4/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	
sports and other lettings and is moving to a position where community groups and organisations	Otali (i i'L)		.75	71	.85	67	'.45	62.45	62.45	62.45	
contribute directly to front-line delivery, including self-management of assets. The current TOM transformation process will emphasise and further embed these principles.	Staff accommodation units (No. of mess rooms/depots)	1	12		12	12		10	10	10	
transformation process will emphasise and turner embed trese principles.	Transport vehicles	1	19		19	1	19	18	17	16	
Objectives:											
The team's primary objectives in the forthcoming years include the following principal tasks:	Performance indicator	Perfor	mance Targe	ts (T) & Prov	isional Perfe	ormance Tar	gets (P)	Polarity	Panarting avala	Indicator type	Main impact if indicator not
increasing income	Feriorillance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	mulcator type	met
reducing operational expenditure	Residents % satisfaction with parks & green spaces	72	73	74	75	76	77	High	Annual	Perception	Reputational risk
maintaining and improving service standards and performance	Young peoples % satisfaction with parks & green spaces	71	72	73	74	75	76	High	Biennial	Perception	Reputational risk
securing investment and delivering improvements to open space facilities encouraging and facilitating community self-management of sites and facilities	Total LBM cemeteries income £	536,000	553,000	569,000	586,000	604,000	622,000	High	Monthly	Business critical	Loss of income
providing project management, support and/or advice on the development and delivery of major	Total outdoor events income £	316,000	328,000	341,000	351,000	362,000	373,000	High	Monthly	Business critical	Loss of income
open space construction and redevelopment projects	Number of Green Flags	5	5	5	5	6	7	High	Annual	Quality	Reputational risk
implementation of agreed TOM transformation process outcomes	Number of outdoor events in parks	130	130	130	130	130	130	High	Monthly	Perception	Reputational risk

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	5,000	5,300	4,812	5,178	4,852	4,898	4,921
Employees	2,273	2,415	2,303	2,232	2,045	2,045	2045
Premises	737	815	640	743	690	724	733
Transport	246	265	245	274	255	259	263
Supplies & Services	497	487	494	556	491	499	508
3rd party payments	32	48	32	40	38	38	39
Transfer payments							
Support services	889	944	983	983	983	983	983
Depreciation	326	326	115	350	350	350	350
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	1,949	1,992	1.972	2,261	2,451	2,551	2,551
Government grants	60	22	60	8	8	8	
Reimbursements	97	257	81	94	184	184	184
Customer & client receipts	1,792	1,713	1,831	2,159	2,259	2,359	2,359
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	3,051	3,308	2,840	2,917	2,401	2,347	2,370
Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget

Council I unaca Net Baaget	3,031	3,300	2,040	2,917	2,401	2,341	2,370
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Parks Investment		219	287	276	216	323	325
Other		638	829	147	34	28	60
	0	857	1,116	423	250	350	385







Perception

Reduced service delivery

Quarterly

Summary of major budget etc. changes 2016/17

2017/18



EN45 = (£13k) E&R24 = (£130k) E&R26 = (£60k) E&R27 = (£44k) E&R33 = (£70k)

E&R25 = (£160k) ENV18 = (£100k) ENV19 = (£90k)

ENV19 = (£90k) ENV21 = (£6k) ENV22 = (£24k) ENV23 = (£160k)

Tennis Courts reserve adjustment = £25k

2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Parks and Green Sp				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT		Risk	
Pro	oject 1	Project Title:	Management of parks & open spaces	Improved reputation	Likelihood	Impact	Score
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other	·	2	2	4
End date	2017-18	,	community groups. Increase volunteering in parks				
Pro	oject 2	Project Title:	Management of bowling greens	Improved reputation			
Start date	2012-13	Project Details:	Review and transformation of the current bowls provisions in Merton		2	2	4
End date	2017-18	·,···					
Pro	oject 3	Project Title:	Commercialisation of grounds and sports services	Economic outcomes			
Start date	2012-13	Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including		2	2	4
End date	2018-19	•	outdoor events				
Pro	oject 4	Project Title:	Service Delivery Models	Improved efficiency (savings)			
Start date	2014-15	Project Details:	Support & input to South London Waste Partnership Phase C procurement exercise (Lot 2)		3	2	6
End date	2016-17						
Pro	ject 5	Project Title:	Development of new sporting hub at Joseph Hood Rec	Improved customer experience			
Start date	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground		3	2	6
End date	2017-18	1 Toject Details.	r todation and implementation of a new masterplan for obsepti mode recreation Ground				
Pro	oject 6	Project Title:	New pavilion & facilities at Dundonald Rec	Improved reputation			
Start date	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)		2	2	4
End date	2016-17	. Jojour Bottallo.					
Pro	ject 7	Project Title:	Management of paddling pools	Improved reputation			
Start date	2013-14	Project Details:	Investment in new water play facilities.		2	2	4
End date	2016-17	. roject Betails.	and the state of t				

