Second Draft Service Plans.

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

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

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

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

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

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

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

Index of Departmental Service and Commissioning Plans

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

^{*}Commissioning Plan

Children Schools & Families

Children's Social Care & Youth Inclusion			Planning Assur	nptions				The Corporate strategies your
Cllr Katy Neep: Cabinet Member for Children's Services	Anticipated demand	2015/16	2015/16 2016/17 2017/18 201			2019/20	2020/21	service contributes to
Enter a brief description of your main activities and objectives below	Population growth - looked after children & Care leavers		15	5-30				ked after Children and Care Leavers Strat
Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm,	Population growth - Child Protection Plans		30)-60				Safeguarding Children's Board Annual Pla
children in care, care leavers & young offenders, as well as wider services for families.	Increase in 0-19 population		3,	210				Children and Young People's Plan
CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child	UASC - increased numbers and impact on resources		30)-32				Children and Young People's Plan
& Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education & life chances.	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
	Staff (FTE)		209	210	204	198	198	

Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model.

Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time entrants, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families & promote family strengths to enable them to care for their own children.

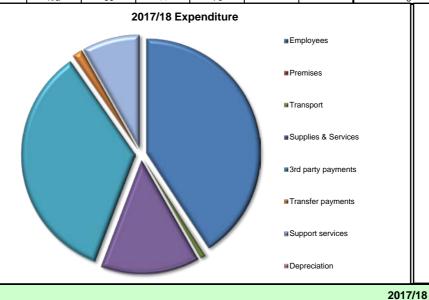
Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & reoffending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending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

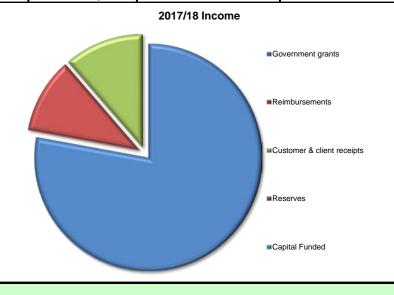
Access to resources for looked after children/external placement provision Recruitment of in house foster carers.

s	(FTE subject to change as a result of restructures)										
t	Performance indicator	Actual P	erformance ((A) Performa	nce Target (1	Γ) Proposed T	arget (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)				mer
	% single assessments completed within agreed timescales	92%	85	90	91			High	Monthly	Business critical	Safeguarding issues
е	Care application average duration (national target 26 weeks)	30	35	27	26			Low	Quarterly	Quality	Safeguarding issues
	Children in care adopted or receiving a Special Guardianship Order	13	13	13	13			High	Monthly	Outcome	Reduced customer service
.	% CYP on Child Protection Plan for 2nd or subsequent time	24%	16	16	16			Low	Monthly	Quality	Safeguarding issues
	% NEET aged 16-18	3.60%	4.7	4.7	4.6			Low	Monthly	Outcome	Social exclusion
F.	Number YJS first time entrants	61	70	50	50			Low	Monthly	Outcome	Social exclusion
	% LAC (2.5 years or more) in same placement for 2 years	n/a	66	66	69			High	Monthly	Outcome	Safeguarding issues
	% LAC experiencing 3 or more placements moves	n/a	12	12	11			Low	Monthly	Outcome	Social exclusion
	% fostered LAC in external agency FC placements	37.2%	42	42	40			High	Quarterly	Business critical	Increased costs
	Number of in house foster carers recruited	13	15	15	15			High	Quarterly	Quality	Increased costs
	Care Leavers who are ETE aged 19-21	n/a	66	68	70			High	Quarterly	Outcome	Socail Exclsuion

					12020			
		DEPARTM	IENTAL BUDG	ET AND RESO	URCES			
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	24,735	26,428	23,800	2,269	25,434	25,451	25,778	26,484
Employees	10,775	10,921	9,878	463	10,373	10,275	9,988	10,079
Premises	47	48	43	31	59	59	59	60
Transport	163	204	164	9	184	186	188	190
Supplies & Services	3,830	4,033	3,509	185	3,577	3,624	3,920	3,966
3rd party payments	7,839	8,769	7,751	1,591	8,781	8,842	9,152	9,713
Transfer payments	359	437	369	-10	374	380	385	391
Support services	1,723	2,016	2,085	0	2,085	2,085	2,085	2,085
Depreci <u>atio</u> n	0	0	0	0	0	0	0	0
Revenue 1000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	1,763	2,305	1,163	(104)	1,061	1,061	1,061	1,061
Government grants	1,134	1,114	806	(37)	826	826	826	826
Reimburgements	508	646	236	(105)	114	114	114	114
Customer client receipts	121	544	121	38	121	121	121	121
Reserve								
Capital Funded								
Council Funded Net Budget	22,972	24,123	22,637	2,165	24,374	24,391	24,718	25,423
On the Line of State	Final Budget	Actual	Budget	Variance	Budget	Budget	Budget	Budget

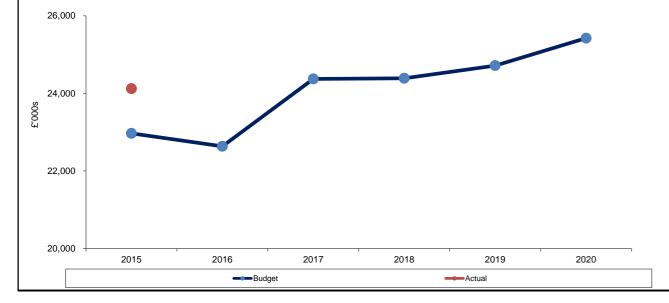
Council Funded Net Budget	22,972	24,123	22,637	2,165	24,374	24,391	24,718	25,423
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
	0	0	0	0	0	0	0	0





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

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



2019/2

2018/19

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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Children's Social Care & \				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk	Coore
Pro	oject 1	Project Title:	MOSAIC (CYPWB & TOM) Phase 1 and 2.	Improved efficiency (savings)	Likeiiiioou	Impact	Score
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 nspection 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
Pro	oject 2	Project Title:	Regionalisation of Adoption	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		3	2	6
End date	2018-19	Project Details.	Approach approvd by Cabinet (Sept 2016).				
Pro	oject 3	Project Title:	Continuous Improvement and Inspection Readiness	Improved effectiveness			
Stantplate aa Q	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		4	3	12
En d date	2017-18		framework. Continue to utilse all data sources to inform best practice sources include; JTAI's,YJ,EY's,SEND, QA framework and our SIF.				
Pro	oject 4	Project Title:	Youth Justice	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
Pro	oject 5	Project Title:	Well Being Model - CSC & CYPWB/TOM	Improved effectiveness			
Start date	2013-14	Project Details:	A review of the well being model is underway, engagmeent with partners and a task and finish group is established, the review will incude; 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		4	3	12
End date	2019-20		working; Care proceedings as outlined in the relevant TOM; rationalisng access points; raising thresholds; increased targeting and practice.				
Pro	oject 6	Project Title:	Workforce development	Improved staff skills and development			
Start date	2015-16		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		4	3	12
End date	2019-20	Project Details:	Being and this is being rolled out across the department. We are supporting/complimenting this 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.				

