

## Second Draft Service Plans.

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

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

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

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

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

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

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

### Index of Departmental Service and Commissioning Plans

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

*\*Commissioning Plan*



# **Children Schools & Families**



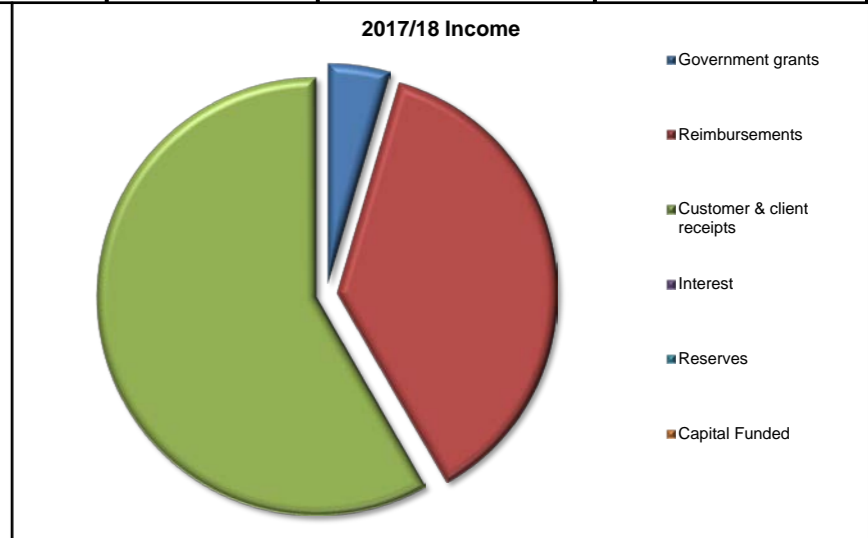
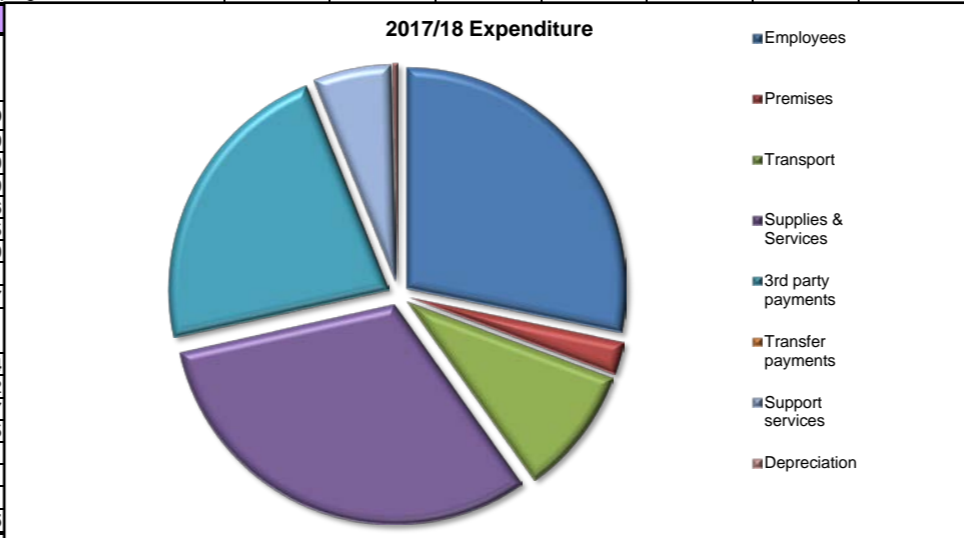
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Children's Social Care & Youth Inclusion

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk		
					Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>MOSAIC (CYPWB &amp; TOM) Phase 1 and 2.</b>		Improved efficiency (savings)		
Start date	2013-14	Project Details:	Cross-cutting project to provide system for both CSF & C&H including financial aspects; the new system has full casework management capability to deal with statutory requirements including C&F Act in relation to CYP with SEND, management information & reporting for both case management and inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim project is delivering improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP .	3	3	9	
End date	2016-19						
<b>Project 2</b>		Project Title:	<b>Regionalisation of Adoption</b>		Improved effectiveness		
Start date	2016-17	Project Details:	Reginalisation of Adoption. The government requires Local Authorities will establish regional arrangements for some elements of adoption services. Merton is part of the developing Pan London Approach approved by Cabinet (Sept 2016).	3	2	6	
End date	2018-19						
<b>Project 3</b>		Project Title:	<b>Continuous Improvement and Inspection Readiness</b>		Improved effectiveness		
Start date	2013-14	Project Details:	To improve data quality, case records & management, filing & retention, & reporting to provide improved and easily accessible information for inspection purposes. To continually improve the day to day management across our services, delivery of improvement plans and embedding our revised QA framework. Continue to utilise all data sources to inform best practice sources include; JTAI's, YJ, EY's, SEND, QA framework and our SIF.	4	3	12	
End date	2017-18						
<b>Project 4</b>		Project Title:	<b>Youth Justice</b>		Improved efficiency (savings)		
Start date	2014-15	Project Details:	Responding to Charlie Taylor review and potential reconfiguring of Youth Justice. Development of policy framework in response to regulation and likely funding changes.		3	2	6
<b>Project 5</b>		Project Title:	<b>Well Being Model - CSC &amp; CYPWB/TOM</b>		Improved effectiveness		
Start date	2013-14	Project Details:	A review of the well being model is underway, engagement with partners and a task and finish group is established, the review will include; looking at structures in CSC, our Early Help model and points of access. we will deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; Flexible working ; Care proceedings as outlined in the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.	4	3	12	
End date	2019-20						
<b>Project 6</b>		Project Title:	<b>Workforce development</b>		Improved staff skills and development		
Start date	2015-16	Project Details:	We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.	4	3	12	
End date	2019-20						

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

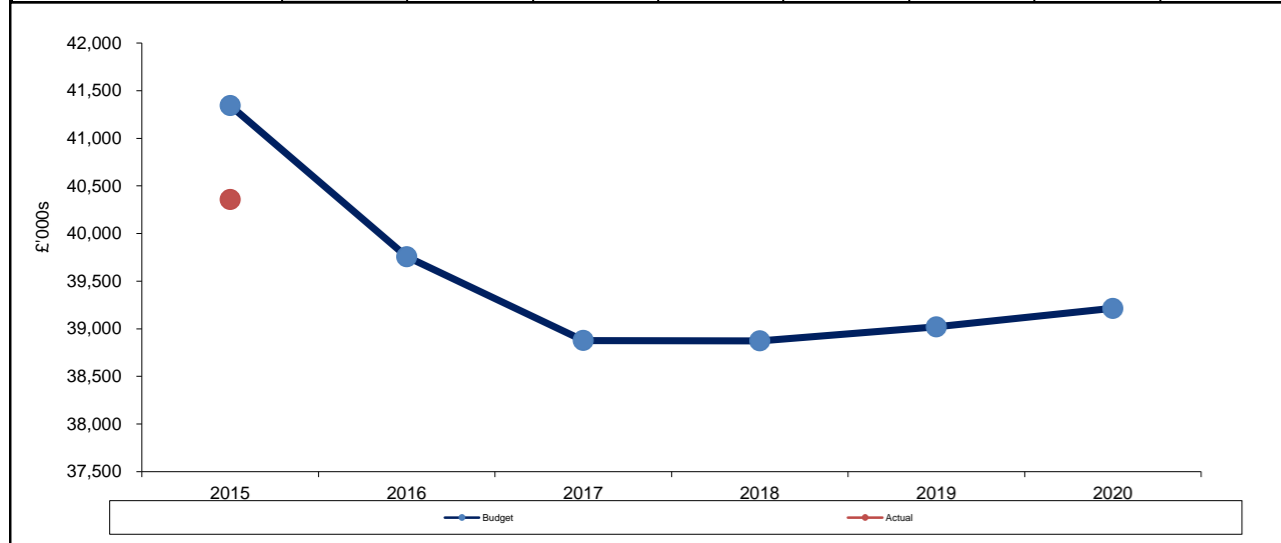
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
<b>Expenditure</b>	<b>47,569</b>	<b>47,004</b>	<b>44,977</b>	<b>-329</b>	<b>43,981</b>	<b>44,127</b>	<b>44,273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



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

**2017/18**

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



**2018/19**

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

**2019/20**

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

**2020/21**



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

**Education**

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

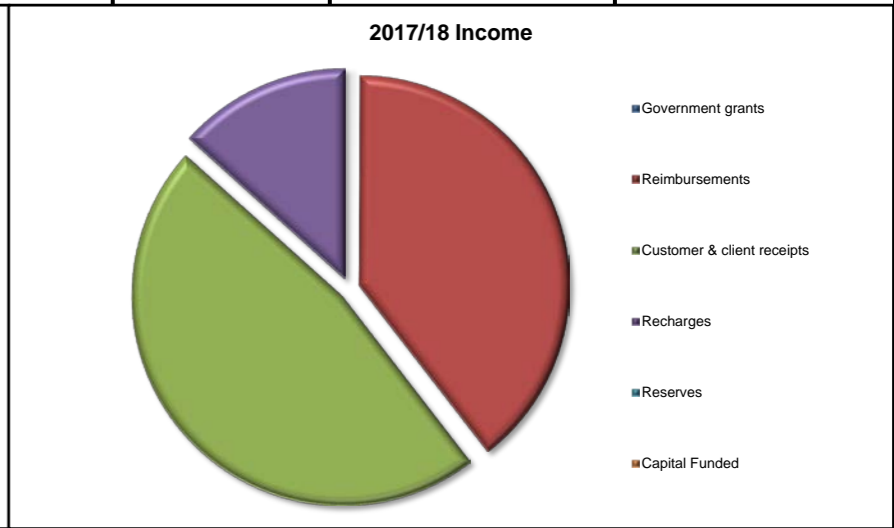
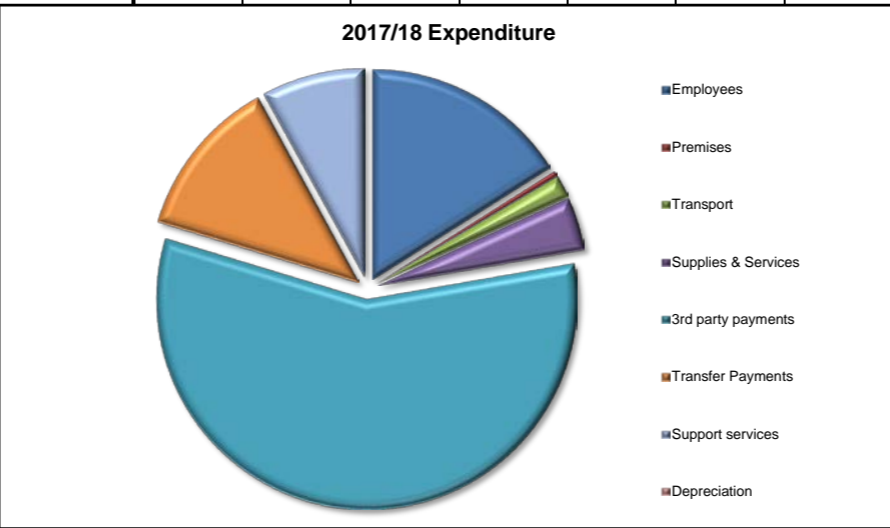




# **Community & Housing**

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

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



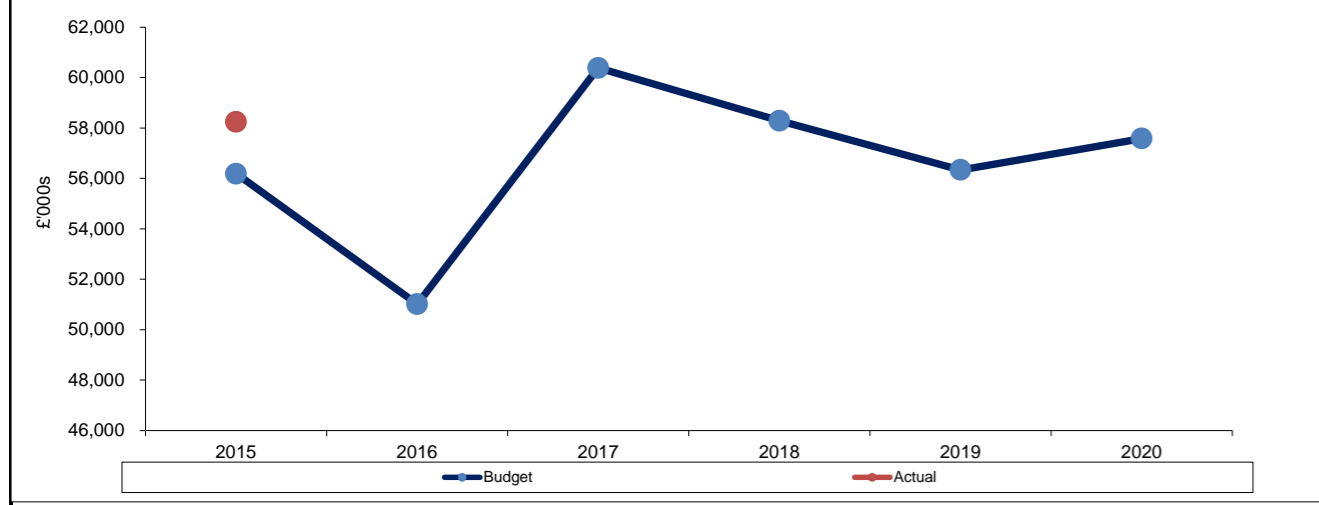
**Summary of major budget etc. changes ~ 2017/18**

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

**2018/19**  
 Growth for Concessionary fares increase - £0.450m  
 Growth in Placement budget - £0.252m.  
 Total Savings - £2.988m (CH20,CH36,CH39,CH54&CH55 & CH57 - a further £918k to be identified)