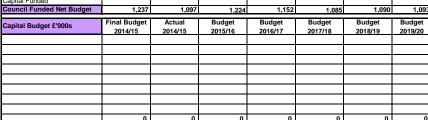
	Prope	artu									Diar	ning Assum	ntione					The Corporate strategies your
Clir Andrew Judge			lity & Regenera	ntion		Anticipate	d demand		20	14/15		5/16	2016 2016	6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief descr			,		т.	he number of pr		ale		12		4	TE		TBC	TBC	TBC	Capital Programme
	· · · · · ·					he number of p				9					8	8	8	
To ensure that all property tran- maintain an accurate record of	the property assets	of the council a	and comply with and to provide a	statute .10				,		-		8	_				_	Economic Development Strategy
to support the council's accoun-	its (Section 151) To	manage the co	nuncils investme	nt portfolio to		number of pro				25		21	2		21	21	21	Housing Strategy
maximise income, managing the necessary to support its service	ne councils asset ba	ise to ensure the	at it has the acc	ommodation		number of con				394		94	39		394	394	394	Medium Term Financial Strategy
occupation of council land by G	Sypsies and Travelle	ers and lead the	Integrated Proj	ect Team to	Ant	icipated non fi		irces		14/15		5/16	2016		2017/18	2018/19	2019/20	Asset Management Plan
deliver a programme of propert	ty sales to maximis	e capital receipt	ts. Community R	light to Bid -to		Staff	(FTE)			6	5.	60	4.8	85	3.60	3.60	3.60	
manage applications for comm maintain publicly available list	of property assets a	sted and claims as required by t	ransparency age	on. 10 enda under														
maintain publicly available list Localism Act 2011.TOM will lea	ad to increased effic	ciency the possi	ibility of acting f	or other														
authorities on specialisms and regeneration thriough closer wo	most significantly d	riving economic	c development a	nd														
sales and capital receipts.	orking with ruture i	nerion. Tris ma	iy iiripaci on trie	unning of					Perfo	rmance Target	ts (T) & Provi	sional Perfor	mance Targe	ets (P)				Main impact if indicator no
Objectives						Performano	ce indicator		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	met
complete Asset Valuations to drive programme of property	timetable agreed v	with Director of 0	Corporate Service	ces	Ca	pital receipts (is	s this still requi	red)	£1m	£5m	TBC	TBC	TBC	TBC	High	Quarterly	Business critical	Loss of income
drive programme of property	disposals to maxim	ise capital rece	ipts and exceed	target		cancy rate of pr			4.0	3.5	3.5	3.3	3.3	3.3	Low	Quarterly	Outcome	Loss of income
 critically examine operational to support the business plan 			s the minimum	necessary		owed to LBM by	,		9.0	8.0	8.0	8.0	8.0	8.0	Low	Quarterly	Outcome	Loss of income
 maximise revenue income by 	letting vacant prop	erty			/6 Debt t		aluations	usiriesses				150			High	Annual	Business critical	Breach statutory duty
maximise revenue income by provide timely advice to inform ensure team is arranged to so	m regeneration pro support objectives.	jects				Asset va	aiuations		150	150	150	150	150	150	nign	Annuai	Business critical	Breach statutory duty
- ondere todin le diranged to o	арроп објосатос.																	
					L				1	ļ						1		
										L								
	DF	PARTMENTAL	BUDGET AND	RESOURCES							04647 =						2046/47 !	
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget			2	016/17 Exp	enaiture					2016/17 Income	
Revenue £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20											
Expenditure	2,140	2,205	2,068										■Er	mployees				■Government grants
Employees	272	256	274			16												- Covernment grants
Premises	343	375	283			164							■Pr	remises				
Transport	1	1	1	1	1		1 1							-				■ Reimbursements
Supplies & Services	156	213	158	159	161	164	4 166						===	ronono-t				
3rd party payments	0	2	0	0	0		0 0						■ I r	ransport				
Fransfer payments	0	0	0	0	0	(0 0										1	■Customer & client receipts
Support services	444	434											■St	upplies & Se	rvices			= outletter a cheft receipte
Depreciation	924	924	881			923						_						
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget						■3r	rd party payn	nents		1	■Recharges
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			11	1		_0.	a party pay			-	
Income	4,530	4,721	4,549	4,567	4,610	4,750	0 4,750						_					
Government grants Reimbursements	-	17	-	-	-					1/			■ I r	ransfer paym	ents			■Reserves
Customer & client receipts	4,042	4,223	4,042	4,060	4,103	4,24	3 4,243											
Recharges	483	4,223	502	502		502							■Su	upport servic	es			
Reserves	400	401	302	302	302	30.	502											■Capital Funded
Capital Funded									-				■D ₁	epreciation				
Council Funded Net Budget	(2,390)	(2,516)	(2,481)	(2,611)	(2,714)	(2,866	(2,861)			-				ортооканот				
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget							_				
Capital Budget £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20							Summary of	of major budget etc	. changes		
Wimbledon Scouts			25												2016/17			
								ER23 = (£52	2k)									
								E&R6 = (£39	9k)									
								•										
			İ	1			1											
			 	t	 	1	1											
			1	 	1	 	1											
			1	 	1	 	1											
		_		 		 									2017/18			
	0	0	25	ղ Մ	η 0	1 '	սլ 0	EDOC (C)	21.4						2017/10			
0.400								ER23 = (£18 E&R5 = (£82										
-2,100	2015	201	6	2017	2018	2019		ENV34 = (£82										
	2013	2011	•	2011	2010	2013		LIVV34 = (EC	on)									
-2,200 -								I										
2 200								I										
-2,300 -								1										
2.400																		
-2,400 -															2018/19			
% 000,3 -2,500								E&R6 = (£18	8k)									
ੱਧ ^{-2,300}								ENV14 = (£1	100k)									
2 600								ENV34 = (£4	40k)									
-2,600 -		70						\~	,									
-2 700								I										
-2,700 -								I										
-2,800						_									2019/20			
					~	_		_										
-2,900 -					-			I										
								I										
								I										
-3,000																		
-3,000																		
-3,000	-	■Budget			Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Property	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	West Barnes Library	Infrastructure renewal		past	555.5
Start date	2012-13	Project Details:	Reprovision of library within larger redevelopment		2	2	4
End date	on going						
Pr	oject 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						
Pr	oject 3	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 4	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 5	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 6	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		,					
Pr	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		r roject Betaile.					
Pr	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		r roject Details.					
Pro	ject 10	Project Title:		Select one major benefit			
Start date		Project Potaile:					
End date		Project Details:					