Education	
Cllr Katy Neep: Cabinet Member for Children's Services	
Cllr Caroline Cooper-Marbiah: Cabinet Member for Education	
Enter a brief description of your main activities and objectives below	
Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:	
monitoring, analysing & evaluating pupil & school performance developing skills in planning, teaching, assessment, leadership & management	
• working with schools to reduce inequality & improve achievement for vulnerable groups	
strengthening partnership working and school to school support	
Special Education Needs & Disabilities Integrated Service (SENDIS) will improve outcomes for CYP with SEND by:	
puilding early help capacity in schools & settings, families & the community	
 building early help capacity in schools & settings, families & the community focus on safeguarding, early intervention & prevention as well as direct support for families implementing the requirements of the Children and Families Act ensuring that families are central 	
and receive a joined up service	
Specialist placement provision for pupils with SEN. Early Years Services will improve outcomes for all children aged 0-5 by:	
managing the childcare market to ensure the supply of good quality funded early education provision for children aged 2.3 and 4 in accordance with statutory duties	

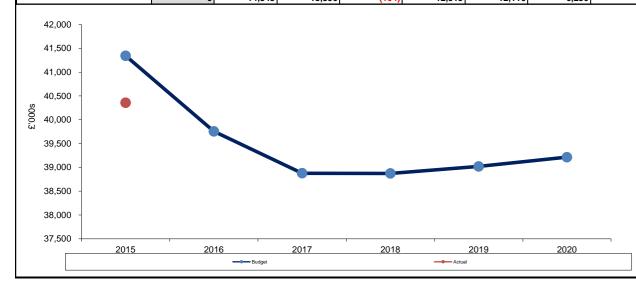
Early Years Services will improve outcomes for all children aged 0-5 by:
imanaging the childcare market to ensure the supply of good quality funded early education provision
for children aged 2, 3 and 4 in accordance with statutory duties
delivering Children's Centre services through a locality model with a focus on early help & targeted
services for vulnerable families
using the CASA to inform robust planning and case work for identified families
working with the early years sector to improve quality, reduce inequality and improve outcomes for
vulnerable children and their families
Developing the work force to deliver holistically to vulnerable families and young children
introducing a more robust performance management framework
Education Inclusion will improve outcomes for Young People by:
providing universal & targeted in house & commissioned services for YP & schools
providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance
to encourage emotional & social development
developing alternative education offerings to enable YP to stay in education, training & employment
leading on the council's partnership with the police & CAMHS for education
improving attendance and reduce PA in Merton schools
Wy Futures Service
School Org
Pupil place planning, & schools admissions
School expansion & capital programme management.

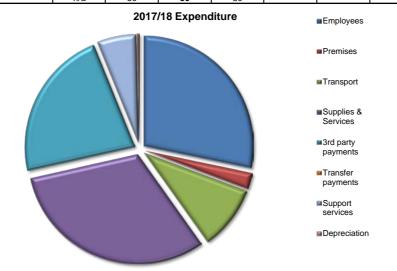
		Planning Assumption	ıs				The Corporate strategies your			
Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	service contributes to			
Forecast increase in population 0-4			78	80			Children and Young People's Plan			
Forecast increase in population 5-19			24	.00			Children and Young People's Plan			
Raise in Participation age 16-18							Children and Young People's Plan			
Forecast increase in Children & Y/P with EHCP		200-400 S								
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				

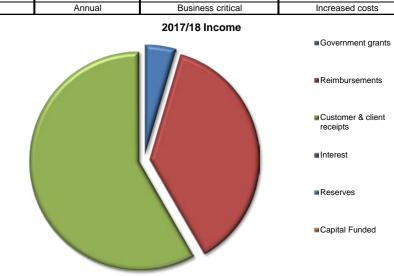
L	Stall (FTE subject to change as a result of restructures)				91		92	200	282	282	
	Performance indicator	Actual pe	erformance (A) Performai	nce Target (T) Proposed	Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
L		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				met
ı	Merton pupil average Attainment 8 score	n/a	52	53	54			High	Annual	Outcome	Reputational risk
ı	Merton pupil Average Progess 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
ı	% pupils achieving expected standard in reading, writing and maths at KS2	82	57	58	59			High	Annual	Outcome	Reputational risk
ı	% secondary school attendance	95.2	95.1	95.2	95.3			High	Annual	Outcome	Increased costs
ı	% primary school attendance	96	96.1	96.1	96.2			High	Annual	Outcome	Breach statutory duty
ı	% of new EHCP requests completed within 20 weeks	67	55	55	55			High	Quarterly	Outcome	Safeguarding issues
ı	% Good or Outstanding children's centres per Ofsted	100	100	100	100			High	Quarterly	Outcome	Inspection outcomes
ı	% reception year surplus places	6.2	5.5	6	8			Low	Annual	Business critical	Parental choice
ı	%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
ı	% spend on approved capital programme	n/a	80	80	80			High	Annual	Business critical	Increased costs