**2019/20**  
 Growth for Concessionary fares increase - £0.450m  
 Reduction of growth in placement budget - £2.8m

**2020/21**  
 Growth for Concessionary fares increase - £0.450m



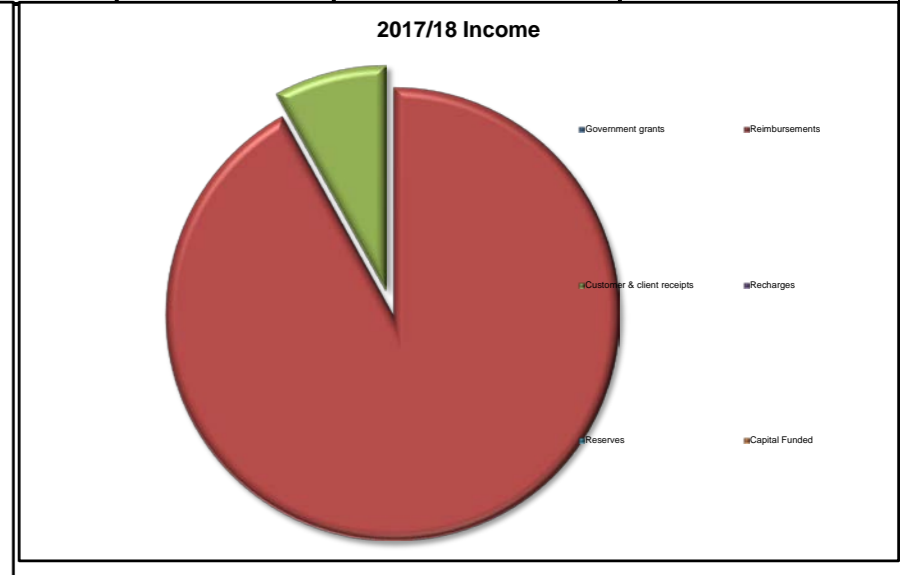
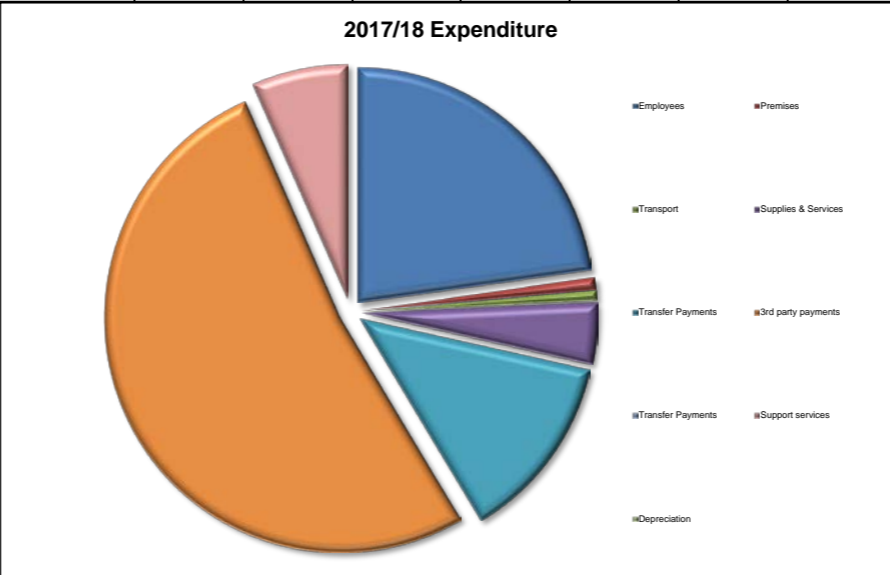
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Adult Social Care**

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

Housing Needs and Enabling Services		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing		Anticipated demand		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
Enter a brief description of your main activities and objectives below		Housing advice, options, private tenants & landlords advice		11000	11000	11000	11000	11000	11000	Homeless Placements Policy (Interim)	
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.		Housing register applicants		8150	8100	9600	10250	10900	11550	Homelessness Strategy	
		Housing options casework		1000	1000	1000	1000	1000	1000	Housing Strategy	
		Demand for temporary accommodation		380	420	420	435	455	470		
The purpose of this service is to		Anticipated non financial resources		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
<ul style="list-style-type: none"> <li>- Prevent homelessness in accordance with statutory housing law</li> <li>- Provide homes to people in housing need</li> <li>- Plan for the future delivery of housing via general conformity with the London Housing Strategy</li> <li>- Formulate and deliver statutory housing strategies for the borough</li> <li>- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes</li> <li>- Maximise supply of affordable homes with registered providers and private landlords</li> <li>- Provide care and housing support to vulnerable adults</li> <li>- Relationship management between the council and stock transfer housing associations</li> <li>- Carry out a statutory duty to enforce Environmental Health (Housing) legislation</li> <li>- Provide grant assistance for improvements and adaptations</li> </ul>		Housing Needs Staff (FTE)		24.5	21.79	19.30	18.30	18.30	18.30		
		Environmental Health (Housing)		6.03	5.03	5.03	4.03	4.03	4.03		
		TOTALS		30.53	26.82	24.33	22.33	22.33	22.33		
Performance indicator		Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
No. of homelessness preventions		561	450	450	450	450	450	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation		158	225	225	235	250	250	Low	Monthly	Business critical	Increased costs
Highest no. of families in B&B		4	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Highest no. of adults in B&B		4.75	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Affordable homes delivered		81	30	70	60	40	50	High	Annual	Outcome	Reputational risk
Social housing lets		353	375	360	350	340	345	High	Quarterly	Outcome	Increased waiting times
Rent deposit - new tenancies		49	50	40	40	40	40	High	Annual	Outcome	Increased waiting times
No. of enforcement/improvement notices		107	55	70	70	60	60	High	Quarterly	Outcome	Reduced enforcement
Number of Disabled Facilities Grants approved		34	60	60	60	60	60	High	Quarterly	Outcome	Customer hardship

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



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

**Summary of major budget etc. changes**

**2017/18**

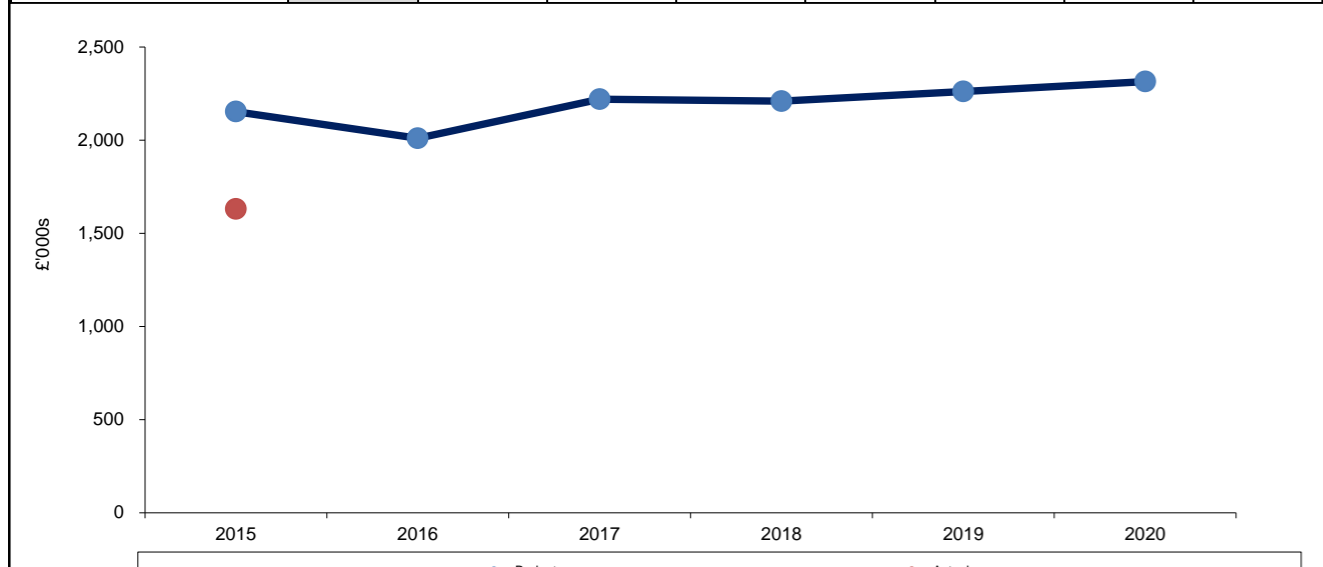
Savings £30k Rationalisation of admin budget (CH9)  
Savings -£36k - Deletion of one staffing post (ICH10)  
Savings -£100k Further Staff reductions (Any areas of HNES & EHH) (CH43)  
Savings £50k - Staff reduction in Housing Services (CH57) - CH57 is a repeat of CH43 and the saving has been double counted.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

**2018/19**

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

**2019/20**

**2020/21**



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

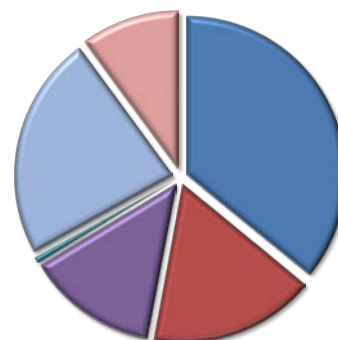
**Housing Needs and Enabling Services**

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

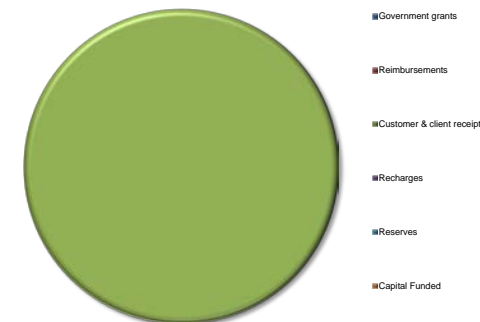
Libraries	Planning Assumptions							The Corporate strategies your service contributes to			
	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Cllr Nick Draper: Cabinet Member for Community & Culture	Active users	55,000	56,000	56,000	56,000	56,000	56,000	Customer Contact Strategy			
	Stock issues	1,000,000	950,000	950,000	900,000	900,000	900,000				
Enter a brief description of your main activities and objectives below	Registered members	135,000	135,000	135,000	135,000	135,000	135,000				
	Visitor figures	1,200,000	1,200,000	1,210,000	1,210,000	1,210,000	1,210,000				
The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
	Staff (FTE)	45.71	43.71	33.62	33.62	33.62	33.62				
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.	Accommodation (Libraries)	7	7	7	7	7	7				
	Equipment (PC's)	144	144	144	144	144	144				
Certain aspects of the service must be provided for free: Free lending of books Free access to information Free library membership											
The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction levels.	Performance indicator	Actual Performance (A)		Performance target (T)		Proposed Target (P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	Number of visitors accessing the library service online	232472	200,000	210,000	220,000	230,000	230,000				
Active users - peoples network terminal	65269	56,000	56,000	56,000	56,000	56,000	56,000	High	Monthly	Quality	Reduced uptake of service
% self service usage for stock transactions	96	96	97	97	97	97	98	High	Monthly	Outcome	Reduced uptake of service
Active volunteers in libraries	337	210	220	230	230	230	230	High	Monthly	Business critical	Increased costs
Maintain Income	361,000	£316,000	£346,000	£346,000	£346,000	£346,000	£346,000	High	Monthly	Business critical	Reduced service delivery
Partnership numbers	62	30	30	30	30	30	30	High	Monthly	Unit cost	Increased costs
% customer satisfaction (ARS)	n/a	78	78	78	78	78	78	High	Annual	Quality	Reduced service delivery
										Perception	Reduced customer service

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
<b>Expenditure</b>	<b>3,296</b>	<b>3,190</b>	<b>3,221</b>	<b>-138</b>	<b>2,993</b>	<b>2,972</b>	<b>2,999</b>	<b>3,026</b>
Employees	1,350	1,265	1,348	-83	1,076	1,041	1,054	1,067
Premises	399	406	403	-3	507	515	523	531
Transport	4	5	4	-1	4	4	4	4
Supplies & Services	508	454	449	-5	399	404	409	414
3rd party payments	37	30	27	-7	18	19	20	21
Transfer payments								
Support services	686	727	688	-59	688	688	688	688
Depreciation	303	303	303	0	301	301	301	301
<b>Revenue £'000s</b>	<b>Final Budget 2015/16</b>	<b>Actual 2015/16</b>	<b>Budget 2016/17</b>	<b>Variance 2016/17 P7</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>
<b>Income</b>	<b>357</b>	<b>396</b>	<b>357</b>	<b>-39</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>309</b>
Government grants	0	0	0	0	0	0	0	0
Reimbursements	41	34	41	7	0	0	0	0
Customer & client receipts	316	361	316	-45	309	309	309	309
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>2,939</b>	<b>2,794</b>	<b>2,864</b>	<b>(63)</b>	<b>2,684</b>	<b>2,663</b>	<b>2,690</b>	<b>2,717</b>

2017/18 Expenditure



2017/18 Income



Summary of major budget etc. changes

Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Colliers Wood Library Re-Fit					200			
Library Self Service		255	95	160				350
West Barnes Library Re-fit					200			
Library Management System					100			
<b>Total</b>	<b>0</b>	<b>255</b>	<b>95</b>	<b>160</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>350</b>

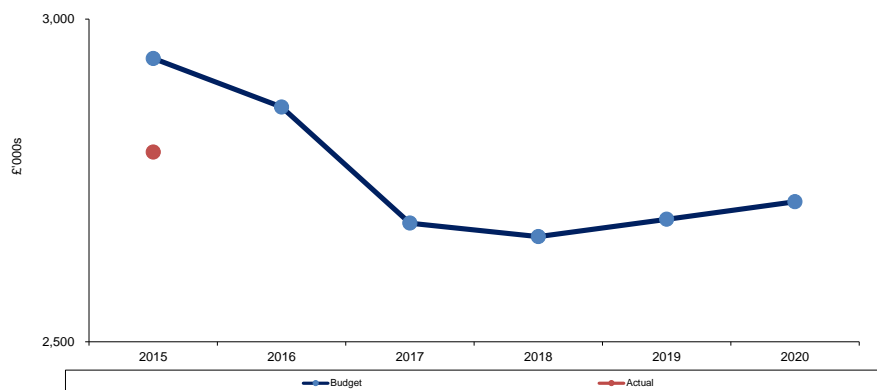
Savings - Introduce self-serve libraries at off peak times - £90k  
Savings - Staffing - £38k  
Savings - Additional staff savings - £62k  
Savings - Reduction in ICT contracts - £40k