Cllr Andrew Judge C																			
	Regulatory Servi									4/45		nning Assur		10/17					The Corporate strategies your
							d demand			4/15		5/16		16/17	2017/18		2018/19	2019/20	service contributes to
Enter a brief descrip						Fotal number of				535		751		756	1762		1767	1770	Air Quality Action Plan
Provide statutory environmental councils that make up the Regul						tal number of : Licence/permi		SIS		250 370		880		760 890	7030 1900		7030 1900	7030	Central Government Climate Change Strategy
Richmond).			, 22 141011011		—	Licerice/permi	n applications		10	,, ,	10	,00	- '	000	1900		1500	1900	Climate Change Strategy Commercial & Trading Standards Delivery
Deliver savings and efficiencies	s by:				Anti	cipated non fi	nancial resou	ırces	201	4/15	201	5/16	201	16/17	2017/18		2018/19	2019/20	Crime & Disorder (partnership plan)
Deliver savings and efficiencies	o by.				7.5140	Staff (.60		.70		9.48	39.48		38.48	38.48	d 1 1
 reducing overheads 																			
generating additional incor	ome																		
	-										40 (T) 0 D	delenel D: 1		mata (P)					
 attracting new business 						Performand	ce indicator		2014/15(T)	mance Targe 2015/16(T)		2017/18(P)	2018/19(P)	2019/20(P)	Polarity		Reporting cycle	Indicator type	Main impact if indicator not met
 rationalising ICT systems 	;				% service reque	ests replied in 5	working days		85	90	95	96	96	2019/20(P) 96	High		Monthly	Perception	Reduced customer service
Transform the consider him					Income generation	•			£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	High		Monthly	Outcome	Loss of income
Transform the service by:					% of category A,		emises inspect	ted	95	96	97	98	98	98	High		Annual	Business critical	Government intervention
 demand management 					No. of underage	sales test puro	chases		220	100	100	100	100	100	High		Quarterly	Business critical	Anti social behaviour
etreamlining business pro	200000				Pollution exceed	dances for nitro	ogen oxide and	PM10s			To Be A	dvised			High		Quarterly	Business critical	Reduced enforcement
streamlining business prod	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,				% licensing apps				95	96	96	98	98	98	High		Quarterly	Business critical	Reputational risk
 implementing new ways of 	of working				% of food premis				15%	15%	15%	15%	15%	15%	High		Quarterly	Outcome	Reputational risk
					Number of plann	ning consultation	ons received		NEW	A/W data	<u> </u>			<u> </u>	High		Quarterly	Business critical	Reputational risk
			BUDGET AND F		Budget	Dec desert	Du tout			:	2016/17 Ex	penditure						2016/17 Income	
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20												
Expenditure	2,666	2,751	2,579	2,500		2,457		1					■E	mployees					■Government grants
Employees	1,839	1,938	2,049	1,975		1,935		1											•
Premises Transport	45	34	39	39	9 40	40	0 40						■P	remises					= Daimhuraamanta
Supplies & Services	280	260				47							_			/			■Reimbursements
3rd party payments	131	127	103	98	3 99	101	1 103	,					m	ransport		//			
Transfer payments Support services	371	392	334	334	1 334	334	4 334	'					=0	upplies & S	aniaaa				■Customer & client receipts
Depreciation	3/1	392	334	334	334	33-	4 334	1					-3	upplies & S	ervices	1			
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	1					■ 3i	rd party pay	ments				■Recharges
Income	2014/15 1,097	2014/15 1,183	2015/16 1,459	2016/17 1,427	2017/18 7 1,577	2018/19 1,627	2019/20 7 1,627	4								-			
Government grants	7	7	1,439	1,427	1,577	1,021	1,027	1					■T	ransfer pay	ments				
Reimbursements	746	791	1,115	1,003		1,103		1								,			■Reserves
Customer & client receipts Recharges	344	385	344	424	474	524	4 524						■S	upport serv	ices				
Reserves					1 1			1			1								■Capital Funded
Capital Funded								1	1				■D	epreciation					
Council Funded Net Budget	1,569	1,568	1,120					_											
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20							Summary	of major bud	get etc.	changes		
	2014/13	2014/13	2013/16		2017/16	2010/19	2019/20								2016/17	,			
,								E&R13 = (£5	50k)										
								E&R15 = (£5											
				<u> </u>															
	 				+														
<u> </u>	1				+		1	-											
	+		,		+		1	-											
	0	0	45	0	0	0	0								2017/18	3			
							· · · · ·	E&R14 = (£	100k)										
1,800								ENV09 = (£	50k) [′]										
								ENV10 = (£	10k)										
1,600																			
1,400 -																			
' '																			
1,200 -															2018/19)			
								ENV08 = (£4	40k)						20.071				
				•				ENV09 = (£	50k)										
1,200 - 00 0, 1,000 -					—	_		1											
00 1,000 - 800 -								1											
000, 3 1,000 -								1											
800 - 600 -															2010/20	,			
800 -															2019/20)			
800 - 600 -															2019/20)			
800 - 600 - 400 - 200 -															2019/20)			
800 - 800 - 400 - 200 -	2015	2011	·	2017	2018	2019									2019/20)			
800 - 800 - 600 - 400 - 200 -	2015		3 2	2017	2018 •Actual	2019									2019/20)			

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FO Regulatory Services Partnership	OUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
Pr Start date	oject 1 2016-17	Project Title:	Expansion of shared 'regulatory' service Potential expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth in 2017.	Economic outcomes	3	2	6
End date	2017-18	Project Details:				_	ů
Pr	oject 2	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'	Improved effectiveness			
Start date	2015-16	Project Details:	Public Health have funded a 1 year fixed term contract for an Environmental Health Officer to deliver this project		2	1	2
End date	2016-17						
Pr	oject 3	Project Title:	Rationalisation of administration and licensing teams	Improved effectiveness			
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	2
End date	2016-17						
Pr	oject 4	Project Title:	Procurement of a new ICT case management system	Improved efficiency (savings)			
Start date	2014-15	Project Details:	Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth		3	2	6
End date	2016-17						
Pr	oject 5	Project Title:	Investigation of contaminated land at Marlowe Square	Risk reduction and compliance			
Start date	2013-14	Project Details:	Assess outcomes of wide scale soil sampling activities and develop action plan for treatment/remediation as necessary to reduce the risk of harm to local residents		5	2	10
End date	2016-17		the risk of riarm to local residents				
Pr	oject 6	Project Title:	Design and implement a joint Merton/Richmond budget	Economic outcomes			
Start date	2014-15	Project Details:	Design and implement a joint revenue (income & expenditure)budget on a 50/50 costs apportionment model		2	1	2
End date	2016-17						
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		,					
Pr	oject 8	Project Title:		Select one major benefit			
Start date							0
End date							
Pr	oject 9	Project Title:		Select one major benefit			\vdash
Start date		Project Details:					0
End date		·					
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							