DEPARTMENTAL BUDGET AN	ID RESOURCES							
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	47,569	47,004	44,977	-329	43,981	44,127	44,273	44,469
Employees	12,473	12,023	12,465	-165	12,422	12,502	12,556	12,660
Premises	1,436	1,281	1,450	-233	1,072	1,075	1,078	1,080
Transport	4,144	4,415	4,132	166	4,158	4,219	4,279	4,339
Supplies & Services	16,731	16,257	14,402	-419	13,784	13,798	13,812	13,826
3rd party payments	9,926	9,924	9,835	322	9,838	9,827	9,841	9,855
Transfer payments	19	34	19	0	19	20	20	20
Support@ervices	2,664	2,895	2,498	0	2,521	2,521	2,521	2,521
Deprequation	175	175	176	0	167	167	167	167
Revenu 2'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income—	6,224	6,644	5,220	(127)	5,104	5,254	5,254	5,254
Government grants	365	221	150	(9)	232	232	232	232
Reimbu © nents	2,343	2,741	2,397	(325)	1,897	1,897	1,897	1,897
Customer & client receipts	3,516	3,682	2,673	207	2,975	3,125	3,125	3,125
Interest								
Reserves								
Capital Funded								
Council Funded Net Budget	41.345	40.359	39 758	(456)	38,877	38 873	39.019	39,215

	,	,	00,.00	(100)	,	30,0.0	,	,
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Primary Expansion		10,548	3,799	0	30	0	0	0
Secondary Expansion		183	7,798	0	8,919	6,156	4,481	0
Devolved Formula Capital		362	368	0	0	0	0	0
Schools Capital Maintenance		723	986	0	670	650	650	650
SEN Expansion		2,244	317	0	3,196	5,310	1,000	0
Other		288	129	(104)	104	0	105	0
	0	14.348	13.396	(104)	12,919	12.116	6.236	650







2017/18

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £546,000

Reduced service offer from school improvement: £75,000

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

Property and contracts: £65,000

(Deletion of 1AD, 1 HOS and half and admin post £224,000) spilt 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).

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

				- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Education PROJECT DESCRIPTION				MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	Project 1 Project Title: Improving pupil outcomes at KS2 & KS4 (Edn TOM) & School Improvement through partnership (Edn TOM) Rigorous support and challenge for schools in RI or vulnerable to RI including implemention Support and Challenge Groups. Training and briefings on Ofsted, assessment, curriculum an 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 Strate Merton Education Partners. The development of strengthened school to school support through School Improvement Steering Group, ongoing support for the Merton Education Partnership brokerage of school to school support through Merton Leaders of Education, primary expert and liaison with Teaching Schools. Partnership with schools on redefining LA functions as p Education TOM. Project 2 Project Title: Transforming Early Years (EY's TOM)		1	Improved effectiveness	LIKEIIIIOOU	impact	ocore
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including implemention of Support and Challenge Groups. Training and briefings on Ofsted, assessment, curriculum amd 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		2	3	6
End date	2018-19		and liaison with Teaching Schools. Partnership with schools on redefining LA functions as part of				
Pro	oject 2	Project Title:	Transforming Early Years (EY's TOM)	Improved efficiency (savings)			
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an		3	2	6
End date	2019-20		accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.				
Pro	oject 3	Project Title:	Implementation of requirements of Children & Families Act (Edn TOM & CYPWB) & Education TOM/CYPWB Model & Personal Budgets (Education TOM/C+F Act)	Improved customer experience			
Start date	2013-14		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		4	3	12
Pagdate	2019-20	Project Details:	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.				
O Pro	oject 4	Project Title:	Development of Adolescent offer including My Futures (NEET's) & linked provision	Improved customer experience			
Start date	2013-14	Project Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new		3	2	6
End date	2018-19	·	statutory duty for age 19-25. Develop plan and manage process within available funding streams.				
Pro	oject 5	Project Title:	Youth transformation phases 3 & 4 (Edn TOM)	Improved efficiency (savings)			
Start date	2013-14	Project Details:	Implementation of new funding models for Phipps Bridge & Pollards Hill. Expaning community partnerships to achive a more self funding community model in each locality. The plan for each area		4	3	12
End date	2017-18	,	will evolve from these partnerships.				
Pro	Project 6 Project Title: Implementation of Secondary & Special School (SEN) Places Strategy (Education)		Implementation of Secondary & Special School (SEN) Places Strategy (EducationTOM)	Infrastructure renewal			
Start date	2015-16		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 everall additional places peopled. Undertake statutory processes and		4	2	8
End date	2018-2019	Project Details:	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.				

Community & Housing

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

Adult Social Care Cllr Tobin Byers:Cabinet Member for Adult Social Care Enter a brief description of your main activities and objectives below

been defined, there is a duty to meet it.

There are eligibility criteria to define need and to keep this in line with resources as far as possible.

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

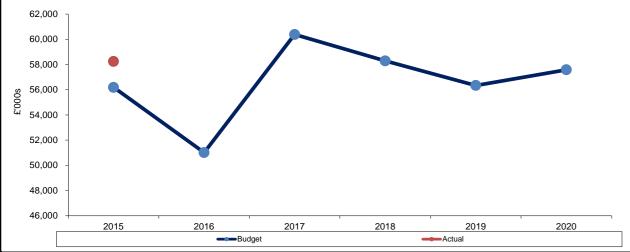
Looking ahead there is a key national policy challenge to incorporate in our redesign, namely the integration with health services.

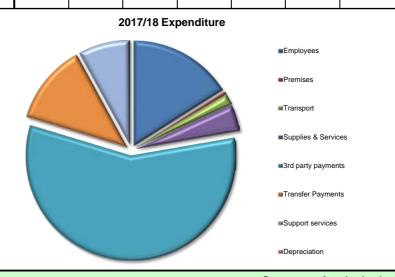
		Planning Assum	nptions				The Corporate strategies your
Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	service contributes to
No. of people requiring services	3331	3307	3278	3252	3191	3170	Health & Wellbeing Strategy
People aged 85-89	407	375	358	335	315	293	
People aged 95+	221	195	190	185	180	175	
No. of people aged 65+ with dementia	385	395	407	419	431	448	
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
Staff (FTE)	383.53	335.26	324.5	313.5	313.5	313.5	