2018/19

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

2019/20

2020/21





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

**Libraries**

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



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

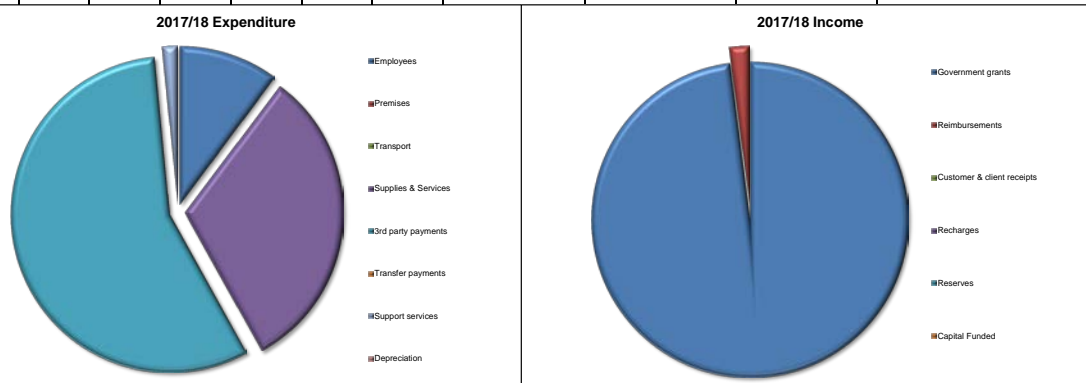
**DETAILS OF MAJOR PROJECTS**

**Merton Adult Education**

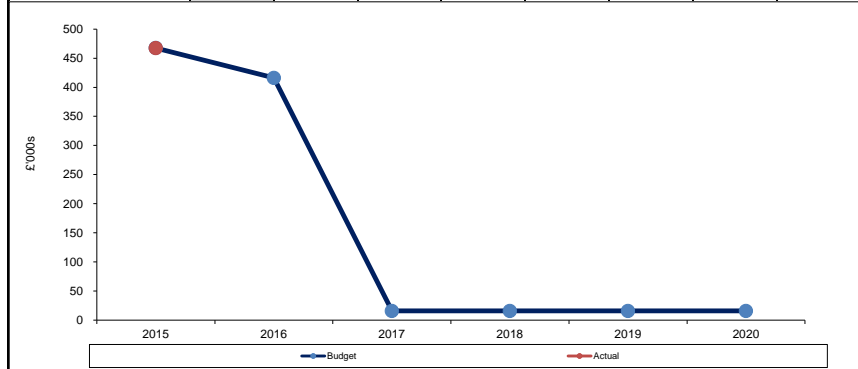
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Improve Ofsted status</b>	Improved effectiveness					
Start date	<b>2016/17</b>	Project Details:	Implement agreed actions in Post Ofsted Improvement Action Plan (PIAP) ready for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

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

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



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



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

**Public Health**

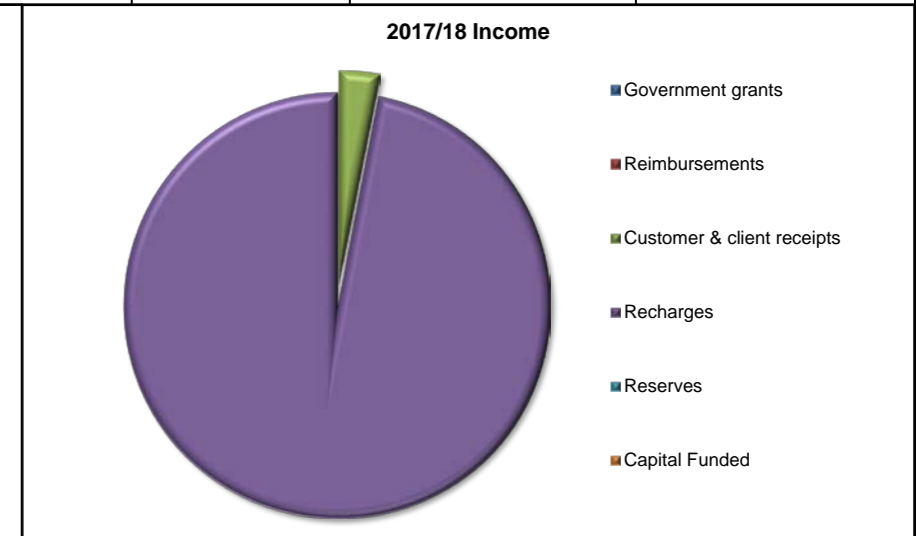
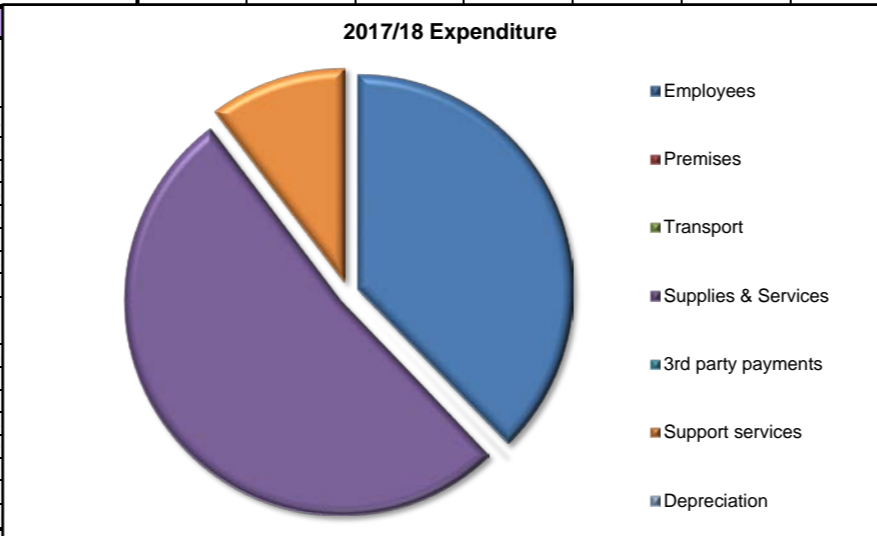
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>East Merton Model of Health and Wellbeing</b>			Improved effectiveness		
Start date	2016/17	Project Details:	Public Health, Merton CCG and the East Merton GP Locality are working in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



# **Corporate Services**

Business Improvement	Planning Assumptions						The Corporate strategies your service contributes to				
<p><b>Cllr Mark Allison: Deputy Leader &amp; Cabinet Member for Finance</b></p> <p>Enter a brief description of your main activities and objectives below</p> <ul style="list-style-type: none"> <li>- Operate as a Centre of Excellence for Project and Programme Management (PPM), raising the capacity of the organisation to consistently plan and deliver projects/programmes successfully.</li> <li>- 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.</li> <li>- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and Merton Improvement Board.</li> <li>- 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.</li> <li>- Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.</li> <li>- Work with businesses and I&amp;T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.</li> <li>- 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.</li> <li>- Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service.</li> <li>- 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.</li> </ul>	Anticipated demand		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Customer Contact Strategy IT Strategy and Implementation Plan Information Management Strategy		
	Core service request (days)	4023	3555	3355	3355	3355	3355	1355			
	Non Core service requests (days)	1620	1450	1450	1350	1350	1350	1350			
	Support for continuous/business improvement (days)	880	880	880	880	880	880	880			
	Project/Programmes	21 FTE	19 FTE	11 FTE	0 FTE	0 FTE	0 FTE	0 FTE			
	Anticipated non financial resources		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Staff -Management & Programme Office (FTE)	6.46	6	4.5	3	3	3	3			
	Staff - Business Systems Team (FTE)	25	23	21	21	21	21	21			
	Staff - Programmes and projects (fixed term)	21	20	11	6	6	6	6			
	Performance indicator		Actual Performance (A) Performance Target (P) Proposed Target (T)					Polarity		Reporting cycle	Indicator type
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2020/21(P)	2019/20(P)				
Systems availability		99.3%	98%	99%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery
% positive and neutral coverage tone		94.75%	92%	92%	92%	92%	92%	High	Monthly	Perception	Reputational risk

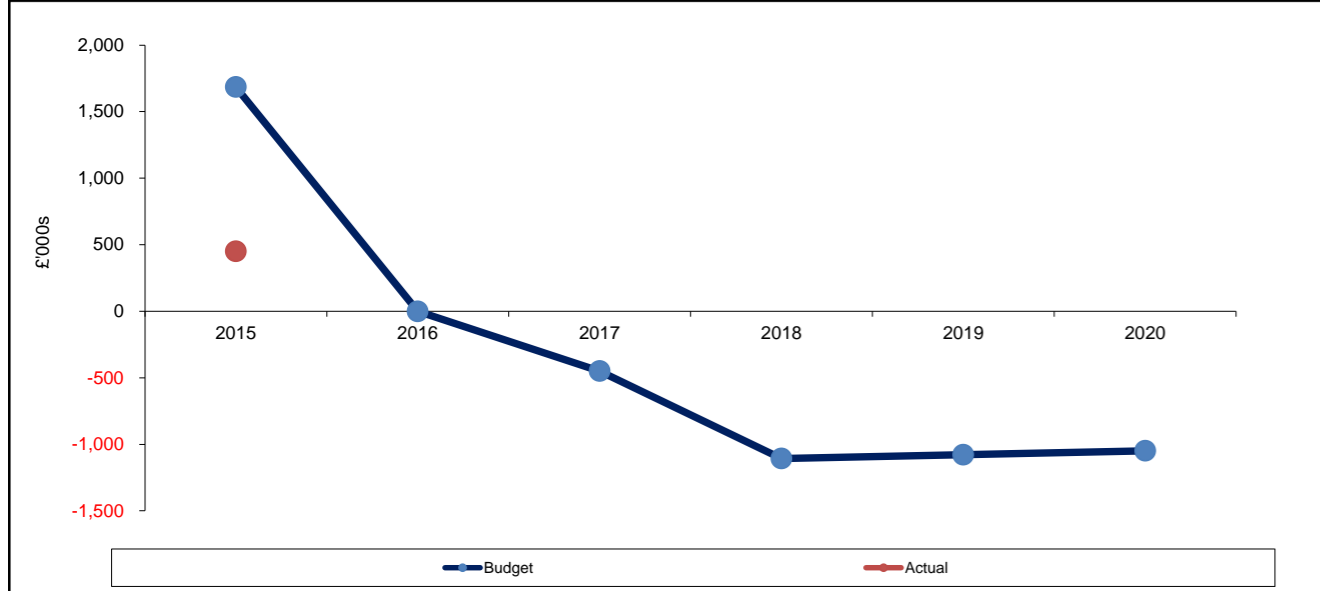
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
<b>Expenditure</b>	<b>4,689</b>	<b>5,021</b>	<b>3,712</b>	<b>165</b>	<b>3,264</b>	<b>2,606</b>	<b>2,635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



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

**Summary of major budget etc. changes 2017/18**

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



**2018/19**

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

**2019/20**

**2020/21**



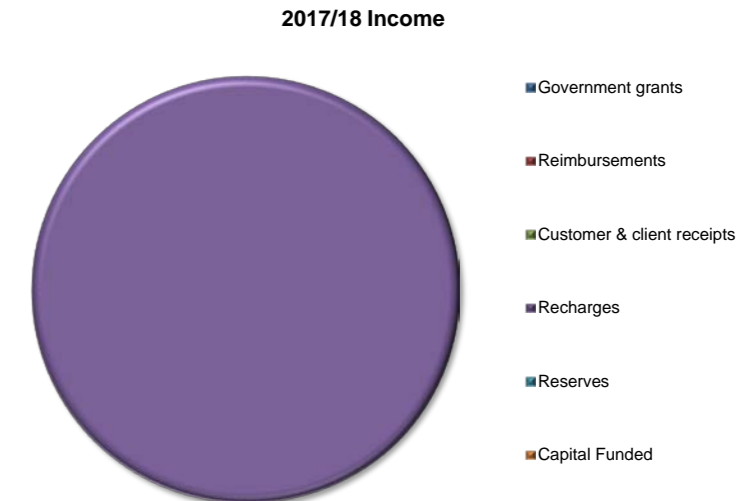
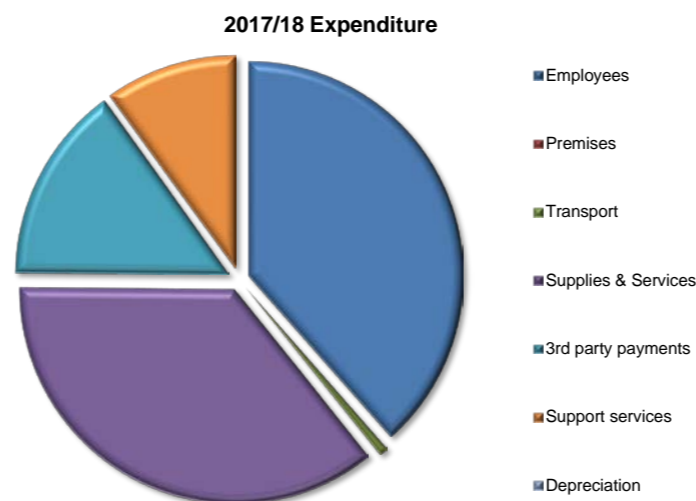
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Business Improvement**