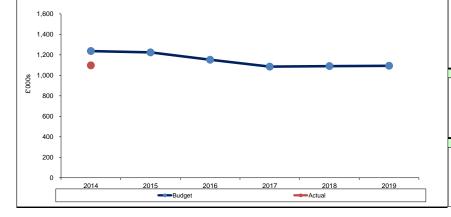
	Safer Me	erton									PI	anning Assu	mptions					The C	Corporate strategies your
Cllr Edith Joan Maca	auley Cabinet Me	mber for Enga	gement & Equa	ality		Anticipate	ed demand		201	14/15	201	15/16	201	6/17	2017/18	2018/19	2019/20	se	ervice contributes to
Enter a brief descrip	ption of your mai	in activities and	d objectives be	low	1	Number of n	ew ASB cases		6	09	6	520	6	40	640	600	600		Adult Treatment Plan
Safer Merton is a partnership	of the statutory	voluntary and	husiness secto	or		Popu	lation		208	3,822	21	1,569	214	,229	216,806	216,806	216,806	-	Anti Social Behaviour
partners who work together to					No. Multi Agency	Risk Asses	sment cases (do	mestic abuse)	1	58	1	160	1	62	162	162	162		Central Government
perceptions of safety, within the					Clients	presenting a	t the One Stop S	Shop	2	30	2	260	2	80	280	230	230	Child	iren & Young person's Plan
and Police and Health funded			nd Disorder red	luction is	Antici	pated non f	inancial resour	ces	201	14/15	20	15/16	201	6/17	2017/18	2018/19	2019/20		Community Plan
achieved through a range of it							(FTE)		21	.97	18	8.83	9	.10	7.10	7.10	7.10	Crime 8	& Disorder (partnership plan)
Tackling anti social behaviou		violence					()		 				-						& Mitcham N'bourhood Renewal
 Managing Neighbourhood W Other support and commissi 		ro part of the te	name romit ac	woll oc					+								+		
ensuring that the council is co			eams remit as	well as													+		
The service is managed throu			in partnership	with					Perfor	mance Targe	ets (T) & Pro	visional Porf	ormance Tar	nots (P)					Main impact if indicator not
Police, Probation and other s						Performan	ce indicator		2014/15(T)		` '	2017/18(P)		2019/20(P)	Polarity	Reporting cycle	Indicator type		met
The Statutory duty of the cour					9/ of recidents w	orriod about	drunk & rowdy beh	oviour (APS)	44	40	39	39	38	38	Low	Annual	Perception		Reputational risk
A duty to establish a crime a							ed about ASB (A		43	43	42	42	41	41	Low	Annual	Perception		Reputational risk
Complete an annual strategi	ic assessment a	nd agree a pla	n with partners	in			ed about crime (- /	50	50	49	49	48	48	Low	Annual	Perception	-	Reputational risk
response Respond to and deal with cr	ima and diaarda	r through ouids	naa baaad an	alution!			nent cases - dom	,	129	141	153	153	153	153	High	Monthly	Business critical		Breach statutory duty
work	ime and disorde	i irirougii evide	ence based an	aiyucai	Watt Agency 1	(131(713303311	ichi cascs don	icolic abasc	129	141	133	100	155	133	riigii	Wichtany	Select indicator type		Dicacii statutory daty
Delivering Anti-Social Behave	viour actions and	interventions							+	ļ		+					Select indicator type		
Specific duties around Dome									-								,,		
												1					Select indicator type	,	
												1							
									1	L		1							1
			BUDGET AND							:	2016/17 Ex	kpenditure					2016/17 Income		
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20							mployees					
Expenditure	1,632	1,456	1,502	1,431	1,364	1,36	9 1,372							IIIpioyees				■Go	vernment grants
Employees	848	758	741	743	673	67	3 673						_						
Premises	2	5	2	2	2		2 2						■ P	remises				_	
Transport Supplies & Services	179	1 164	142	137	139	14	2 144											■Re	imbursements
3rd party payments	272	194	251		253	25				W			■T	ransport					
Transfer payments	0	0	0	0	0		0 0	-		\\\		1						=Cu	stomer & client receipts
Support services	230	240	234	234	234	23	4 234			\		- 1	■S	upplies & S	ervices			■ Cu	storrier & client receipts
Depreciation	94	94	125	56	56	5	6 56								· · · · ·				
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20						■3	rd party pay	ments			■Re	charges
Income	395	359	278		279	27													I
Government grants	226	203	108	108	108	10		1					■T	ransfer payr	nents			■Re	serves
Reimbursements	163	154	164	165	165	16	5 165												
Customer & client receipts Recharges	6	2	6	6	6		ы 6						■S	upport servi	ces				
Reserves							+		-4					.,,,			-	■Ca	pital Funded
Capital Funded							+ -						m P	epreciation					·
Council Funded Net Budget	1,237	1,097	1,224	1,152	1,085	1,09	0 1,093							oprodiation					1
	Final Budget			Dudget	Dudget	Dudget													



2017/18 E&R43 = (£70k) 2018/19

2019/20

Summary of major budget etc. changes 2016/17



			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Safer Merton	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Restructure of Safer Merton	Improved efficiency (savings)			
Start date	01/04/2015	Project Details:	Comprehensive restructure of entire service incluing priorities, location etc,		4	1	4
End date	31/12/2015						
Pr	oject 2	Project Title:	Review of IOM partnership working	Improved effectiveness			
Start date	01/01/2016	Project Details:	Comprehensive review of stakeholder relationship		4	1	4
End date	31/03/2016						
Pr	oject 3	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 4	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 5	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 6	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		,,					
Pr	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		r Toject Details:					
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		Project Details:					

																		The Comments of the Comments
	Street C								1 204	14/45		nning Assun		CHT	0047/40	004040	0040/00	The Corporate strategies your
Cllr Judy Saunders						Anticipated				14/15	201		201		2017/18	2018/19	2019/20	service contributes to
Enter a brief descri	-					Popul				3,822	211		214		216,806	218,000	220,000	Anti Social Behaviour
Street Cleaning: to improve						Housing P				,000	81,			800	82,100	82400	85000	Performance Management Framework
collecting fly tips, removing li Enforcement: to improve the						Kilometers	of Roads		3	75	3	' 5	3.	75	375	375	375	Waste Management Plan
reducing fly tipping, litter, dog									204	14/45	201	FIAC	204	CIAT	2047/40	004040	0040/00	Community Plan
collecting stray dogs.	,	,	g , ,	g,	Anti	icipated non fir		rces		7.00		.00	201	6.00	2017/18 100.00	2018/19 100.00	2019/20 100.00	
Winter Gritting: delivering ar	efficient servic	e in accordance	e with Highway	s section	-	Staff (26		6	2		26	26	26	
priorities.					-	Trans	роп		<u> </u>	20		О		.0	20	20	20	
Objectives • fulfil the council's statutory	resnonsihilities	in respect of st	reet cleansing						-									
maximise efficiencies through									Perfor	mance Targe	ets (T) & Prov	isional Perfo	rmance Tard	nets (P)				Main impact if indicator not
 provide value for money se 		t the needs of I	residents and b	ousinesses		Performanc	e indicator		2014/15(T)		2016/17(P)	2017/18(P)		2019/20(P)	Polarity	Reporting cycle	Indicator type	met
champion the needs of the					% Resid	ents satisfied	with street cle	anliness	60	56	57	58	59	59	High	Annual	Perception	Reputational risk
 improve our customer infor protect and care for the we 			mployoos the			s surveyed bel			7.5	9.5	9	8.5	8	8	Low	Quarterly	Perception	Reputational risk
environment, our customers						surveyed below			12	15	14.5	14	13.5	13.5	Low	Quarterly	Perception	Reputational risk
 provide a safe and support 	ive environmen					surveyed belo			5.0	5.5	5.5	5.5	5.5	5.5	Low	Quarterly	Perception	Reputational risk
outstanding health and safet					% Sites	surveyed belo	w standard fo	or weeds	14.00	13.50	13.00	12.5	12	12	Low	Quarterly	Perception	Reputational risk
provide a customer focuss improve levels of actisfacti			and improvement	ent		Number of fly	tips reported		3200	3700	3600	3500	3400	3400	Low	Monthly	Outcome	Reputational risk
 improve levels of satisfaction 	on with services	ргочиеа.				s lost through			10	15	14	13	12	12	Low	Quarterly	Outcome	Increased costs
					% Sites su	urveyed below	standard for	flyposting	1	1	1	1	1	1	Low	Quarterly	Perception	Reputational risk
					% of l	FPNs issued th	nat have bee <u>r</u>	n paid	New	65%	68%	70%	72%	72%	High	Monthly	Output	Loss of income
	D	EPARTMENTAL	BUDGET AND	RESOURCES							2016/17 Ex	nenditure					2016/17 Income	
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget			-	-0.0/1/ LA	Jonana C					2010/17 111001116	
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20							-malayaaa				
Expenditure	5,535	5,580			4,982	4,996							•	Employees				■Government grants
Employees Premises	3,270 27	3,351 35				2,599 31	2,599							Promises				
Transport	482	474				404								Premises				=D-ib
Supplies & Services	160	158				99	101						_	_				■Reimbursements
3rd party payments	428	365			410	416	423							Fransport			A	
Transfer payments				·					A			- 10	١				1	■Customer & client receipts
Support services Depreciation	1,168	1,197	1,447	1,447	1,447	1,447	1,447						-	Supplies & Se	rvices			1
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget		-									
Revenue £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				/8		■ 3	3rd party payn	nents			■Recharges
Income	452	587				467	467					- 1	1				1	
Government grants Reimbursements													a 7	Transfer paym	ents			■Reserves
Customer & client receipts	452	587	452	472	469	467	467											
Recharges	402	307	402	7/2	403	401	407						■ \$	Support servic	es			
Reserves																		■Capital Funded
Capital Funded									-				■0	Depreciation				
Council Funded Net Budget	5,083	4,993	5,492	5,094	4,513	4,529	4,546											
Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget							Summary	of major budget et	c. changes		
-	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20							•	2016/17	· ·		
	1						 	ENIA (040	201-)						2010/11			
	1							EN14 = (£10 E&R17 = (£1										
							1	E&R20 = (£2										
	1							E&R22 = (£4										
							1											
	1						1											
							1											
	0	0	0	0	0	0	0								2017/18			
								E&R16 = (£6	600k)									
6,000 7								E&R20 = £3										
5,000 -																		
				—	_													
4.000				-	_	_												
4,000 - σ							ľ								2018/19			
£,000s								E&R20 = £2	 2k									
3,000 -																		
-,																		
2,000 -																		
							ľ								2019/20			
1,000 -																		
0																		
	2015	201	6	2017	2018	2019												
2014																		
2014		- Budget		-	Actual													