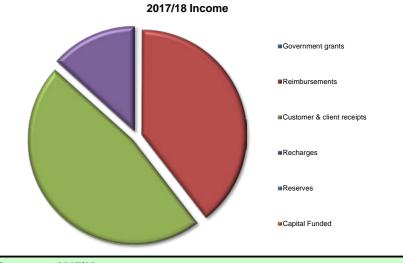
Performance indicator	Actual P	Actual Performance (A) Performance Target (T) Proposed Target (T)						Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	Polarity	Reporting cycle	Indicator type	met
No of carers receiving a service	967	996	1000	1010	1020	1040	High	Monthly	Business critical	Breach statutory duty
% Older people still at home following Reablement	81.5%	73.2	78.8	78.8	78.8	78.8	High	Annual	Outcome	Increased costs
% People receiving 'long term' Community Services	80%	72	72	72	72	72	High	Monthly	Business critical	Increased costs
% People with 'long term' services receiving Self-Directed	98%	95	95	95	95	95	High	Monthly	Unit cost	Government intervention
The rate of Delayed Transfers of care from hospital (both NHS and Merton)	8.4	5	7	7	7	7	Low	Monthly	Business critical	Increased costs

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

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
T Schemes		2	132	0				
The Gables Mitcham		591						
	0	593	132	0	0	0	0	0







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)

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 Adult Social (
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk	Score
Pr	roject 1	Project Title:	Home Care re-commissioning	Improved effectiveness	<u> </u>	Impuot	55515
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		3	3	9
End date	31/03/2018	,	who will provide back-up supply or meet nche requirements.				
Pr	roject 2	Project Title:	Supporting People re-commissioning	Improved efficiency (savings)			
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	8
End date	01/11/2017		council's nomelessness prevention duties and imancial plans.				
Pr	roject 3	Project Title:	Assessment & Care Management Processes	Improved effectiveness			
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	9
End date	31/12/2017		are emolent, enective, consistently promote independence and adequately resourced.				
Pr	roject 4	Project Title:	scis	Improved effectiveness			
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		3	2	6
End date	31/03/2018		under constant review.				
Pr	roject 5	Project Title:	Transitions	Improved customer experience			
Start date	Undertake and implement a review		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	3	2	6	
End date	30/09/2017	•	transitions are reflected in the commissioning and financial plans.				
Pr	roject 6	Project Title:	Early intervention	Improved customer experience			
Start date	01/04/2017	Project Details:	Develop a refreshed early intervention strategy that builds on the existing hub service models		2	2	4
End date	30/09/2017	·					
Pr	roject 7	Project Title:	Business Development	Improved effectiveness			
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	4
End date	31/03/2018		and the second of the second o				
Pr	roject 8	Project Title:	Information, access & advice	Improved efficiency (savings)			
Start date	01/04/2017	Project Details:	Develop the offer through Merton Link and the voluntary sector to provide earlier advice, self service		3	2	6
End date	31/03/2018	r roject Betane.	and referral to non-statutory interventions.				
Pr	roject 9	Project Title:	Integration	Improved effectiveness			
Start date	- co-location with CLCH and MCCG			3	2	6	
End date	30/06/2017	Project Details:	- embedding joint working with CLCH - developing joint commissioning approach with MCCG				
Pro	oject 10	Project Title:	Bed based care	Improved effectiveness			
Start date	01/04/2017	Project Details:	Develop a commissioning strategy for bed based care, working with the sector, health and		4	3	12
End date	31/03/2018		neighbouring authorities to develop a sustainable offer and range of solutions.				

Enter a brief description of your main activities and objectives below
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary
accommodation.

Housing Needs and Enabling Services Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing

To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.

The purpose of this service is to

- Prevent homelessness in accordance with statutory housing law
- Provide homes to people in housing need
- Plan for the future delivery of housing via general conformity with the London Housing Strategy
- Formulate and deliver statutory housing strategies for the borough
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes
- Maximise supply of affordable homes with registered providers and private landlords
 Provide care and housing support to vulnerable adults
 Relationship management between the council and stock transfer housing associations
 Carry out a statutory duty to enforce Environmental Health (Housing) legislation

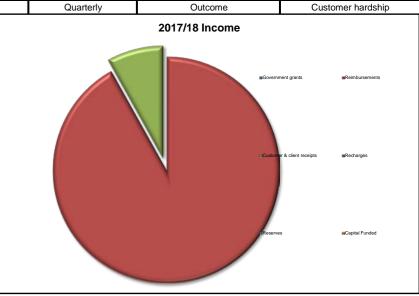
- Provide grant assistance for improvements and adaptations

		Planning Assum	ptions				The Corporate strategies your	
Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	service contributes to	
Housing advice, options, private tenants & landlords advice	11000	11000	11000	11000	11000	11000	Homeless Placements Policy (Interim)	
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		
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
Housing Needs Staff (FTE)	24.5	21.79	19.30	18.30	18.30	18.30		
Environmental Health (Housing)	6.03	5.03	5.03	4.03	4.03	4.03		
TOTALS	30.53	26.82	24.33	22.33	22.33	22.33		
Performance indicator	Actual Performance (A	A) Performance Target (T) Proposed Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not	

			1							
Performance indicator		erformance (•		<u> </u>	• , ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Performance indicator	2015/16(A)	2016/17(T)	2017/18(P)	18(P) 2018/19(P) 2019/20(P)		2020/21(P)	Polarity	Reporting cycle	indicator type	met
No. of homelessness preventions	561	450	450	450	450	450	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation	158	225	225	235	250	250	Low	Monthly	Business critical	Increased costs
Highest no. of families in B&B	4	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Highest no. of adults in B&B	4.75	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Affordable homes delivered	81	30	70	60	40	50	High	Annual	Outcome	Reputational risk
Social housing lets	353	375	360	350	340	345	High	Quarterly	Outcome	Increased waiting times
Rent deposit - new tenancies	49	50	40	40	40	40	High	Annual	Outcome	Increased waiting times
No. of enforcement/improvement notices	107	55	70	70	60	60	High	Quarterly	Outcome	Reduced enforcement
Number of Disabled Facilities Grants approved	34	60	60	60	60	60	High	Quarterly	Outcome	Customer hardship

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

2017/18 Expenditure		
	■Employees	
	■ Transport	
	■Transfer Payments	
	mTransfer Payments	
	₩Depreciation	



	-							
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				
			·					
	0	507	1,803	(543)	755	629	280	280

Summary of major budget etc. changes

2017/18

Savings £30k Rationalisation of admin budget (CH9)

Savings -£36k - Deletion of one staffing post ((CH10)

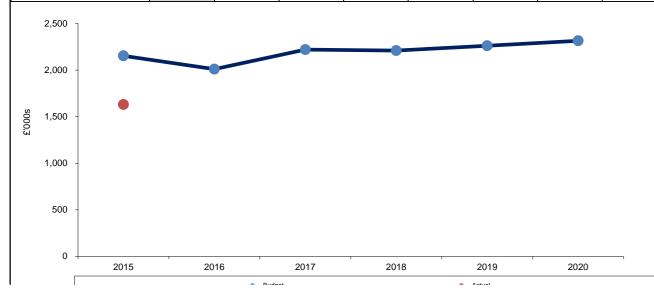
Savings -£100k Further Staff reductions (Any areas of HNES & EHH) (CH43)

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 transferrred 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 transferrred to Adult Social Care.