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

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

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



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

### Summary of major budget etc. changes 2017/18

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

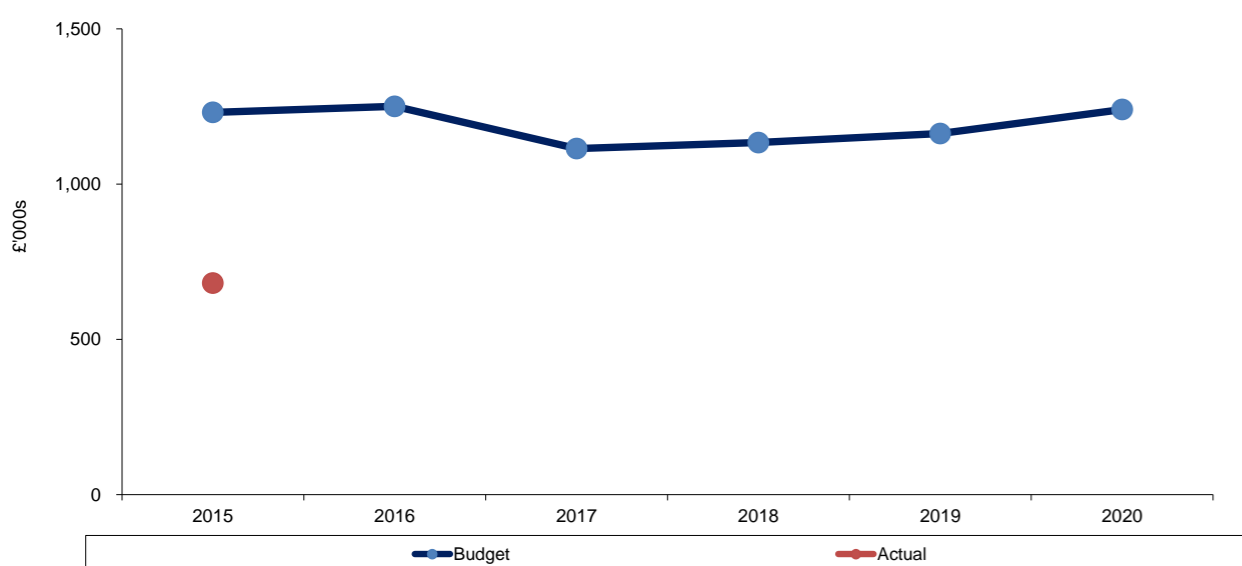
### 2018/19

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

### 2019/20

CS2016 -03 Reduction in supplies and services £50k

### 2020/21



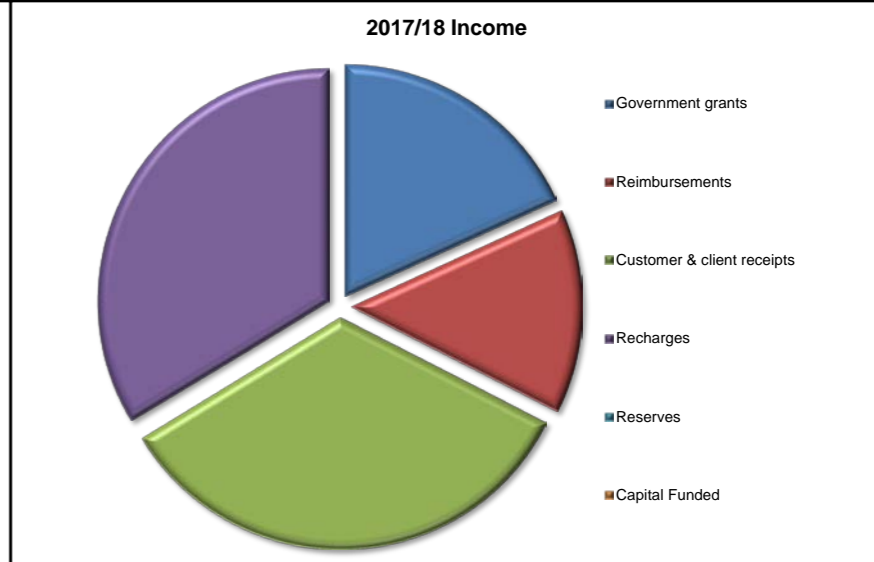
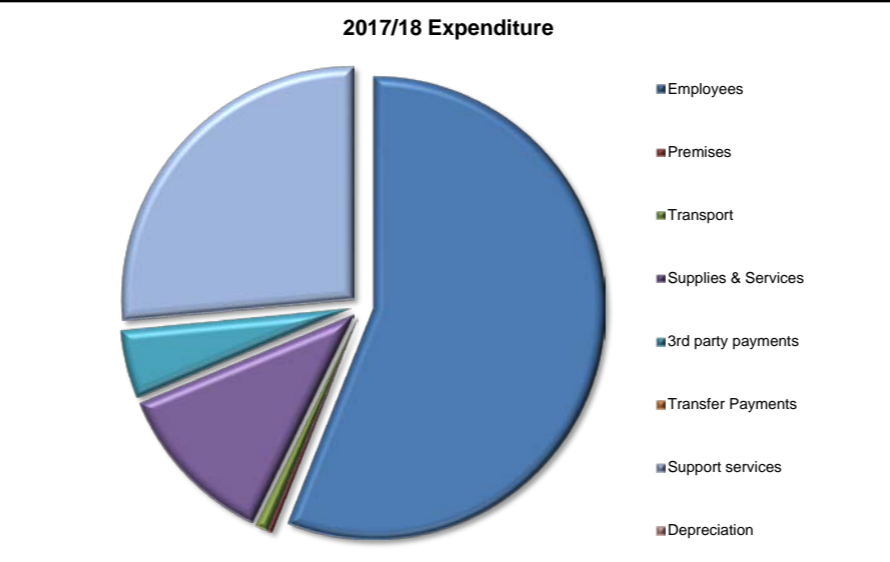
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Corporate Governance**

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

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

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

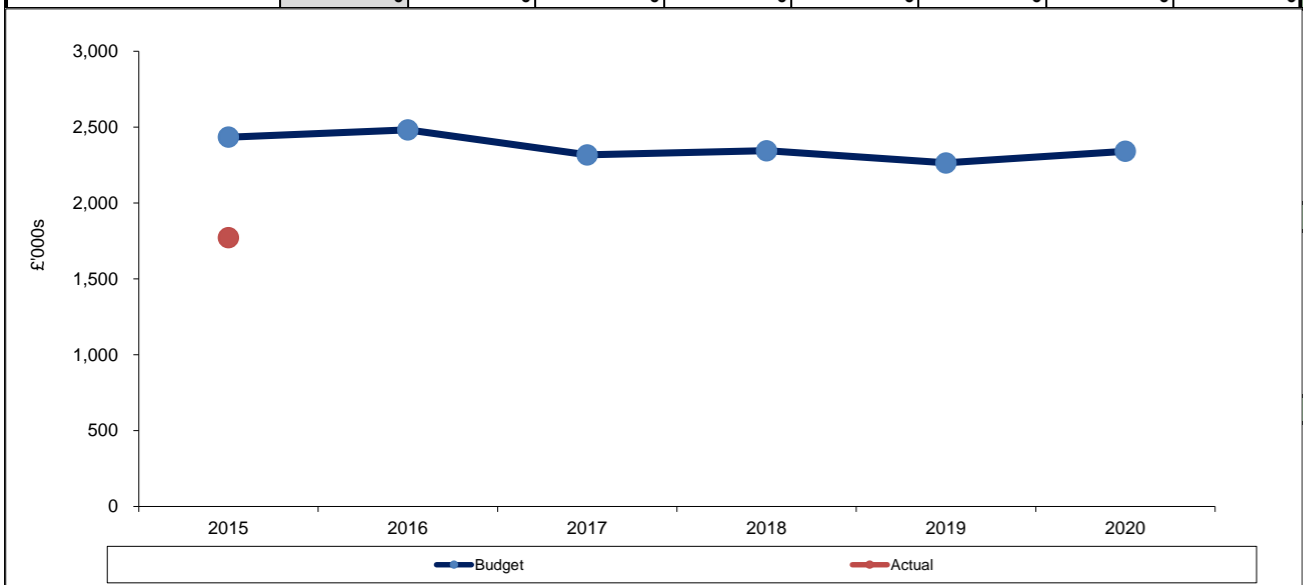


Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0	0

**Summary of major budget etc. changes**

**2017/18**

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



**2018/19**

CSD19 My Merton savings 49k

**2019/20**

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

**2020/21**

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

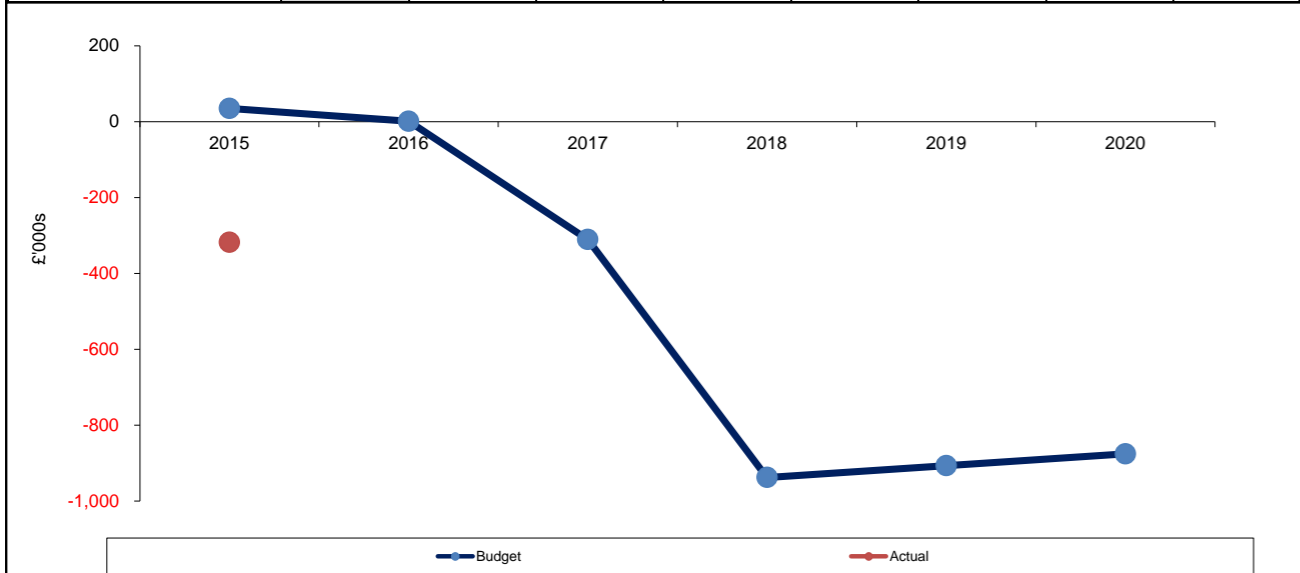
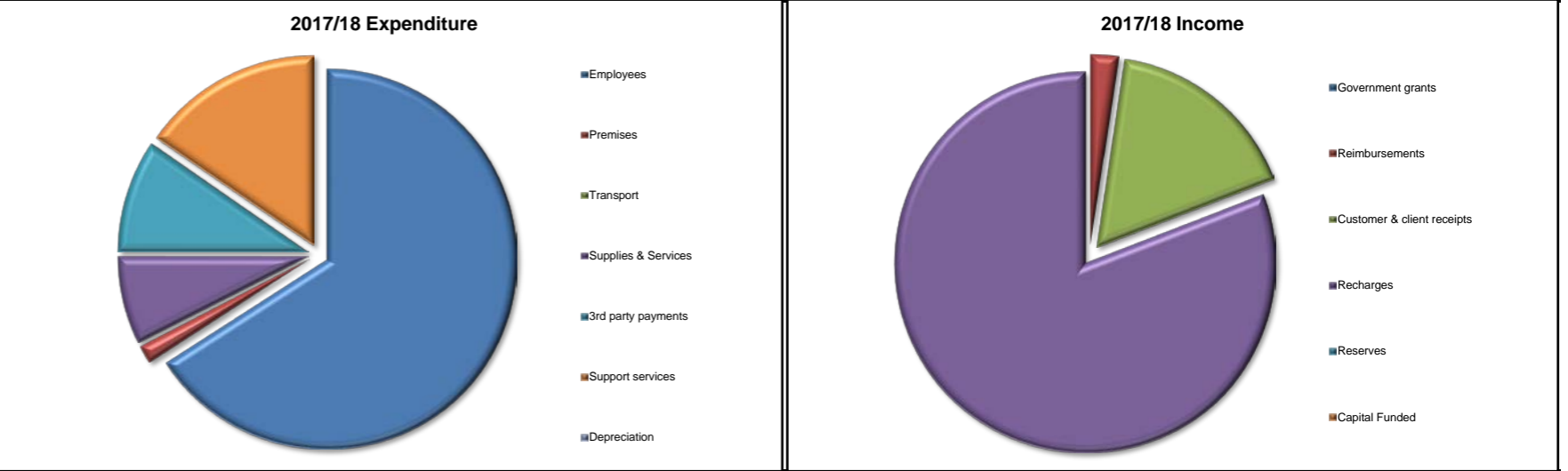
**Customer Services**

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



Human Resources	Planning Assumptions						The Corporate strategies your service contributes to	
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance Enter a brief description of your main activities and objectives below 1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR business partner support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
	Employees in Merton for HR, payroll, advice, L&D, EAP etc.	4,400	4,400	4,200	4,000			
	New recruits to be appointed	160	160	150	140			
	New Apprentices to be appointed		33	33	33			
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
	Staff (FTE)		35	35	27	27	27	

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



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

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

**Human Resources**

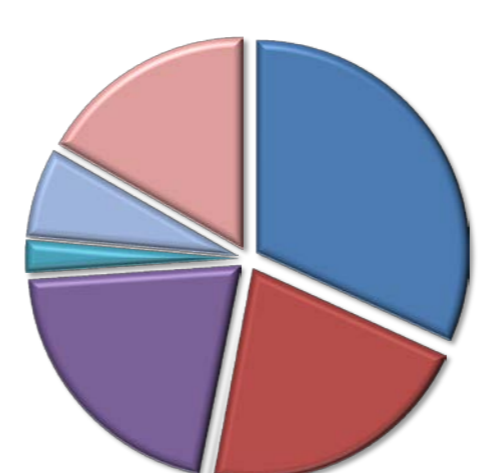
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Workforce Strategy</b>	Improved staff skills and development		9
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce strategy to support the wider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



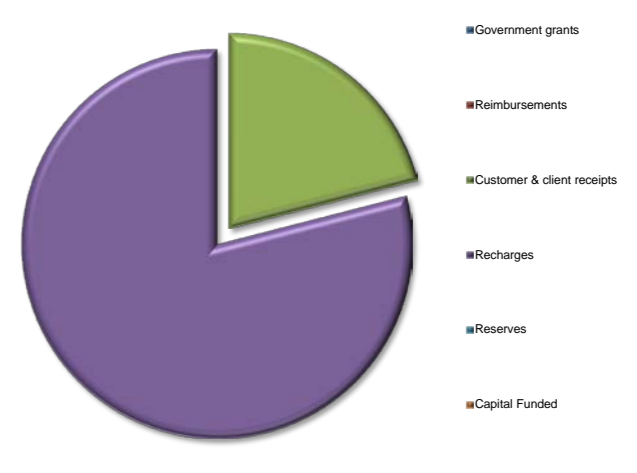
Infrastructure and Transactions	Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Enter a brief description of your main activities and objectives below											
<p><b>Infrastructure &amp; Transactions Division (I&amp;T) is a support service made up of six functions which are:-</b></p> <p><b>IT Service Delivery</b> - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.</p> <p><b>Facilities Management</b> - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.</p> <p><b>Transactional Services</b> - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods 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 cleansed, Providing training and support for all users of the systems required for payments or invoicing</p> <p><b>Safety Services</b> - 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.</p> <p><b>Client Financial Affairs</b> - 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.</p> <p><b>Commercial Services &amp; Procurement</b> - Are the 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.</p>	Repairs & Maintenance of Corporate Buildings (Revenue)	780,000	740,000	740,000	700,000	700,000	700,000	Civic Centre Accommodation Strategy			
	IT Service Calls	27,800	28,500	28,500	27,800	25,500	25,000	IT Strategy and Implementation Plan			
	Health & Safety Statutory Inspections	100	100	100	100	100	100	Risk Management Strategy			
	Transactions requested by departments	120,000	115,000	110,000	105,000	105,000	105,000	Medium term Financial Strategy			
	Number of Client Affairs cases being managed	220	250	250	250	250	250	Local Plan			
	Procurement Support (Number of projects)	0	15	20	25	25	25	Procurement Strategy			
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
	FM (FTE)	31.9	30.9	28.9	26.9	26.9	26.9				
	Transactional Services (FTE)	13.3	13.3	14.3	11.3	11.3	11.3				
	IT Service Delivery (FTE)	32	30	29	29	29	29				
Safety Services (FTE)	5.5	5.5	4.5	3.5	3.5	3.5					
Client Financial Affairs (FTE)	6	7	7	7	7	7					
Commercial Services & Procurement (FTE)	5	5	5	5	5	5					
Management	2	2	2	2	2	2					
Performance indicator	Actual Performance Target (A)	Performance Target (T)	Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Customer Satisfaction - IT incident resolution	96%	90%	90%	90%	90%			High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	71%	70%	72%	75%	75%			High	Monthly	Outcome	Reduced service delivery
Health and Safety workplace inspections completed on time	43	60	60	50	50	50		High	Quarterly	Outcome	Breach statutory duty
Income - External Fees	286,348	285,000	320,000	320,000	320,000			High	Quarterly	Output	Loss of income
Invoices paid within 30 days from invoice date	92%	95%	95%	95%	95%			High	Monthly	Business critical	Reduced service delivery
Invoices paid within 30 days of receipt by LBM	95%	95%	95%	95%	95%			High	Monthly	Business critical	Reduced service delivery
Number of staff working from Civic Centre	1,100	1,400	1,400	1,400	1,400			High	Quarterly	Outcome	Underused resource
Repairs & Maintenance ratio of Reactive to Planned	33/67	30/70	30/70	30/70	30/70	30/70		High	Annual	Outcome	Increased costs
New referrals processed within 21 days	100%	92%	93%	94%	95%			High	Monthly	Outcome	Reduced customer service
Client Post Office voucher acc't balance falls below £2.5K	0	0	0	0	0			Low	Monthly	Outcome	Customer hardship
% of influencible spend published on contracts register	n/a	0	70%	85%	95%	100%		High	Quarterly	Outcome	Reputational risk
% of suppliers accounting for the 20% of influencible spend	n/a	0	70%	60%	50%	40%		Low	Biennial	Output	Increased costs
CO2 emissions from corporate buildings (tonnes)	5,158	8045.36						Low	Annual	Output	Environmental issues