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMU Street Cleaning	WI OF 10 OVER THE FOUR TEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	1 11-111	Risk Impact	0
Pr	oject 1	Project Title:	Introduce mobile working	Improved effectiveness	Likelinood	Impact	Score
Start date	2014-15	Project Details:	This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.		2	2	4
End date	2016-17						
Pr	oject 2	Project Title:	Introduce timed commercial waste collections in town centres	Improved customer experience			
Start date	2013-14	Project Details:	Introduce time banded waste collections in town centres starting with Wimbledon and Morden town centre now completed. We are expanding this to include Mitcham Town centre in the future.		2	2	4
End date	2016-17						
Pr	oject 3	Project Title:	Review Street Cleansing equipment	Improved effectiveness			
Start date	2014-15	Project Details:	Review of Mechanicals sweeping resource with a view to consider more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) has been completed- 5 in operation across the		2	2	4
End date	2016-17		borough.				
Pr	oject 4	Project Title:	Increase Enforcement Capacity	Improved reputation			
Start date	2014-15	Project Details:	Procurement is currently in progress with the aim of securing a two year contract for additional		3	1	3
End date	2016-17	. roject Betane.	enforcement capacity for littering and dog fouling offences. OJEU issued Oct 2015.				
Pr	oject 5	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	
End date		,					
Pr	oject 6	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	roject 7	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 8	Project Title:		Select one major benefit			
Start date		Decided Describe					
End date		Project Details:					
Pr	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		FTOJECT DETAILS:					

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

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

The main aims of the service are to:

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

Objectives

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

Specific Objectives:

Introduce Mobile working

Channel shift and move to on-line self service system

Number of trees to be maintained	16	,640	16,	710	16	,710	16,710	16,710	16,710	1	Local Transport Plan
Network Maintenance and Improvement	363	.5km	363	.5km	363	3.5km	363.5km	363.5km	363.5km		Local Implementation Plan
Number of Streetwork Permits issued	18	,000	18,	000	18	,000	18,000	18,000	18,000		Capital Programme
Anticipated non financial resources	201	4/15	201	5/16	201	16/17	2017/18	2018/19	2019/20	Le	cal Development Framework
Staff (FTE)	36	6.60	26	.60	24	1.00	23.00	23.00	23.00		
Performance indicator			ets (T) & Prov			. ,	Polarity	Reporting cycle	Indicator type		Main impact if indicator not
r enormance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	rolatity	Reporting Cycle	mulcator type		met
Avg days taken to repair out of light Lamp Columns	3	3	3	3	3	3	Low	Quarterly	Quality		Reduced customer service
% response to Emergency Callouts (within 2 hrs)	100	100	100	100	100	100	High	Monthly	Quality		Increased costs
% Streetworks permitting determined	98	98	98	98	98	98	High	Monthly	Quality		Loss of income
% Streetworks inspections completed	35	37	38	38	38	38	High	Quarterly	Unit cost		Loss of income
% jobs completed where no Fixed Penalty Notice issued	98	93	93	93	93	93	High	Monthly	Outcome		Reduced customer service
% of Condition Surveys completed on time	92%	95%	95%	95%	95%	95%	High	Annual	Quality		Increased costs
Carriageway Condition - Unclassified Roads non principal Defectivenes Condition Indicator	21%	20%	19%	19%	19%	19%	Low	Annual	Quality		Increased costs
Footway condition - Defectiveness Condition Indicator	21%	20%	19%	19%	19%	19%	Low	Annual	Quality		Increased costs