2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Housing Needs and Enabling Services				
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Deliver on-line self-assessment tools	Improved effectiveness			
Start date	2016-17	Project Details:	Implement on-line Housing Register pre-application assessment tool.		3	1	3
End date	2017-18						
Pro	oject 2	Project Title:	Homeless Placement Policy	Risk reduction and compliance			
Start date	2016-17	Project Details:	Implement and monitor the Homeless Placement policy		2	2	4
End date	2017-18						
Pro	oject 3	Project Title:	CHMP Regeneration	Improved reputation			
Start date	2014-15	Project Details:	Input to CHMP regeneration with Future Merton.		1	2	2
End date	2018-19	,					
Pro	oject 4	Project Title:	Service re-structure	Improved efficiency (savings)			
Start date	2016-17						
Ctart date	2010-17	Project Details:	Develop plans in 2016/17 to re-structure the service in 2017/18 and 2018/19 in light of the need to continue to provide a service with a reduced workforce.		2	3	6
End date	2018-19		continue to provide a service with a reduced workforce.				
Pro	oject 5	Project Title:	Shared Lives Development	Improved effectiveness			
Sta tt date	2015-16		Explore ways to potentailly develop the Shared Lives range of services, considering the business case				
End date		Project Details:	for any service developments and liaise with the appropriate referring agencies to provide any		3	1	3
End date	2017-18		additional funding where necessary				
Ol Pro	oject 6	Project Title:	Technology Review	Improved effectiveness			
Start date	2016-17				2	1	2
Fred data	2017-18	Project Details:	Work with IT / E&R on re-procurement / replacement of M3PP.			·	_
End date							
Pro	oject 7	Project Title:	Selective Licencing	Improved effectiveness			
Start date	2016-17		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 currentlyconsulting on		2	1	2
End date	2017-18	Project Details:	whether or not mandatory licensing 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.)				
Pro	oject 8	Project Title:	EDRMS Workflow	Improved effectiveness			
Start date	2015-16		Work with Cornerate to implement EDDMS in Hereing and then undetermediate worldow processes		2	2	4
End date	2016-17	Project Details:	Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly		2	2	7
		Duning at Title		language de (ficience (continue)			
	oject 9	Project Title:		Improved efficiency (savings)			
Start date		Project Details:					0
End date		Froject Details:					
Pro	ject 10	Project Title:		Select one major benefit			
	•	2,222		y			
Start date		Project Details:					0
End date							
							<u></u>

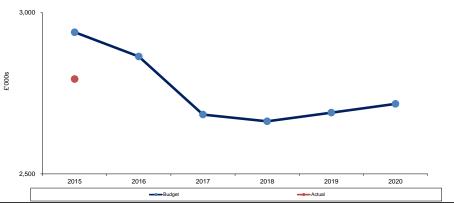
Libraries				Pla	nning Assum	ptions					The Corporate strategies your		
Cllr Nick Draper: Cabinet Member for Community & Culture	Anticipated demand	201	2015/16		6/17	2017/18		2018/19	2019/20	2020/21	service contributes to		
Enter a brief description of your main activities and objectives below	Active users	55	55,000		5,000 56,0		56,000		000	56,000	56,000	56,000	Customer Contact Strategy
The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the	Stock issues		1,000,000		,000	950	,000	900,000	900,000	900,000			
'needs of adults and children' according to the Public Libraries and Museums Act 1964.	Registered members	135	5,000	135	,000	135	,000	135,000	135,000	135,000			
	Visitor figures	1,20	0,000	1,20	0,000	1,21	0,000	1,210,000	1,210,000	1,210,000			
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.	Anticipated non financial resources	201	5/16	201	6/17	201	7/18	2018/19	2019/20	2020/21			
tills is delivered.	Staff (FTE)	45	5.71	43.71		33.62		33.62	33.62	33.62			
Certain aspects of the service must be provided for free:	Accommodation (Libraries)	7		7		7		7	7	7			
Free lending of books	Equipment (PC's)	144		14	144		44	144	144	144			
Free access to information Free library membership													
Free library membership	Performance indicator	Actual Performance (A) performance target (T) Proposed Target (P)					arget (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not		
The Library Service aims to provide a modern, high quality and cost effective service that is	r criormance maleator	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	lolarity	reporting cycle	indicator type	met		
responsive to the needs of customers. Our vision is to remain the most efficient library service in	Number of visitors accessing the library service online	232472	200,000	210,000	220,000	230,000	230,000	High	Monthly	Quality	Reduced uptake of service		
London whilst continuing to achieve some of the highest customer satisfaction levels.	Active users - peoples network terminal	65269	56,000	56,000	56,000	56,000	56,000	High	Monthly	Outcome	Reduced uptake of service		
	% self service usage for stock transactions	96	96	97	97	97	98	High	Monthly	Business critical	Increased costs		
	Active volunteers in libraries	337	210	220	230	230	230	High	Monthly	Business critical	Reduced service delivery		
	Maintain Income	361,000	£316,000	£346,000	£346,000	£346,000	£346,000	High	Monthly	Unit cost	Increased costs		
								High	Monthly	Quality	Reduced service delivery		

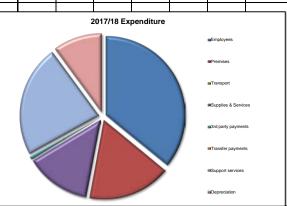
n/a

% customer satisfaction (ARS)