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
<b>Expenditure</b>	<b>14,052</b>	<b>14,264</b>	<b>12,511</b>	<b>-168</b>	<b>12,797</b>	<b>12,088</b>	<b>12,215</b>	<b>12,342</b>
Employees	3,921	4,016	3,738	42	4,070	3,891	3,932	3,974
Premises	3,072	3,121	2,673	-109	2,706	2,132	2,173	2,214
Transport	29	20	29	0	30	31	31	31
Supplies & Services	3,040	3,155	2,547	34	2,654	2,694	2,734	2,774
3rd party payments	364	168	317	-142	312	316	321	325
Transfer Payments	9	18	9	7	9	9	9	9
Support services	1,419	1,569	875		875	875	875	875
Depreciation	2,198	2,198	2,322		2,140	2,140	2,140	2,140
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
<b>Income</b>	<b>12,140</b>	<b>13,056</b>	<b>12,193</b>	<b>-13</b>	<b>12,308</b>	<b>12,308</b>	<b>12,588</b>	<b>12,588</b>
Government grants								
Reimbursements		6		(21)				
Customer & client receipts	2,626	2,931	2,469	8	2,584	2,584	2,864	2,864
Recharges	9,513	10,119	9,724		9,724	9,724	9,724	9,724
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>1,913</b>	<b>1,208</b>	<b>317</b>	<b>(180)</b>	<b>489</b>	<b>(219)</b>	<b>(373)</b>	<b>(246)</b>

2017/18 Expenditure



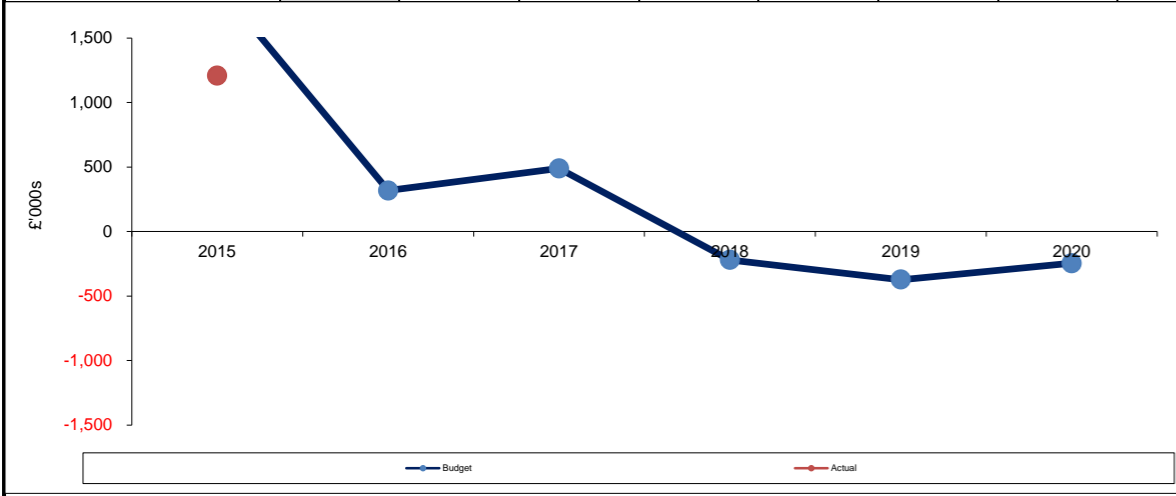
2017/18 Income



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Information Technology		402	1,358	0	1,946	1,085	630	1,060
Facilities Management		557	917	0	3,050	950	1,550	650
Invest to Save		338	705	0	900	300	300	300
<b>Total</b>	<b>0</b>	<b>1,296</b>	<b>2,980</b>	<b>0</b>	<b>5,896</b>	<b>2,335</b>	<b>2,480</b>	<b>2,010</b>

Summary of major budget etc. changes

2017/18	
CS70 Apply admin charge to customer requesting hard copy paper invoice 35k	
CS71 Deletion of two posts 42k (deferred by 6 months)	
CS72 Consolidation of budgets 34k	
CS2015-09 Restructure of Safety Services and Emergency Planning 18k	
2018/19	
CS71 Deletion of two posts 43k (deferred by 6 months)	
CSD2 Energy savings 150k	
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	
CS2015-09 Restructure Print and Post service and delete two posts 47k	
2019/20	
2020/21	
CS2016-08 Income from letting two floors vacant space in Civic Centre £280k	



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

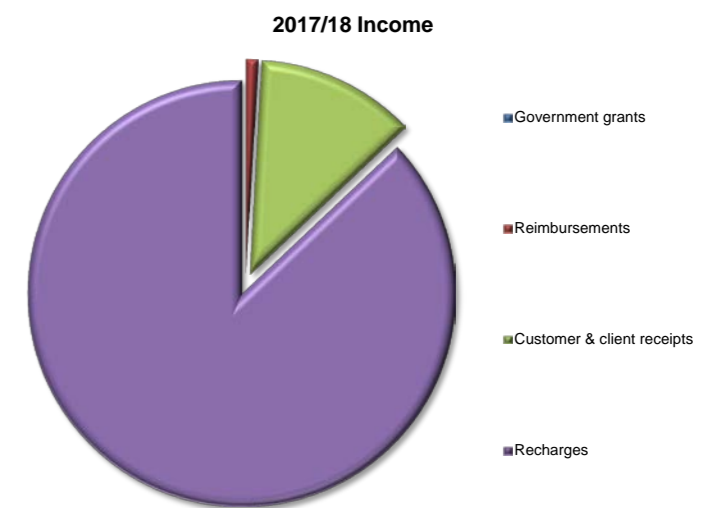
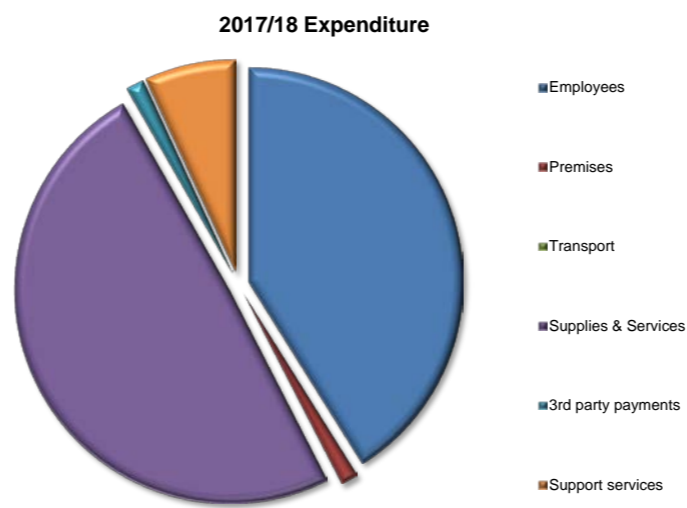
**Infrastructure and Transactions**

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

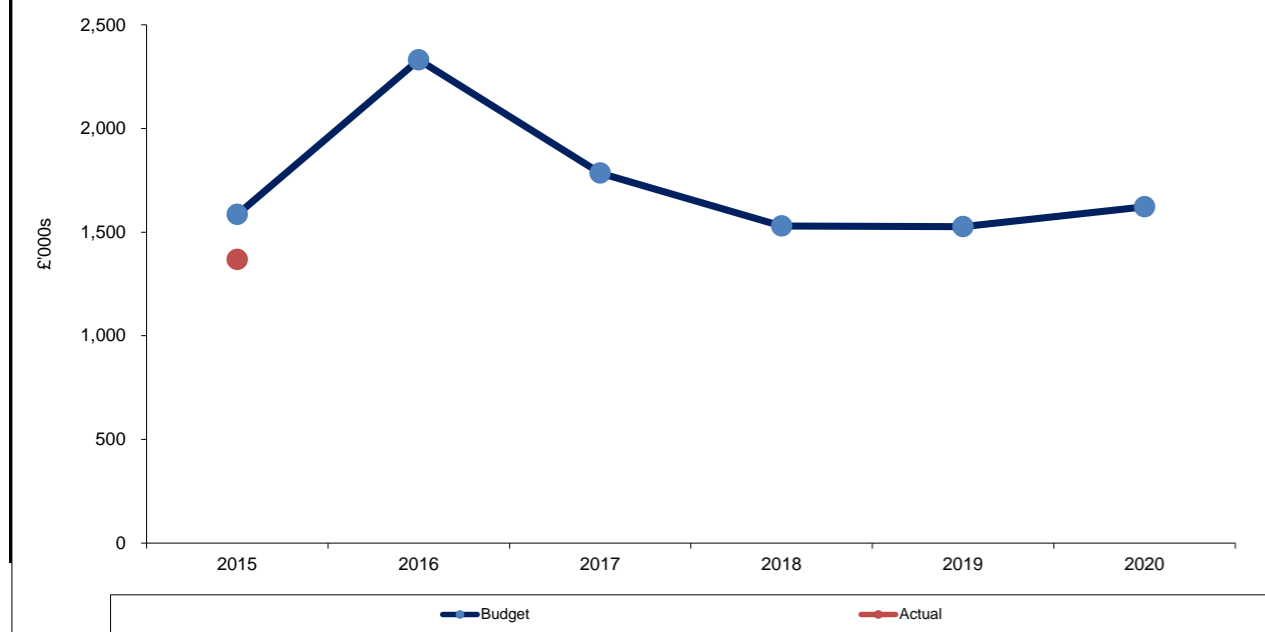
Page 73

Resources	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20		2020/21		
<b>Cllr Mark Allison: Deputy Leader &amp; Cabinet Member for Finance</b>	Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23	Corporate Asset Management Plan			
<b>Enter a brief description of your main activities and objectives below</b>	Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+	Capital Programme			
	Budget, Service, Performance & Risk <b>Setting</b>	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Central Government			
	Budget, Service, Performance & Risk <b>Monitoring</b>	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Equality Strategy			
	Budget, Service, Performance & Risk <b>Closing</b>	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	Procurement Strategy			
	<b>Anticipated non financial resources</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	Risk Management Strategy		
	Staff (FTE)	63.3	54.6	51.6	44.6	44.6	44.6	Treasury Management Strategy		
	Staff (Trainees)	4	4	2	2	2	2	Voluntary Sector Strategy		
	Staff (Apprentices)	2	0	0	0	0	0			
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2021/21(P)				
Accuracy of P8 Revenue Forecast (compared to outturn)	98.9%	90%	90%				High	Annual	Outcome	Poor decision making
Accuracy of P8 Capital Forecast	79.6%	90%	90%				High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0				Low	Annual	Business critical	Government intervention
Action plans in place for 'red' risks	93.75%	90%	90%				High	Quarterly	Outcome	Poor decision making

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



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



Summary of major budget etc changes	
<b>2017/18</b>	<b>MTFS/Business Planning:</b> 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. <b>Savings:</b> Savings of £78k previously deferred will be delivered from the deletion of two posts (CS46). A review of recharges to the Pension fund will make savings of 47k (CS6). Increased income of 16k (CSD20) and a reduction in running costs 3k (CSD23). One Business Partner to be deleted 78k (CSD26). Reduction of LGCS budget to match contribution 81k (CSD46) CS2015-07 Reduction in runng costs budgets £28k.
<b>2018/19</b>	<b>Savings:</b> 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)
<b>2019/20</b>	CS2016-01 A reduction in the contribution to the self insurance fund in line with the actuarial valuation £100k.
<b>2020/21</b>	

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

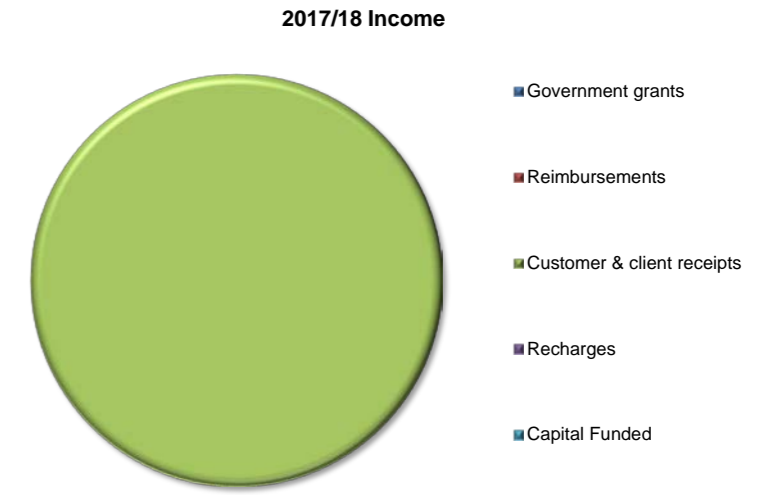
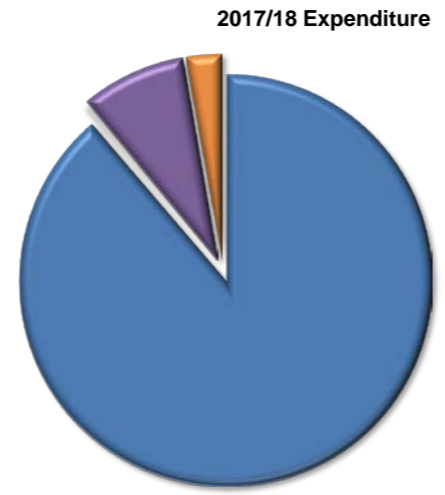
**Resources**