2016/17

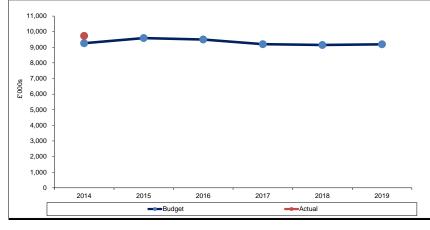
12,673

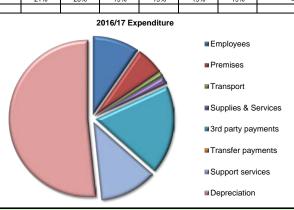
2017/18

12.673

2014/15 2014/15 2015/16 2016/17 2017/18 2018/19 2018		DE	PARTMENTAL	BUDGET AND	RESOURCES			
Employees 1,819 1,585 1,333 1,128 1,099 1,099 Premises 702 707 732 686 548 557 Transport 128 126 128 107 108 110 Supplies & Services 263 169 252 198 201 204 3rd party payments 2,277 2,447 2,414 2,158 2,073 2,008 Transfer payments 1,259 917 1,385 1,385 1,385 1,385 Support services 1,259 917 1,385 1,385 1,385 1,385 Depreciation 5,915 5,915 5,651 6,046 6,046 6,046 Revenue £'000s Final Budget 2014/15 2014/15 2014/15 2014/15 2016/17 2018/19 201/1/18 2018/19 201/1/18 2018/19 201/1/18 2018/19 201/1/18 2018/19 201/1/18 2018/19 201/1/18 2018/19 201/1/18 2018/19 201	Revenue £'000s							Budget 2019/20
Premises 702 707 732 686 548 557 Transport 128 126 128 107 108 110 Supplies & Services 263 169 252 198 201 204 3rd party payments 2,277 2,447 2,414 2,158 2,073 2,008 Transfer payments 2,277 2,447 2,414 2,158 2,073 2,008 Transfer payments 2,277 2,447 2,414 2,158 2,073 2,008 Support services 1,259 917 1,385 1,385 1,385 1,385 Depreciation 5,915 5,915 5,651 6,046 6,046 6,046 6,046 Revenue £'000s Final Budget 2014/15 2014/15 2015/16 2016/17 2017/18 2018/19 Income 3,104 2,140 2,307 2,211 2,266 2,266 Government grants 280 243 219 0 0 0 0 0 Reimbursements 334 339 362 400 400 400 Customer & Glient receipts 1,493 1,477 1,229 1,314 1,369 1,369 Recharges 497 31 497 497 497 497 Reserves 497 31 497 497 497 Capital Funded 497 497 497	Expenditure	12,363	11,866	11,895	11,708	11,460	11,409	11,458
Transport 128 126 128 107 108 110 Supplies & Services 263 169 252 198 201 204 3rd party payments 2,277 2,447 2,414 2,158 2,073 2,008 Transfer payments 1,259 917 1,385 1,385 1,385 1,385 Depreciation 5,915 5,915 5,651 6,046 6,046 6,046 Revenue £'000s Final Budget 2014/15 2014/15 Budget 2014/15 Budget 2014/15 Budget 2014/15 Budget 2014/15 Budget 2014/15 2016/17 2018/19 201 Income 3,104 2,140 2,307 2,211 2,266 2,266 2,266 20 Government grants 280 243 219 0 0 0 0 0 Reimbursements 834 389 362 400 400 400 400 400 400 400 400 400 400 400	Employees	1,819	1,585	1,333	1,128	1,099	1,099	1,099
Supplies & Services 263 169 252 198 201 204 3rd party payments 2,277 2,447 2,414 2,158 2,073 2,008 Transfer payments 2,277 2,447 2,414 2,158 2,073 2,008 Support services 1,259 917 1,385 1,385 1,385 1,385 Depreciation 5,915 5,915 5,651 6,046 6,046 6,046 Depreciation 5,915 4,915 2014/15 2014/15 2014/15 2014/15 2014/15 2014/15 2014/15 2016/17 2017/18 2018/19 Income 3,104 2,140 2,307 2,211 2,266 2,266 Government grants 280 243 219 0 0 0 0 Reimbursements 834 339 362 400 400 400 Customer & Client receipts 1,493 1,477 1,229 1,314 1,369 1,369 Recharges 497 31 497 497 497 497 Reserves 497 31 497 497 497 Capital Funded 400 400 400 400 Capital Funded 400 400 400 400 Capital Funded 40	Premises	702	707	732	686	548	557	566
3rd party payments		128	126	128	107	108	110	112
Transfer payments 1,259 917 1,385 1,385 1,385 1,385 Depreciation 5,915 5,915 5,651 6,046 6,046 6,046 Revenue £'000s Final Budget	Supplies & Services	263	169	252	198	201	204	207
Support services 1,259 917 1,385 1,3		2,277	2,447	2,414	2,158	2,073	2,008	2,043
Depreciation	Transfer payments							
Revenue £'000s Final Budget 2014/15 Actual 2014/16 Budget 2014/16 Budget 2014/16 Budget 2014/18 Budget 2018/19 B	Support services	1,259	917	1,385	1,385	1,385	1,385	1,385
2014/15 2014/15 2015/16 2016/17 2017/18 2018/19 2018/10 2018	Depreciation	5,915	5,915	5,651	6,046	6,046	6,046	6,046
Section Company Comp	Revenue £'000s							Budget 2019/20
Reimbursements 834 389 362 400 400 400 Customer & Client receipts 1,493 1,477 1,229 1,314 1,369 1,369 Recharges 497 31 497 497 497 497 Reserves Capital Funded Capital	Income	3,104	2,140	2,307	2,211	2,266	2,266	2,266
Customer & Client receipts 1,493 1,477 1,229 1,314 1,369 1,369 Recharges 497 31 497 497 497 497 Reserves Capital Funded	Government grants	280	243	219	0	0	0	C
Recharges 497 31 497 497 497 497 Reserves Capital Funded Image: Capital Funded Image: Capit	Reimbursements	834	389	362	400	400	400	400
Reserves Capital Funded	Customer & client receipts	1,493	1,477	1,229	1,314	1,369	1,369	1369
Capital Funded	Recharges	497	31	497	497	497	497	497
	Reserves							
Council Funded Net Budget 9,259 9,726 9,588 9,497 9,194 9,143	Capital Funded							
Final Budget Actual Budget Budget Budget Budget Bu	Council Funded Net Budget		9,726	-,			9,143	9,192

Council Funded Net Budget	9,259	9,726	9,588	9,497	9,194	9,143	9,192	l
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Γ
Highways Gen Planned Works		511	484	419	419	422	427	L
Footways Planned Works		1,002	1,000	1,000	1,000	1,000	1,000	
Street Lighting		421	600	462	290	509	290	Ĺ
Street Scene		59	191	60	60	60	60	Ĺ
Highways Planned Road Works		1,757	1,500	1,500	1,500	1,500	1,250	Ĺ
Transport For London		1,906	2,834	1,754	1,845	1,865	TBA	Ĺ
								Ĺ
								Ĺ
	0	5,655	6,609	5,195	5,114	5,356	3,027	П





Planning Assumptions

2015/16

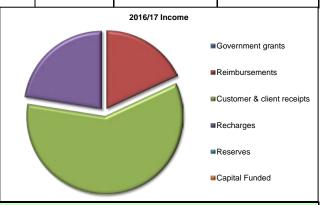
12,673

2014/15

12.673

Anticipated demand

Street lights



2019/20

12.673

2018/19

12.673

The Corporate strategies your

service contributes to

Road Safety Plan

Summary of major budget etc. changes 2016/17

00 ER23 = (53k) 00 EN27 = (£10k) 01 EN30 = (£20k) 03 EN31 = (£30k) 04 EN31 = (£30k) 04 EA32 = (£10k) 05 EA32 = (£20k) 05 E&R35 = (£25k) 05 E&R36 = (£50k) 05 E&R38 = (£50k) 07 E&R39 = (£50k)



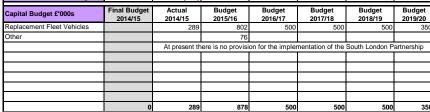
2018/19

2017/18

ENV16 = (£65k) ENV17 = (£35k)