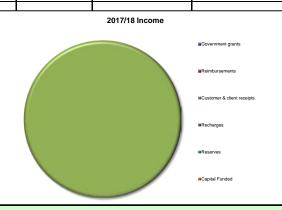
		DEPARTM	ENTAL BUDGE	T AND RESOU	RCES			
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	3,296	3,190	3,221	-138	2,993	2,972	2,999	3,026
Employees	1,350	1,265	1,348	-48	1,076	1,041	1,054	1,067
Premises	399	406	403	-46	507	515	523	531
Transport	4	5	4	0	4	4	4	4
Supplies & Services	508	454	449	-43	399	404	409	414
3rd party payments	37	30	27	-1	18	19	20	21
Transfer payments			0	0	0	0	0	0
Support services	696	727	688	0	688	688	688	688
Depreciatio	303	303	303	0	301	301	301	301
Revenue 🚳s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income (D	357	396	357	-25	309	309	309	309
Government grants	0	0	0	0	0	0	0	0
Reimbursements	41	34	41	0	0	0	0	0
Customer & client receipts	316	361	316	-25	309	309	309	309
Recharges O	0	0	0	0	0	0	0.	0
Reserves ()	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	2,939	2,794	2,864	(163)	2,684	2,663	2,690	2,717
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21

2,939	2,794	2,864	(163)	2,684	2,663	2,690	2,717
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
				200			
	255	95	0				350
				200			
				100			
0	255	95	0	500	0	0	350
	Final Budget	Final Budget 2015/16 Actual 2015/16 255	Final Budget Actual Budget 2015/16 2015/16 2016/17 255 95	Final Budget 2015/16	Final Budget	Final Budget	Final Budget 2015/16





78



Perception

Reduced customer service

Annual

Summary of major budget etc. changes 2017/18

78

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

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

Cllr Caroline Cooper	erton Adult Education -Marbiah Cabinet Me Service Providers: outh Thames College Groundwork London	mber for Education		wellbeing of sophisticate	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 developin sophisticated evidence based approaches to what we deliver. The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses.										
				Planning Assu	mptions						The Corporate strategies the				
Anticipated demand	d	2015/16		2016/17 2017/18			2018/19 2019/20		2020/21	service contributes to					
Total number of learne	ers	3129		32	285	32	85	3285	3285	3285	Culture and Sport Framework				
Number of accredited lea	rners	1397		14	167	14	67	1467	1467	1467	Employment and Skills Action Plan				
Total number of enrolme	ents	4256		39	964	39	64	3964	3964	3964	Medium term Financial Strategy				
										Special Educational Needs and Disabilities Strategy					
Anticipated non financial re	esources	2015/16		201	6/17	201	7/18	2018/19	2019/20	2020/21					
Staff (Commissioning Te		28.26		3.	.55	3.		3.66	3.66	3.66					
Staff (LDD Curriculum mai	o ,	0			1	1		1	1	1					
South Thames Colleg								resources to provide serv							
Groundwork London							Sufficient	resources to provide serv	ice						
Performance indicate	or	2015/16(T)	2016/17(T)) & Provisional 2017/18(P)	Performance 2018/19(P)	Targets (P) 2019/20(P)	2020/21(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met				
Number of enrolments per	annum	20.07.0(.)	2010/11(1)	3964	3964	3964	3964	High	Quarterly	Outcome	Reduced uptake of service				
Number of new learners per annum (not registered				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 co				85%	86%	88%	90%	High	Annual	Outcome	Reduced uptake of service				
% of end of course evaluations where teachin good or above	g and learning is rated as			95%	95%	95%	95%	High	Annual	Perception	Reduced service delivery				
% of enrolments from deprive	ed wards			27%	30%	32%	35%	High	Quarterly	Quality	Reduced uptake of service				
Average cost per learn	ner			£247	£247	£247	£247	Low	Annual	Unit cost	Reduced uptake of service				
	Financial Inform	nation						Additional	Expenditure Information	tion					
Revenue	Budget	Budget	Budget	Budget											
Expenditure	2017/18 1,256	2018/19 1,266	2019/20 1,271	2020/21 1,312	1										
Contractor's Fee	985	990	995	1,014	1										
Employees (Commissioning Team)	182	185	183	203	1										
Employees (LDD Curriculum Manager) Other Costs	45 44	45 46	45 48	45 50	1										
	Budget	Budget	8 Budget	Budget	1										
Revenue	2017/18	2017/18	2017/18	2017/18	1										
Income	1,380	1,380	1,380	1,380	1										
Adult Education Block Grant	1,346	1,346	1,346	1,346	1										
Adult Apprenticeships Grant Other Income	27	27 7	27	27 7	1										
Capital Expenditure	Budget 2017/18	Budget 2017/18	Budget 2017/18												

Description of main activities and objectives

Commissioned Service

			DETAILS OF MAJOR PI				
			Merton Adult Edu	cation	•	Diele	
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Improve Ofsted status	Improved effectiveness			000.0
Start date	2016/17	Project Details:	Implement agreed actions in Post Ofsted Improvement Action Plan (PIAP) ready for re-inspection with		3	2	6
End date	2018/19	ŕ	the view to achieving a 'Good' status				
Pro	oject 2	Project Title:	Embed employability, maths and English strands in courses where applicable	Economic outcomes			
Start date			Embed key threads around employability, maths and English into courses delivered by new providers.		2	1	2
End date	2018/19	8/19					
Pro	oject 3	Project Title:	Launch new apprenticeship scheme	Economic outcomes			
Start date	2016/17	Project Details:	Procure an organisation to increase apprenticeship numbers in the borough.		2	1	2
End date	2017/18	ŕ					
Pro	oject 4	Project Title:	Expand provision in deprived areas of the borough and / or amongst deprived communities	Improved effectiveness			
Start date	2016/17	Project Details:	Deliver a range of community and family learning initiatives in the broough to increase take up and		3	1	3
End date	2018/19	ŕ	proactively market services to residents with the greatest needs.				
Pro	oject 5	Project Title:	Embed new evidence base and overhaul course provision	Improved customer experience			
Start date	2017/18	Project Details:	Make more effective usage of learner and community data to inform the future commissioning of adult		2	1	2
En Q late	2018/19	,	learning courses whilst retaining a healthy breadth of provision.				
→ Pro	oject 6	Project Title:	Embed new commissioning arrangements across all services	Improved effectiveness			
Start date	2016/17	Project Details:	Undertake regular contract reviews and identify improvement plans to embed and improve the quality		3	2	6
End date 2019/20 of the new adult learning services							