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



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

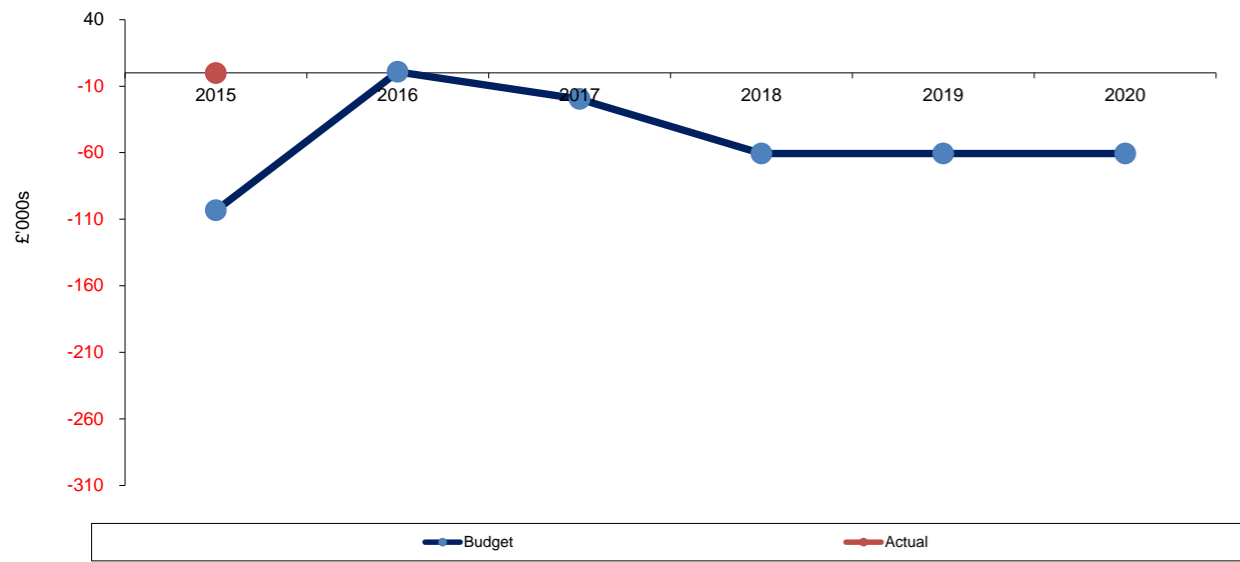
DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Expenditure</b>	<b>4,794</b>	<b>6,694</b>	<b>5,084</b>	<b>134</b>	<b>6,757</b>	<b>6,716</b>	<b>6,716</b>	<b>6,716</b>	<b>6,716</b>
Employees	4,168	4,463	4,461	112	5,996	5,996	5,996	5,996	5,996
Premises	5	2	5	0	5	5	5	5	5
Transport	13	21	14	10	14	14	14	14	14
Supplies & Services	422	2,022	418	11	556	515	515	515	515
3rd party payments		1		0	0	0	0	0	0
Support services	185	185	185		185	185	185	185	185
Depreciation									
<b>Revenue £'000s</b>	<b>Final Budget 2015/16</b>	<b>Actual 2015/16</b>	<b>Budget 2016/17</b>	<b>Variance 2016/17 P7</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>
<b>Income</b>	<b>4,897</b>	<b>6,695</b>	<b>5,083</b>	<b>(105)</b>	<b>6,776</b>	<b>6,776</b>	<b>6,776</b>	<b>6,776</b>	<b>6,776</b>
Government grants									
Reimbursements				0	0	0	0	0	0
Customer & client receipts	4,897	6,695	5,083	(105)	6,776	6,776	6,776	6,776	6,776
Recharges	0	0	0	0	0	0	0	0	0
Capital Funded									
<b>Council Funded Net Budget</b>	<b>(103)</b>	<b>(0)</b>	<b>1</b>	<b>29</b>	<b>(20)</b>	<b>(61)</b>	<b>(61)</b>	<b>(61)</b>	<b>(61)</b>



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

**Summary of major budget etc. changes**

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



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

**2019/20**

**2020/21**

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

**Legal Services**

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

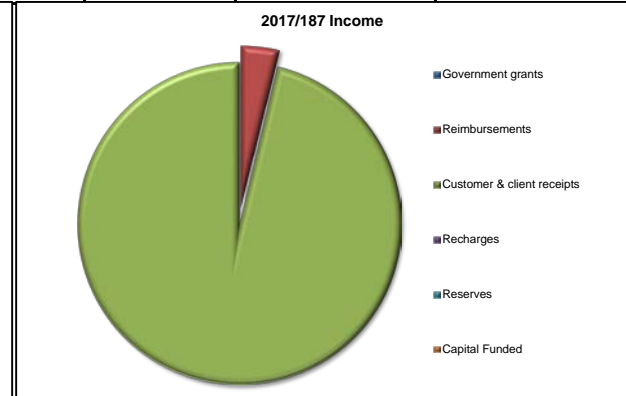
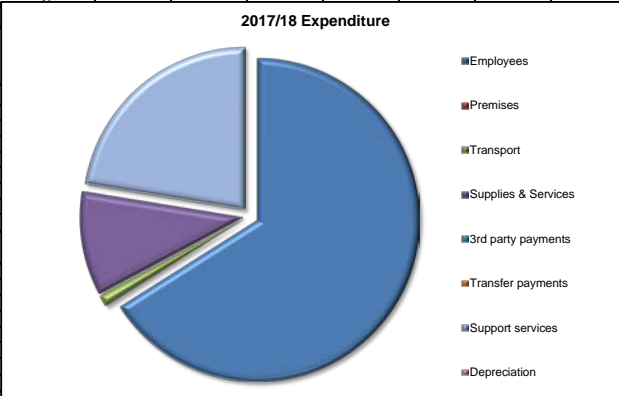




# **Environment & Regeneration**

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

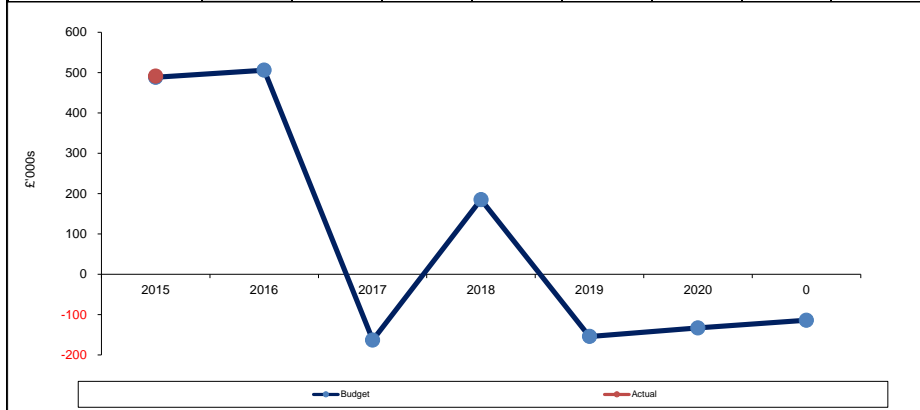
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
<b>Expenditure</b>	<b>2,477</b>	<b>2,483</b>	<b>2,515</b>	<b>75</b>	<b>2,386</b>	<b>2,132</b>	<b>2,153</b>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



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

**Summary of major budget etc. changes**

**2017/18**  
D&BC2 = (£55k)      D&BC3 = (£50k)  
D&BC4 = (£50k)      D&BC5 = (£45k)  
D&BC6 = (£35k)      ENV20 = (£35k)  
HPDG reserve adjustment = (£86k)



**2018/19**  
D&BC8 = (£50k)      D&BC9 = (£274k)  
ENV20 = (£35k)

**2019/20**

**2020/21**

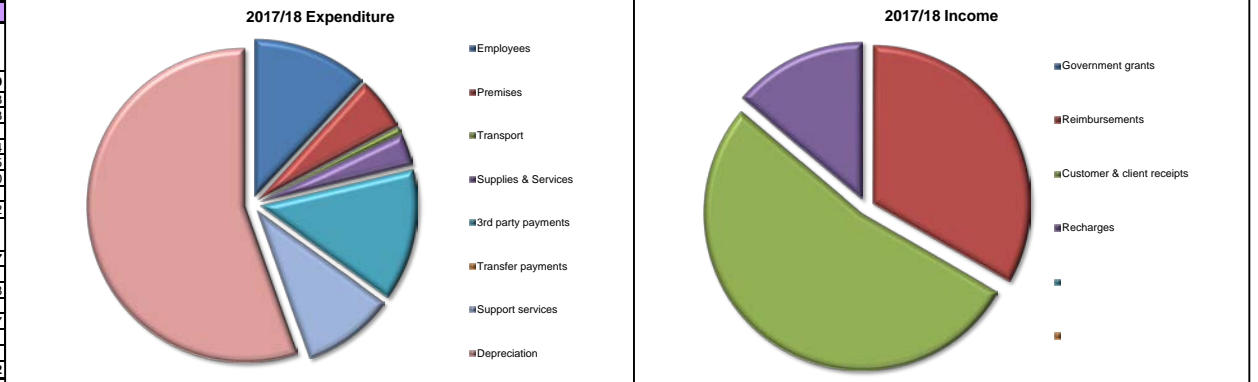
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Development and Building Control**

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk																																																																																																																																																						
				Likelihood	Impact	Score																																																																																																																																																				
<b>Project 1</b>		Project Title:	<b>Commercialisation of Building Control</b>	Improved efficiency (savings)																																																																																																																																																						
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	Additional income generation	6	2	12																																																																																																																																																			
End date	2017-18							<b>Project 2</b>		Project Title:	<b>Mobile/Home working</b>	Improved efficiency (savings)			Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.	To allow reduced office space an efficient working practices	2	2	4	End date	2017-18	<b>Project 3</b>		Project Title:	<b>Improving the development management processes</b>	Improved effectiveness			Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities	2	2	4	End date	2017-18	<b>Project 4</b>		Project Title:	<b>developing eforms and M3 capability and e-payments</b>	Improved customer experience			Start date	2014-5	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	1	4	End date	2017-18	<b>Project 5</b>		Project Title:	<b>Section review</b>	Improved efficiency (savings)			Start date	2014-15	Project Details:	Section review looking at the structure and interaction with other services	Efficiencies and savings	3	2	6	End date	2017-18	<b>Project 6</b>		Project Title:	<b>Shared services review with other LA's (part of TOM)</b>	Improved efficiency (savings)			Start date	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	2	4	End date	2017-18	<b>Project 7</b>		Project Title:	<b>Lean review of pre-application process (part of TOM)</b>	Improved effectiveness			Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6	End date	2017-18	<b>Project 8</b>		Project Title:	<b>Re-procurement of M3 or equivalent IT system</b>	Improved effectiveness			Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3	End date	2017-18	<b>Project 9</b>		Project Title:	<b>Further develop Planning Performance agreements potential</b>	Economic outcomes			Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2	End date	2017-18	<b>Project 10</b>		Project Title:		Select one major benefit			Start date		Project Details:	
<b>Project 2</b>		Project Title:	<b>Mobile/Home working</b>	Improved efficiency (savings)																																																																																																																																																						
Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.	To allow reduced office space an efficient working practices	2	2	4																																																																																																																																																			
End date	2017-18							<b>Project 3</b>		Project Title:	<b>Improving the development management processes</b>	Improved effectiveness			Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities	2	2	4	End date	2017-18	<b>Project 4</b>		Project Title:	<b>developing eforms and M3 capability and e-payments</b>	Improved customer experience			Start date	2014-5	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	1	4	End date	2017-18	<b>Project 5</b>		Project Title:	<b>Section review</b>	Improved efficiency (savings)			Start date	2014-15	Project Details:	Section review looking at the structure and interaction with other services	Efficiencies and savings	3	2	6	End date	2017-18	<b>Project 6</b>		Project Title:	<b>Shared services review with other LA's (part of TOM)</b>	Improved efficiency (savings)			Start date	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	2	4	End date	2017-18	<b>Project 7</b>		Project Title:	<b>Lean review of pre-application process (part of TOM)</b>	Improved effectiveness			Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6	End date	2017-18	<b>Project 8</b>		Project Title:	<b>Re-procurement of M3 or equivalent IT system</b>	Improved effectiveness			Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3	End date	2017-18	<b>Project 9</b>		Project Title:	<b>Further develop Planning Performance agreements potential</b>	Economic outcomes			Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2	End date	2017-18	<b>Project 10</b>		Project Title:		Select one major benefit			Start date		Project Details:					0	End date												
<b>Project 3</b>		Project Title:	<b>Improving the development management processes</b>	Improved effectiveness																																																																																																																																																						
Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities	2	2	4																																																																																																																																																			
End date	2017-18							<b>Project 4</b>		Project Title:	<b>developing eforms and M3 capability and e-payments</b>	Improved customer experience			Start date	2014-5	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	1	4	End date	2017-18	<b>Project 5</b>		Project Title:	<b>Section review</b>	Improved efficiency (savings)			Start date	2014-15	Project Details:	Section review looking at the structure and interaction with other services	Efficiencies and savings	3	2	6	End date	2017-18	<b>Project 6</b>		Project Title:	<b>Shared services review with other LA's (part of TOM)</b>	Improved efficiency (savings)			Start date	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	2	4	End date	2017-18	<b>Project 7</b>		Project Title:	<b>Lean review of pre-application process (part of TOM)</b>	Improved effectiveness			Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6	End date	2017-18	<b>Project 8</b>		Project Title:	<b>Re-procurement of M3 or equivalent IT system</b>	Improved effectiveness			Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3	End date	2017-18	<b>Project 9</b>		Project Title:	<b>Further develop Planning Performance agreements potential</b>	Economic outcomes			Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2	End date	2017-18	<b>Project 10</b>		Project Title:		Select one major benefit			Start date		Project Details:					0	End date																													
<b>Project 4</b>		Project Title:	<b>developing eforms and M3 capability and e-payments</b>	Improved customer experience																																																																																																																																																						
Start date	2014-5	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	1	4																																																																																																																																																			
End date	2017-18							<b>Project 5</b>		Project Title:	<b>Section review</b>	Improved efficiency (savings)			Start date	2014-15	Project Details:	Section review looking at the structure and interaction with other services	Efficiencies and savings	3	2	6	End date	2017-18	<b>Project 6</b>		Project Title:	<b>Shared services review with other LA's (part of TOM)</b>	Improved efficiency (savings)			Start date	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	2	4	End date	2017-18	<b>Project 7</b>		Project Title:	<b>Lean review of pre-application process (part of TOM)</b>	Improved effectiveness			Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6	End date	2017-18	<b>Project 8</b>		Project Title:	<b>Re-procurement of M3 or equivalent IT system</b>	Improved effectiveness			Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3	End date	2017-18	<b>Project 9</b>		Project Title:	<b>Further develop Planning Performance agreements potential</b>	Economic outcomes			Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2	End date	2017-18	<b>Project 10</b>		Project Title:		Select one major benefit			Start date		Project Details:					0	End date																																														
<b>Project 5</b>		Project Title:	<b>Section review</b>	Improved efficiency (savings)																																																																																																																																																						
Start date	2014-15	Project Details:	Section review looking at the structure and interaction with other services	Efficiencies and savings	3	2	6																																																																																																																																																			
End date	2017-18							<b>Project 6</b>		Project Title:	<b>Shared services review with other LA's (part of TOM)</b>	Improved efficiency (savings)			Start date	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	2	4	End date	2017-18	<b>Project 7</b>		Project Title:	<b>Lean review of pre-application process (part of TOM)</b>	Improved effectiveness			Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6	End date	2017-18	<b>Project 8</b>		Project Title:	<b>Re-procurement of M3 or equivalent IT system</b>	Improved effectiveness			Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3	End date	2017-18	<b>Project 9</b>		Project Title:	<b>Further develop Planning Performance agreements potential</b>	Economic outcomes			Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2	End date	2017-18	<b>Project 10</b>		Project Title:		Select one major benefit			Start date		Project Details:					0	End date																																																															
<b>Project 6</b>		Project Title:	<b>Shared services review with other LA's (part of TOM)</b>	Improved efficiency (savings)																																																																																																																																																						
Start date	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	2	4																																																																																																																																																			
End date	2017-18							<b>Project 7</b>		Project Title:	<b>Lean review of pre-application process (part of TOM)</b>	Improved effectiveness			Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6	End date	2017-18	<b>Project 8</b>		Project Title:	<b>Re-procurement of M3 or equivalent IT system</b>	Improved effectiveness			Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3	End date	2017-18	<b>Project 9</b>		Project Title:	<b>Further develop Planning Performance agreements potential</b>	Economic outcomes			Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2	End date	2017-18	<b>Project 10</b>		Project Title:		Select one major benefit			Start date		Project Details:					0	End date																																																																																
<b>Project 7</b>		Project Title:	<b>Lean review of pre-application process (part of TOM)</b>	Improved effectiveness																																																																																																																																																						
Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6																																																																																																																																																			
End date	2017-18							<b>Project 8</b>		Project Title:	<b>Re-procurement of M3 or equivalent IT system</b>	Improved effectiveness			Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3	End date	2017-18	<b>Project 9</b>		Project Title:	<b>Further develop Planning Performance agreements potential</b>	Economic outcomes			Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2	End date	2017-18	<b>Project 10</b>		Project Title:		Select one major benefit			Start date		Project Details:					0	End date																																																																																																	
<b>Project 8</b>		Project Title:	<b>Re-procurement of M3 or equivalent IT system</b>	Improved effectiveness																																																																																																																																																						
Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3																																																																																																																																																			
End date	2017-18							<b>Project 9</b>		Project Title:	<b>Further develop Planning Performance agreements potential</b>	Economic outcomes			Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2	End date	2017-18	<b>Project 10</b>		Project Title:		Select one major benefit			Start date		Project Details:					0	End date																																																																																																																		
<b>Project 9</b>		Project Title:	<b>Further develop Planning Performance agreements potential</b>	Economic outcomes																																																																																																																																																						
Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2																																																																																																																																																			
End date	2017-18							<b>Project 10</b>		Project Title:		Select one major benefit			Start date		Project Details:					0	End date																																																																																																																																			
<b>Project 10</b>		Project Title:		Select one major benefit																																																																																																																																																						
Start date		Project Details:					0																																																																																																																																																			
End date																																																																																																																																																										