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAX Traffic & Highways	IMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Flood and Water Management Schemes	Improved reputation			
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy.		1	1	1
End date	2016-17						
Pr	oject 2	Project Title:	Delivery of Mitcham Town Centre scheme	Improved reputation			
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre		4	3	12
End date	2016						
Pr	oject 3	Project Title:	On-line self Service System	Improved effectiveness			
Start date	2015-16	Project Details:	Move to on-line self service system		2	2	4
End date	2016-17						
Pr	oject 4	Project Title:	4 Year work Programme	Improved reputation			
Start date	2015-16						
End date	2019-20	Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough		2	1	2
Pr	oject 5	Project Title:	Street Lighting Investment - Conversion to LED	Improved sustainability			
Start date	2015-16				2	2	4
End date	2018-19	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs				
Pr	oject 6	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		-,					
Pr	oject 9	Project Title:		Select one major benefit			
Start date							
End date		Project Details:					
Pro	ject 10	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		·					

	Trans	oort		1							Pla	anning Assur	mptions					The Corporate strategies your
Cllr Andrew Judge (Cabinet Member	for Sustainabil	ity & Regenerati	on		Anticipate	d demand		201	4/15		15/16	201	6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief descri					CSF		rneys - Contractor	'S	95	000	95	000	95	000	95000	95000	95000	Capital Programme
To provide a comprehensive an							ourneys - In-House			000		000		000	70000	70000	70000	Children & Young person's Plan
service, in support of the user de							rneys - Contractor			000		000		000	50000	50000	50000	Adult Treatment Plan
Community & Housing using the	in-house fleet an	d taxi providers.		ŀ			ourneys - In-House			000		000		000	70000	70000	70000	Customer Services Strategy
Providing self drive vehicles for	the in-house done	rtmonte (Maeto	Operations Leisu	iro Parking			nancial resource			4/15		15/16	201		2017/18	2018/19	2019/20	Cuciomor Corvidos Ciralogy
etc.) who require vehicles to car			Operations, Leist	ile, raikilig			i Framework cont			34		34		34	34	34	34	
	-			ŀ	110. 01 001	Sta		idotoro		33		2.75	62.75		62.75	61.75	61.75	
Full fleet management is provide				des all		No.Transport				92		92		92	192	192	192	
servicing , repairs maintenance	and Operators Lic	ence requireme	nts.	ŀ		110. Hanoport	1001 10110100		<u> </u>	-		<u> </u>		-	102	102	102	
Providing health & safety and ve	ehicle related in-he	ouse training to a	all council staff an	d external					Perfor	mance Targe	ets (T) & Pro	visional Perfe	ormance Tar	aets (P)				Main impact if indicator not
organisations						Performano	e indicator		2014/15(T)	ū	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	met
Procurement of vehicles for the	authority ensuring	dents get the vi	shicles to suit the	ir sanvicas		Spot checks of	on contractors		50	50	50	50	50	50	High	Monthly	Business critical	Reduced customer service
and provide assistance on vehic		depts get the vi	critoics to suit tric	ii scivices,	Parents		tion with taxi journ	nevs	75%	TBD	TBD	TBD	TBD	TBD	High	Annual	Perception	Reduced customer service
				ŀ		% MOT vehic			95	95	95	95	95	95	High	Quarterly	Outcome	Reduce customer service
Objectives Ensuring that the service provi	ded by Transport	s effective value	e for money while	still meeting	Ave	erage % passno	er vehicles in use		65	85	85	85	85	85	High	Quarterly	Unit cost	Increased costs
customers expectations.	ded by Transport	5 CHCCHVC , value	c for money willie	Sun meeting		<u> </u>	hat meet timescal		85	85	85	85	85	85	High	Quarterly	Outcome	Incresed costs
Procurement of goods & service		op area. Ensurin	g value for mone	y and		% Client use			97	97	97	97	97	97	High	Annual	Outcome	Reduce update of service
compiling with authorities standi Procurement of replacement v		alo of the outhor	it.	ŀ	S	ickness - avera	ge days per FTE		12	12.5	11.5	11	10.5	10	High	Monthly	Unit cost	Increased costs
We will ensure legal compliance				tranport											Ü	<u> </u>		
services including operators lice		, , ,																
	DE	PARTMENTAL	BUDGET AND R	RESOURCES							2016/17 Ex	nondituro	•			•	2016/17 Income	
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget				2010/17 22	perialtare					2010/17 IIICOIIIC	
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20						■Fi	mployees				_
Expenditure	9,970	9,943	9,766	9,724	9,820	9,887	-,											■Government grants
Employees Premises	2,102 90	2,007 78	1,996 93	1,983 87	1,983 87	1,953							■ D:	remises				
Transport	6,396	6,440	6,316	6,233	6,327	6,422							-	CIIIISCS				■ Reimbursements
Supplies & Services	96	97	98	84	86	87							ωТ.					- Kelinbursements
3rd party payments													- 11	ansport				
Transfer payments				.=-				/					-0		.		//	■Customer & client receipts
Support services Depreciation	752 534	787 534	876 387	876 461	876 461	876 461		- 1					■ Si	upplies & S	ervices			
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget								1 1	V		
Revenue £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	V.				,	■ 3r	d party pay	ments	/		■Recharges
Income	9,868	10,107	9,766	9,646	9,646	9,681		\ \							II 1			
Government grants								,					■Tr	ansfer pay	ments			■ Reserves
Reimbursements	911 8.957	729 9.372	911 8.855	703 8.943	703 8,943	703												
Customer & client receipts Recharges	8,957	9,372	0,000	0,943	6,943	8,978	0,976						■S	upport serv	ices			
Reserves			†	Ì		1	 											■Capital Funded
Capital Funded													■ D	epreciation				
Council Funded Net Budget	102	(164)	0	78	174	206	302							.,				
I————	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget							_				
Capital Budget £'000s Replacement Fleet Vehicles	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20							Summary	of major budget et 2016/17	c. changes		



Actual

-100 -

──Budget

500 350

ENV32 = (£30k)
ENV37 = (£35k)



2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Transport	F 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	New Joint Passenger Transport Framework	Improved efficiency (savings)			
Start date	2015-16	Project Details:	Joint Passenger Transport Framework with neighboroughing boroughs Sutton and Kingston.		2	2	4
End date	2019-20						
Pro	oject 2	Project Title:	Benchmarking - Internal Services	Improved efficiency (savings)			
Start date	2014-15	Project Details:	To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments		2	2	4
End date	2016-17						
Pro	oject 3	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	ject 4	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 5	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 6	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	ject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		•					
Pro	ject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		r roject Betane.					
Pro	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		i Toject Details.					
Pro	ject 10	Project Title:		Select one major benefit			
Start date		Project Petalla					0
End date		Project Details:					