Cllr Tobin Byers:Cabinet Member for Adult Social Care											
Enter a brief description of your main activities and objectives below	Enter a brief description of your main activities and objectives below										
Public Health services currently comprise: Services to improve health and wellbeing that are the commissioning responsibility of PH ir (including the following mandatory services: sexual health, NHS health checks, Healthy Cl 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)											

Public Health

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.
- Fulfil our statutory PH duties.
- Contribute to Merton becoming London's best council in 2020

Our strategic objectives are:

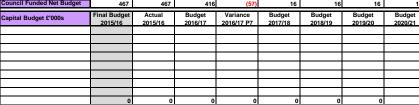
Objective 1: Service transformation - Deliver East Merton Model of Health and Wellbeing and Wilson health and community campus as blueprint for borough-wide health and care transformation

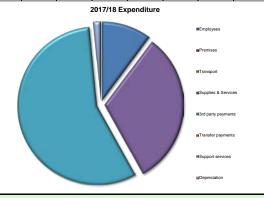
Objective 2: Embedding health & wellbeing into council business - Embed health and wellbeing as relevant outcome across the whole council business (and partners) including establishing health as marker for good government and as investment rather than expenditure, integral to 2020 vision of best London council

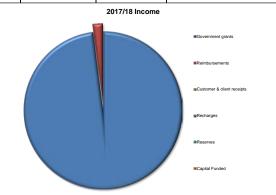
Objective 3: Strengthening commissioning and commissioning support – Develop public health strategic commissioning (end-to-end) & public health support to commissioning for health and wellbeing outcomes using a range of specific purposefully chosen collaborative commissioning approaches for development and delivery of integrated service models

			Pla	nning Assur	nptions					The Corporate strategies your
Anticipated demand	201	5/16	201	6/17	201	7/18	2018/19	2019/20	2020/21	service contributes to
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 s	staff capacity	40% of PH staff capacity		40% of PH staff capacity	40% of PH staff capacity	TBC	
NHS Health Checks	62	211	63	300	3,0	000	3,100	3,200		
National Child Measurement Programme				Reception Cohort : 2,655 Year 6 Cohort: 2,068		ohort : 2,700 hort: 2,125	Reception Cohort : 2,745 Year 6 Cohort: 2,182	TBC		
NHS Smoking Cessation	11	168	10	000	Т	вс	TBC	TBC		
Health Visiting New Birth Visits: estimated new births	32	237	31	170	31	104	3037	2971		
Anticipated non financial resources	201	5/16	201	6/17	201	7/18	2018/19	2019/20	2020/21	
Staff (FTE)	14	.77	15	.43	3 16.56		TBC	TBC	TBC	
Staff (Trainees)		1		2		2	TBC	TBC	TBC	
Performance indicator			e (A) Performance Target (1				Polarity	Reporting cycle	Indicator type	Main impact if indicator not m
renormance indicator	2015/16(A) 2016/17(T) 2017/18(F		2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	•		••	want impact it indicator not in
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 tern conditions
Successful completion of alcohol treatment	N/a	TBC	60%	TBC	TBC		High	Quarterly	Outcome	Conditions
Health Visiting – Percentage of New Birth Reviews within 14 days of birth			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 AN	ID 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
Eug enditure	11,536	10,926	11,897	36	10,964	10,964	10,964	10,964
ployees	1,133	1,044	1,090	-23	1,117	1,117	1,117	1,117
Pemises	2	1	2	-1	2	2	2	2
Tansport	2	2	2	1	2	2	2	2
Sipplies & Services	5,019	4,544	3,750	300	3,476	3,476	3,476	3,476
and party payments	5,208	5,156	6,886	-241	6,200	6,200	6,200	6,200
ansfer payments	0	0	0	0	0	0	0	0
Support services	172	178	167	0	167	167	167	167
preciation	0	0	0	0	0	0	0	0
enue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
income	11,069	10,458	11,481	-93	10,948	10,948	10,948	10,948
Government grants	10,712	10,071	11,181	-15	10,727	10,727	10,727	10,727
Reimbursements	356	388	300	-78	221	221	221	221
Customer & client receipts	0	0	0		0	0	0	
Recharges	0	0	0		0	0	0	
Reserves	0	0	0		0	0	0	
Capital Funded	0	0	0		0	0	0	
Council Funded Net Budget	467	467	416	(57)	16	16	16	16
Capital Budget £'000s	Final Budget	Actual	Budget	Variance	Budget	Budget	Budget	Budget







Summary of major budget etc. changes 2017/18

Funding for PH will continue to be allocated through the ring-fenced grant. Following a national decision to reduce the total PH grant the a 2.5% cut is required in 2017/18. That means the national PH Grant is £10.7m in 2017/18. In addition the Council's medium term financial strategy has committed PH to transfer recurrently £400k to CSF and £600k to C8H. This reduces the budget available for PH to £9.7m.

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

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



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

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

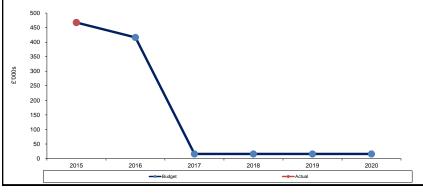
2019/20

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

change on the PH budget.

2020/21

Public Health budget wil be funded from local business rates.