Future Merton & Traffic and Highways		Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing		Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Enter a brief description of your main activities and objectives below		Population	211,569	214,229	216,806	218,100	220,000	222,000	Community Plan			
FutureMerton is the council's lead on growth and strategic development for the long-term sustainability of the borough. Everything we do is about making Merton a great place and enhancing the quality of life of our residents.		Actual businesses in borough			TBC				Local Plan			
The team plans and monitors the delivery of new housing in Merton and supports the creation of new businesses and jobs. We manage the council's Highway & Street Lighting contracts and ensure the borough's network of roads, footways, cycleways and street lighting are well maintained and safe.		Road Network Maintenance			TBC				Merton Regeneration Strategy			
The team also manage major town centre and estate regeneration projects and lead on the coordination of infrastructure projects such as Crossrail 2. We are responsible for delivering locally, objectives in the Mayor's London Plan and Mayor's Transport Strategy.		Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Climate Change Strategy			
Future Merton contributes to the Merton Partnership via the activities of the Sustainable Communities & Transport Partnership (SCTP), Economic Wellbeing Group, Housing Group and Climate Change Steering Group. The team also services the Borough Plan Advisory Committee (BPAC) and Design Review Panel (DRP).		Staff (FTE)	58	51	48	48	48	48	Economic Development Strategy			
Key service areas include: Regeneration, Economic Development, Traffic & Highways, Planning Policy, Transport Planning, Road Safety Education, Flood Mitigation, Urban Design, management of the Community Infrastructure Levy and the management of Vestry Hall.		Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)				Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
Service transformations identified in the TOM involve streamlined processes for project delivery, increased mobile working, increasing online consultations and interactive digitisation and mapping of highway and traffic management records.			2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
		New homes built	459	411	411	411	411	411	High	Annual	Outcome	Loss of Government grant
		New businesses created	171	200	300	TBC	TBC	TBC	Low	Annual	Outcome	Loss of income
		New jobs created	454	300	450	TBC	TBC	TBC	Low	Annual	Outcome	Social exclusion
		Street light repairs (days)	3	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
		Road emergency call outs	100	100	100	100	100	100	High	Monthly	Business critical	Reduced customer service
		Footway & Carriageway condition	100	92	95	95	95	95	High	Annual	Quality	Increased costs
		Streetwork inspections	42	36	36	37	37	38	High	Quarterly	Quality	Increased costs
		Streetwork permitting (% issued)	99.57	98	98	98	98	98	High	Monthly	Output	Loss of income

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

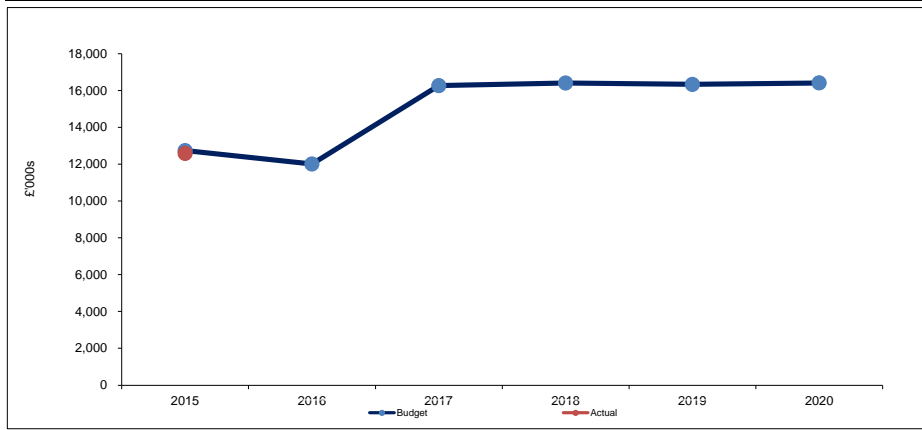


Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Highways Works	1,898	1,979	1,979	0	1,919	1,922	1,627	1,627
Transport For London	2,339	2,433	2,433	0	1,845			
Footways Planned Works	1,000	1,000	1,000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

**Summary of major budget etc changes**

**2017/18**

ER23 = (£214k) E&R41 = (£80k)  
 ENV24 = (£10k) E&R32 = (£5k)  
 E&R34 = (£30k) E&R35 = (£25k)  
 E&R37 = (£50k) ENV15 = (£148k)  
 ENV16 = (£65k) ENV17 = (£30k)  
 ERG1 (Growth) = £757k  
 EDS reserve adjustment = (£75k)  
 EDS2 reserve adjustment = (£362k)



**2019/20**

ERG1 (Growth) = (£150k)

**2020/21**

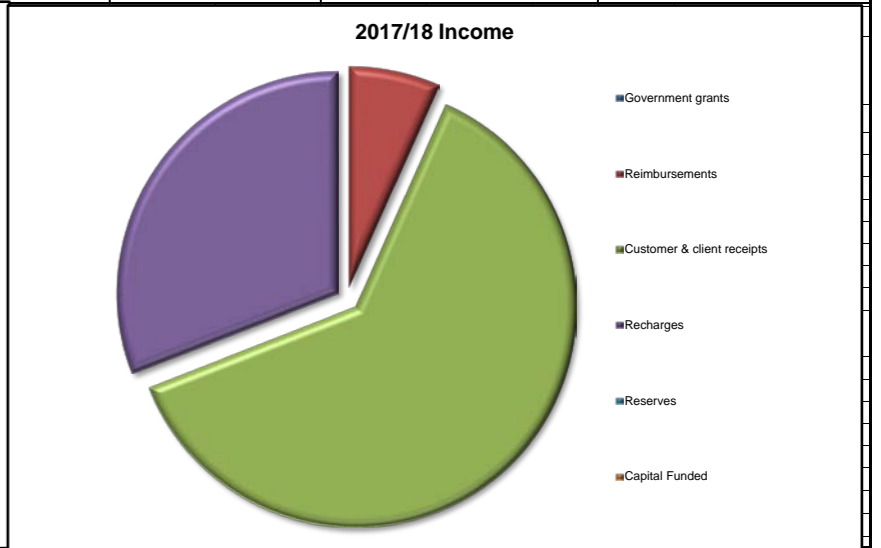
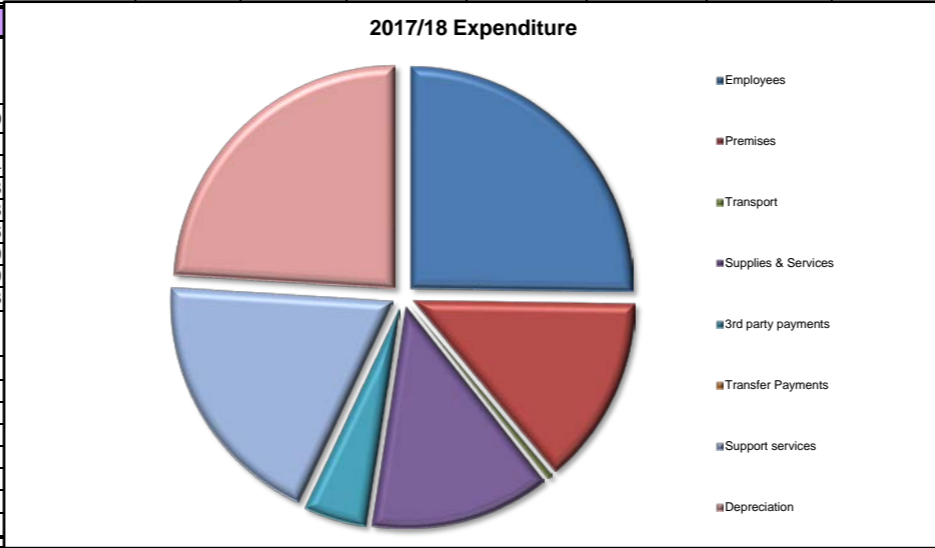
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Future Merton & Traffic and Highways**

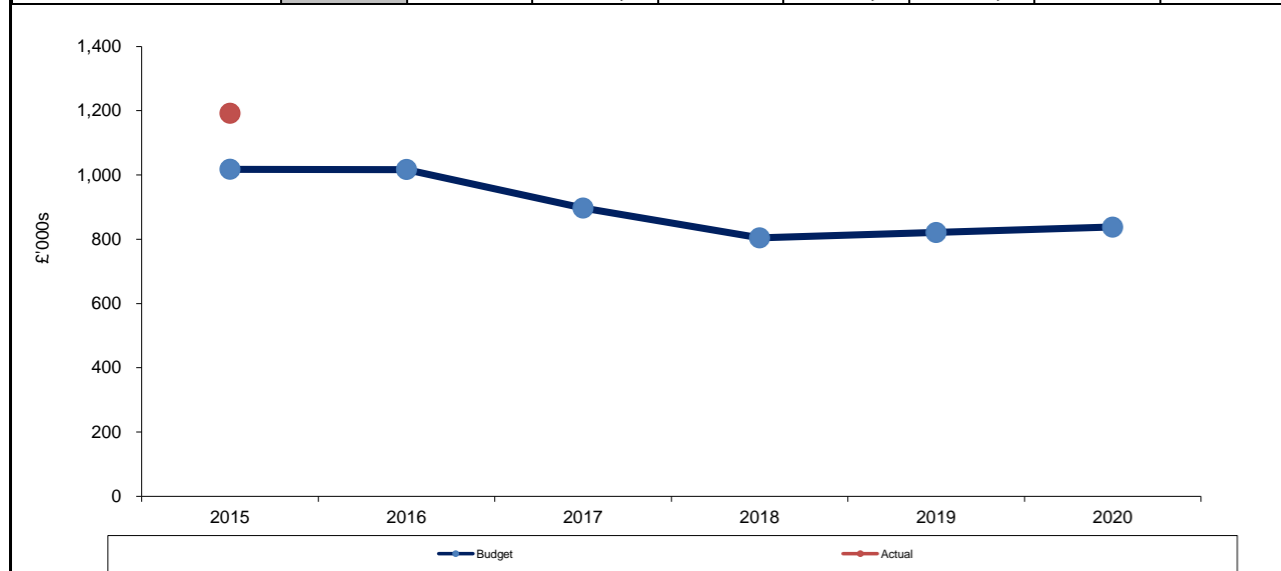
PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Local Plan: Estate Regeneration</b>	Infrastructure renewal			3	2	6
Start date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the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