Waste Management			Planning Assu	mntions				The Corporate strategies your
Cllr Judy Saunders Cabinet Member for Performance & Implementation	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Population	208,822	211,569	214,229	216,806	218000	220000	Waste Management Plan
As a unitary authority, Merton is responsible for both household waste collection and	Anticipated free bulky waste requests per annur		15600	15900	16000	16100	16100	Performance Management Framework
disposal.	Total household waste tonnage	71,000	71,000	71,000	71,000	71,000	71000	London wide strategy
Household Reuse and Recycling Centres - Merton is required to provide facilities for the disposal of excess household and garden waste free of charge.	Anticipated number of Garden waste customer		6012	6312	6612	6912	7000	Climate Change Strategy
Objectives	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
 provide efficient and accessible services to all of our customers, including those with specific needs. 	Staff (FTE)	110.79	112.19	114.19	94.19	90.19	90.19	
• to advise our customers on the services provided and to keep improving our services	Transport	31	29	29	29	29	29	
in line with customer needs.								
 promote public awareness of waste minimisation and encourage re-use and recycling through information, education and empowerment. 								_
rooyomig amough micrimation, outdouten and omponement.	Performance indicator		ets (T) & Provisional Peri		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	% Household waste recycled	2014/15(T) 2015/16(T)	2016/17(P) 2017/18(P)	2018/19(P) 2019/20(P)	High	Monthly	Business critical	met Reputational risk
	% Residents satisfied with refuse collection	42 38 74 72	TBC TBC 74 76	TBC TBC 77	High	Annual	Perception	Reputational risk
	Residual waste kg per household pa	504 580	TBC TBC	TBC TBC	Low	Monthly	Outcome	Increased costs
	% Municipal solid waste landfilled	47 60	59 57	57 56	Low	Monthly	Outcome	Increased costs
	Number of missed bins per 100,000	55 55	TBC TBC	TBC TBC	Low	Monthly	Outcome	Reduced customer service
	Total waste arising per household Kg	873 910	TBC TBC	TBC TBC	Low	Monthly	Outcome	Reputational risk
	Days lost from sickness per FTE	10 15	14 13	12 12	Low	Quarterly	Outcome	Increased costs
	% Residents satisfied with recycling facilities	75 73	74 75	76 76	High	Annual	Perception	Reputational risk
					High	Annual	Output	Reduced customer service
DEPARTMENTAL BUDGET AND RESOURCES		20	016/17 Expenditure				2016/17 Income	
Revenue £'000s Final Budget Actual Budget Budget	Budget Budget Budget		=xponditure					
2014/15 2014/15 2015/16 2016/17	2017/18 2018/19 2019/20			■ Employees				
Expenditure 14,221 15,059 13,985 13,475 Employees 3,743 4,098 3,686 3,961	12,083 12,055 12,177 3,140 2,991 2991							■Government grants
Premises 141 114 139 129	124 124 125			■ Premises				
Transport 1,354 1,235 1,306 1,268	1,073 1,093 1112							■Reimbursements
Supplies & Services 843 680 818 452	324 331 339			■Transport				
3rd party payments 6,077 6,868 5,977 5,665 Transfer payments 2 2 2	5,422 5,516 5610 2 2 2							=Customer 9 elient receipts
Support services 1,360 1,363 1,355 1,355	1,355 1,355 1355			■Supplies & S	ervices			■Customer & client receipts
Depreciation 701 701 702 643	643 643 643	4						
Revenue £'000s Final Budget Actual Budget Budget	Budget Budget Budget			■3rd party pay	ments			■Recharges
2014/15 2015/16 2016/17	2017/18 2018/19 2019/20 1,675 1,684 1,684			. ,.,				
Government grants 265 245 0	0 0 0			■Transfer pay	ments			=Daggrees
Reimbursements 236 216 98 233	233 233 233			. ,	l '			■Reserves
Customer & client receipts 640 676 640 630 Recharges 638 648 660 660	782 791 791 660 660 660			■Support serv	ices			
Reserves 636 646 660 660	660 660							■Capital Funded
Capital Funded				■ Depreciation				
Council Funded Net Budget 12,442 13,274 12,587 11,952	10,408 10,371 10,493			.,				
Capital Budget £'000s Final Budget Actual Budget Budget	Budget Budget Budget			Summary	of major budget etc	c changes		
2014/15 2014/15 2015/16 2016/17	2017/18 2018/19 2019/20 46 46 40			• • • • • • • • • • • • • • • • • • •	•			
Waste Management Schemes 95 368 46		7 (0001)			2016/17			
		7 = (£23k) 3 = (£70k)						
		$\theta = (£50k)$						
	E&R2	I = (£30k)						
	week	recense adjustment (C27Ek)						
	WCSS	reserve adjustment = (£275k)						
0 95 368 46	46 46 40				2017/18			
		= (£250k)						
14,000 7		6 = (£900k)						
		5 = (£191k) 6 = (£20k)						
12,000 -		7 = (£66k)						
12,000		8 = (£37k)						
		9 = (£20k)						
10,000 -		0 = (£30k) 1 = (£102k)						
φ	ENV3	6 = (£50k)						
8,000 -					2018/19			
ંત	FN//3	1 = (£9k)						
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6,000 -								
4,000 -								
2,000 -					2019/20			
2,000								
0								
2014 2015 2016 2017	2018 2019							

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Waste Managen				
	PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT	Risk		
Pr	oject 1	Project Title:	South London waste partnership (phase B)	Improved efficiency (savings)	Likelihood	Impact	Score
Start date	2012-13	Project Details:	The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness. Interim service commencing on 1 April 2014. A rolling 3 month plan to be developed covering Communications, Construction and Operational plans for the construction period and commissioning of new facility.	to ensure sustainable and affordable waste disposal solutions mitigating the need for Landfill	2	4	8
End date	2016-17	,					
Project 2		Project Title:	Mobile technology including GPS and in cab monitors	Improved efficiency (savings)			
Start date	2014-15	Project Details:	Procurement and introduction of the GPS, driver behavioural management, route optimisation system. This project has been delayed as planned to introduce during 2014-15. Will not start to be implemented until 2015-16, planned savings have been deferred. Revised specification and service		3	2	6
End date	2016-17		requirements amended.				
Project 3		Project Title:	LWARB efficiency review of Domestic waste collections	Improved efficiency (savings)			
Start date	2014-15	Project Details:	Review of existing service to ensure we have the most efficient service and consider options for the future. Phase one completed need to agree if we move forward with phase 2.		2	2	4
End date	2016-17						
Pr	oject 4	Project Title:	South London waste partnership (phase C)	Improved efficiency (savings)			
Start date	2014-15	- Project Details:	The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including: waste collection, street cleansing, grounds and parks maintenance, winter gritting and fleet maintenance as well as commercial waste collection On schedule for contract award December 2016 with contract start date of April 17.		3	2	6
End date	2017-18						
Project 5		Project Title:		Select one major benefit			
Start date	2014-15						
End date	2017-18	Project Details:					
Pr	oject 6	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		1 Toject Details.					
Pr	oject 8	Project Title:		Select one major benefit	1		
Start date		Drainet Dataile					0
End date		Project Details:					
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							