Leisure & Cultural Development	Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Enter a brief description of your main activities and objectives below	Population	211,569	214,229	216,806	219,316	213,497	212,180	Asset Management Plan			
	No. of Children & Young People aged 8-17 in west of borough	7,900	8,050	8,200	8,700	12,407	12,445	Children & Young person's Plan			
	Population of most disadvantaged wards	126,850	127,540	128,100	104,155	100,227	99,841	Cultural Strategy			
	Users of Merton's Leisure Centres	832,677	841,004	878,105	942,592	970,026	999,078	Community Plan			
Main Activities: Engage local people in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer.	<b>Anticipated non financial resources</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>				
	Staff (FTE)	14.25	13.6	7.8	7.8	7.8	7.8	Open Spaces Strategy			
	Accommodation	7	7	7	7	7	7	Social Inclusion Strategy			
	Volunteers	20	20	20	20	20	20	Voluntary Sector Strategy			
	Staff seasonal	30	30	30	30	30	30				
Main Objectives: - Build a new Morden Leisure Centre by 2018, - Negotiate contract changes with GLL to operate Morden Leisure Centre and make contract savings - Demolish existing Morden Park Pools and re-landscape site - Develop and implement plans to de-silt and mitigate flood risk at Wimbledon Park Lake - Commence plans to implement Wimbledon Park Master Plan - Develop options appraisal for Wimbledon Park Watersports and implement agreed option - Commission culture and sports services - Deliver borough participation in Ride London, Mini Marathon, etc. - Manage leisure centres, New Wimbledon Theatre agreements; Polka and Attic grants and Morden Assembly Hall - Increase income and reduce costs - Increase participation and engagement	<b>Performance indicator</b>	<b>Actual Performance (A) Performance Target (T) Proposed Target (P)</b>						<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>
		2015/16(A)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
	Income £ from Merton Active Plus	53,460	60,000	60,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
	Income £ from Watersports Centre	358,661	387,000	397,000	402,000	402,000	402,000	High	Monthly	Business critical	Loss of income
	14-25 yr old Fitness Centre Participation at leisure centres	114,122	106,000	106,000	106,000	108,120	109,546	High	Monthly	Output	Reduced uptake of service
	% residents rating facilities Good to Excellent	n/a	45.5	46.0	48.0	48.0	48.0	High	Quarterly	Output	Reduced customer service
	Total Number of Users of Merton's Leisure Centres	830,790	841,004	878,105	942,592	970,026	999,078	High	Annual	Outcome	Reduced customer service
	Total Number of Users of Polka Theatre	92,609	93,916	94,600	95,000	89,500	97,000	High	Quarterly	Output	Reduced uptake of service

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



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





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

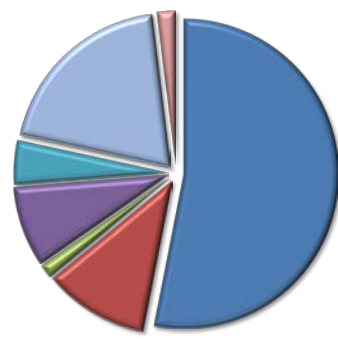
**Leisure & Cultural Development**

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

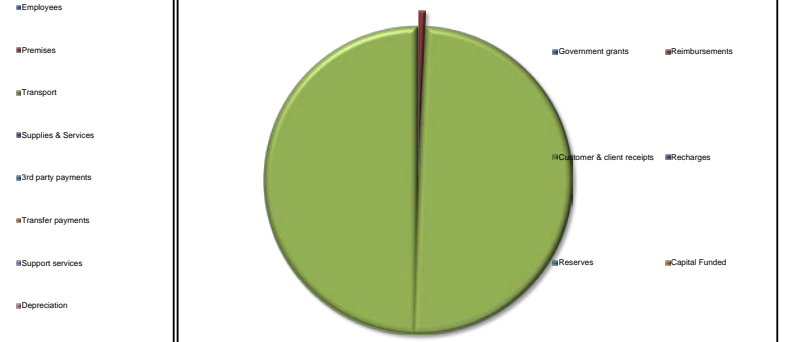
Parking	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Ross Garrod: Cabinet Member for Street Cleanliness & Parking	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	service contributes to			
Enter a brief description of your main activities and objectives below The service is required to enforce the parking regulations to ensure the through flow of traffic can be maintained and ensuring residents and blue badge holders have the ability to park in bays they have a permit or badge for. Surplus income generated by traffic management must be used for transport related areas.	Number of resident permits issued	18,320	20,0041	(5%) 21,043	(5%) 24,011	(5%) 22,095		Select your strategies			
	Number of visitors permits issued	227,000	239,242	(5%) 251,204	(10%) 263,764	(5%) 276,953					
Objectives	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
<ul style="list-style-type: none"> <li>enforce parking regulations across the borough including Controlled Parking Zones and bus lanes</li> <li>to implement measures to improve traffic enforcement efficiency, specifically the introduction of Automatic Number Plate Recognition (ANPR) cameras at bus lane and moving traffic locations. This will improve compliance and ease congestion at key points across the borough</li> <li>to maintain a survey of parking needs, hours of operation, the availability of parking spaces and the charging structure</li> <li>to monitor the borough's parking infrastructure to ensure that locations subject to regulatory controls can be effectively enforced thus improving compliance and ultimately congestion</li> <li>to take account in business planning of the increase in population and changes in planning legislation allowing business premises to be changed to residential use which could result in an increase in demand for parking spaces in existing CPZ's and pressure in areas with no controlled parking to introduce CPZ's.</li> </ul>	Staff (FTE)	86.20	93.27	83.57	83.57	83.57					
	Transport	15	12	12	12	12					
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
	% of parking permits issued within 5-7 days	94%	90%	90%	90%	90%		High	Monthly	Outcome	Loss of income
	Sickness- No of days per FTE (12 month rolling average)	15.50	9	8	8	8		Low	Quarterly	Quality	Loss of income
	Percentage of cases won at PATAS	56.47%	54%	54%	54%	54%		High	Monthly	Business critical	Loss of income
	Percentage of cases lost at PATAS	23%	21%	21%	21%	21%		Low	Monthly	Business critical	Loss of income
	Percentage of cases where council does not contest at PATAS due to new evidence	20.8%	25%	25%	25%	25%		Low	Monthly	Business critical	Loss of income
	Percentage of Public Space CCTV cameras working	n/a	95%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
<b>Expenditure</b>	<b>5,872</b>	<b>6,426</b>	<b>5,426</b>	<b>152</b>	<b>5,736</b>	<b>5,727</b>	<b>5,778</b>	<b>5,829</b>
Employees	3,177	3,106	2,945	75	3,045	3,076	3,108	3,139
Premises	641	639	619	3	626	632	638	645
Transport	124	106	124	20	82	84	85	87
Supplies & Services	503	1,108	377	54	477	425	433	440
3rd party payments	264	227	265	0	268	272	276	280
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,031	1,108	1,020	0	1,126	1,126	1,126	1,126
Depreciation	132	132	76	0	112	112	112	112
<b>Revenue £'000s</b>	<b>Final Budget 2015/16</b>	<b>Actual 2015/16</b>	<b>Budget 2016/17</b>	<b>Variance 2016/17 P7</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>
Incomes	15,604	12,331	17,188	(467)	16,285	15,948	16,125	16,125
Government grants	0	0	0	0	0	0	0	0
Reimbursements	118	128	0	38	117	117	117	117
Customer & client receipts	15,486	12,205	17,188	(505)	16,168	15,831	16,008	16,008
Recharges								
Reserves								
Capital funded								
<b>Council Funded Net Budget</b>	<b>(9,732)</b>	<b>(5,905)</b>	<b>(11,762)</b>	<b>(315)</b>	<b>(10,549)</b>	<b>(10,221)</b>	<b>(10,347)</b>	<b>(10,296)</b>
<b>Capital Budget £'000s</b>	<b>Final Budget 2015/16</b>	<b>Actual 2015/16</b>	<b>Budget 2016/17</b>	<b>Variance 2016/17 P7</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>
Parking	100	100	756	(20)			60	
Other		150	174	0	156	150	150	150
	0	250	930	(20)	156	150	210	150

2017/18 Expenditure



2017/18 Income



Summary of major budget etc. changes

**2017/18**

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

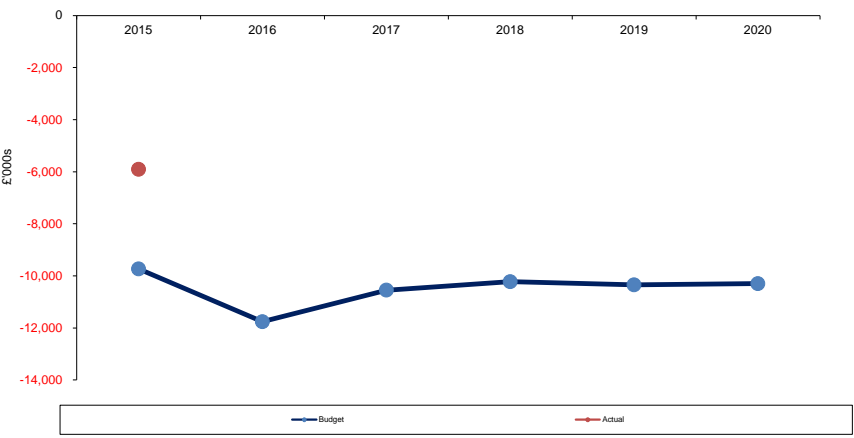
**2018/19**

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

**2019/20**

ENR2 = (£44k)  
 ENR3 = (£33k)  
 ENR4 = (£100k)

**2020/21**



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

**Parking**

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

Page 1 of 7

**Commissioned Service**

**Parks & Green Spaces**

**Select your Cabinet Member & Portfolio**

**Service Providers:**

**Idverde UK Ltd**

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

**Planning Assumptions**

**The Corporate strategies the service contributes to**

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

Open Space Strategy

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

Page 188

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

**Financial Information**

**Additional Expenditure Information**

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

**DETAILS OF MAJOR PROJECTS**  
**Parks & Green Spaces**

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





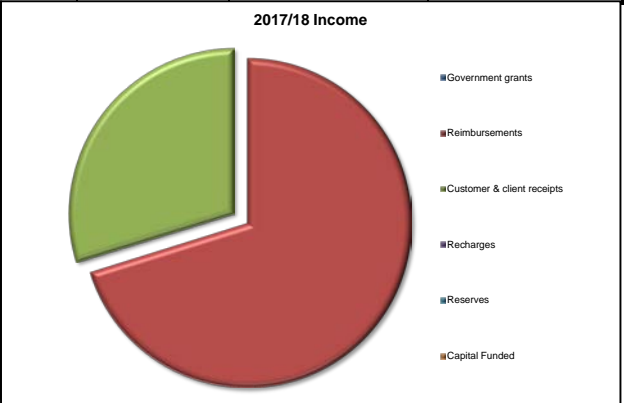
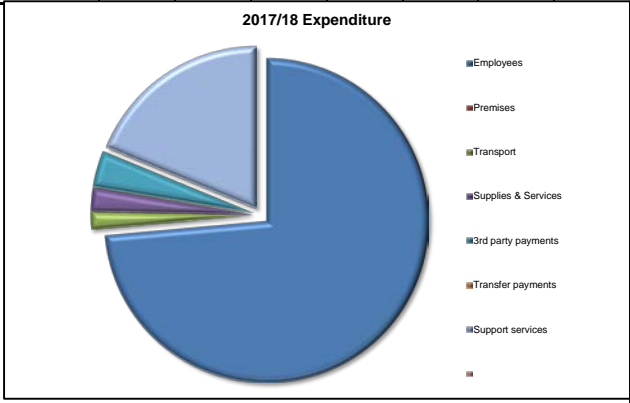
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Property**

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

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

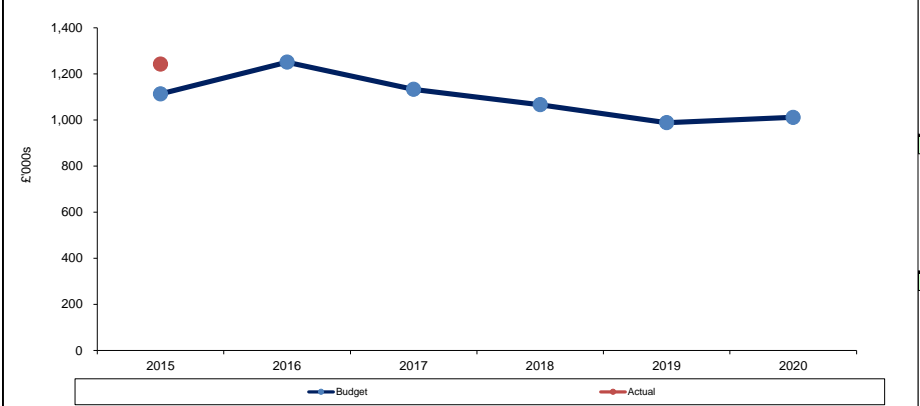
<b>DEPARTMENTAL BUDGET AND RESOURCES</b>								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
<b>Expenditure</b>	2,573	2,747	2,678	(80)	2,723	2,706	2,728	2,751
Employees	1,872	2,075	1,975	(79)	2,004	1,983	2,003	2,023
Premises	0	0	0	1	0	0	0	0
Transport	39	37	39	(10)	47	48	48	49
Supplies & Services	189	173	54	(15)	61	62	62	63
3rd party payments	139	139	98	13	99	101	103	104
Transfer payments	0	0	0	0	0	0	0	0
Support services	334	323	512	0	512	512	512	512
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
<b>Income</b>	1,460	1,505	1,427	88	1,590	1,640	1,740	1,740
Government grants	0	1	0	0	0	0	0	0
Reimbursements	1,116	1,125	1,003	38	1,116	1,116	1,216	1,216
Customer & client receipts	344	379	424	50	474	524	524	524
Recharges								
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	1,113	1,242	1,251	8	1,133	1,066	988	1,011



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

**Summary of major budget etc. changes 2017/18**

E&R14 = (£100k)  
 ENV09 = (£50k)  
 ENV10 = (£10k)



**2018/19**

ENV08 = (£40k)  
 ENV09 = (£50k)

**2019/20**

ENR1 = (£100k)

**2020/21**

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

**Regulatory Services Partnership**

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



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

**Safer Merton**

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





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

**Transport**

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

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

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

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

**DETAILS OF MAJOR PROJECTS**  
**Waste Management and Cleansing**

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