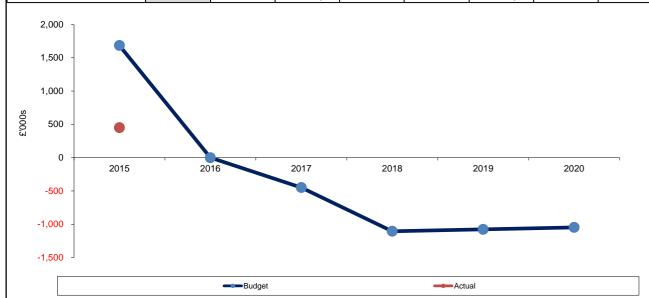
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Public Health	F 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	East Merton Model of Health and Wellbeing	Improved effectiveness	Likelinood	шрасс	CCOTC
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,		3	3	9
End date	2020-21		community engagement,better use of wider public sector estates and development of social investment funding models . PH Lead: Anjan Ghosh				
Pro	oject 2	Project Title:	Embed Health and Wellbeing in all policies programme	Improved effectiveness			
Start date End 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 expenditurework 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
Pro	oject 3	Project Title:	Integrated sexual health services	Improved effectiveness			
Ctort data	2046 47						
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	2016-19						
Pro	oject 4	Project Title:	Redesign of Adult substance misuse treatment services (drugs and alcohol)	Improved effectiveness			
Start date	2015-2016	Project Details:	Commission a redesigned adult substance misuse service based on a preventative and recovery orientated model, that is aligned with mental health services for Merton working in conjunction with		3	3	9
End date	2017-18		CCG. Develop a comprehensive substance misuse prevention framework that encompassess community safety, licensing and regulation. PH Lead: Amanda Killoran				
Pro	oject 5	Project Title:	Redesign of Prevention and Health improvement Services	Improved effectiveness			
Start date	2014-15	Dunia et Dataila	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		2	2	4
ව E@date	2017-18	Project Details:	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				
	oject 6	Project Title:	Development of integrated Children's Services	Improved effectiveness			
St art 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		2	3	6
End date	2018-19		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				
Pro	oject 7	Project Title:	Childhood Obesity Action Plan	Improved effectiveness			
Start date	2016-17	Project Details:	Deliver a whole systems childhood obesity action plan to reduce childhood obesity and health inequalities. This will address the wider social and environmental influences, and include leadership,		2	2	4
End date	2018-19	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	the food environment, physical environment, early years and schools as well as community and staff engagement. PH Lead: Julia Groom				
Pro	oject 8	Project Title:	Development of social prescribing	Improved effectiveness	 		
Start date	2016/17		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		2	2	4
End date	2020/21	Project Details:	prescribing is part of the EMMHWB and a major component in the CCG's Primary Care Strategy and the development of the model of multi-speciality community provider, strenghthening relationships between primary care and the voluntory and community sector and services. PH Lead: Amanda Killoran		2	2	4
Pro	oject 9	Project Title:	Joint Strategic Needs Assessment Plus	Improved efficiency (savings)			
Start date	2016-17	Project Details:	Develop a programmatic approach to public health intelligence covering: the JSNA analysis and support to strategy and commissioning decisions through a range of accessible outputs /products; Performance measurement and monitoring in support of continuous improvement of strategies and		2	2	4
End date	2020-21	. Tojoot Botano.	services in achieving outcomes; and Information management including sharing /linkages of data across the council/CCG. PH Lead: Amanda Killoran				
Pro	ject 10	Project Title:	Dementia Friendly Merton Relaunch the Dementia Action Alliance (DAA) in Merton, as the principal vehicle for the development	Improved effectiveness			
Start date	2016-17	Project Details:	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		2	2	4
End date	2020-21	.,	an action plan will be developed to roll out the DAA and ensure the sustainabilty of the programme, exploring thefeasiblity of having a designated coordinator or an alternaitve mechanism. PH Lead: Anian Ghosh				

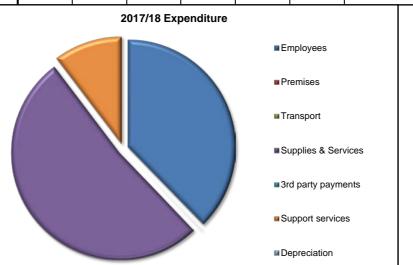
Corporate Services

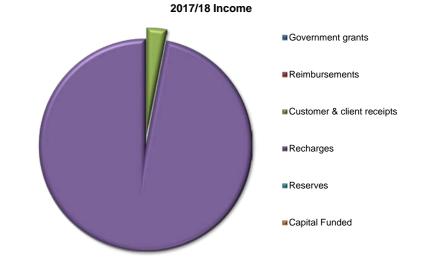
Business Improvement				Pla	nning Assur	nptions					The Corporate strategies your		
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	201	15/16	201	6/17	201	7/18	2018/19	2019/20	2020/21	service contributes to		
Enter a brief description of your main activities and objectives below	Core service request (days)	40	023	35	555	33	355	3355	3355	1355	Customer Contact Strategy		
	Non Core service requests (days)	16	620	14	50	14	150	1350	1350	1350	IT Strategy and Implementation Plan		
 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. 	Support for continuous/business improvement (days)	8	380	8	30	8	80	880	880	880	Information Management Strategy		
- Support DMTs to embed a culture of continuous business improvement within the organisation through the	Project/Programmes	21	FTE	19	FTE	11	FTE	0 FTE	0 FTE	0 FTE			
provision of tools, techniques, advice and support – including but not limited to lean.													
- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and Merton Improvement Board.	Anticipated non financial resources	201	2015/16		6/17	2017/18		2018/19	2019/20	2020/21			
- Through the Programme Management Office (PMO), ensure that the corporate improvement portfolio is	Staff -Management & Programme Office (FTE)	6.	6.46		6.46		6		1.5	3	3	3	
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.	Staff - Business Systems Team (FTE)	25		2	23	2	21	21	21	21			
- Ensure change is effectively managed across the organisation and strong change management principles	Staff - Programmes and projects (fixed term)	2	21	2	.0	1	11	6	6	6			
and methodologies are embedded within improvement projects and programmes.													
- Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.	Performance indicator	Actual P	Performance	(A) Performa	nce Target (P) Proposed	Target (T)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not		
- Lead and coordinate the Technical Design Authority (TDA), ensuring the organisation takes a coordinated	r criorinance maleator	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2020/21(P)	2019/20(P)	1 Olarity	reporting cycle	maleator type	met		
and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.	Systems availability	99.3%	98%	99%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery		
- Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing	% positive and neutral coverage tone	94.75%	92%	92%	92%	92%	92%	High	Monthly	Perception	Reputational risk		
systems investments for improved business efficiency and service.													
- Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity:													
availability, performance, and capability of the systems.		1		1			1 1						

		DEPARTM	IENTAL BUDG	ET AND RESO	JRCES			
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	4,689	5,021	3,712	165	3,264	2,606	2,635	2,664
Employees	2,933	3,069	2,363	230	1,231	1,229	1,242	1,256
Premises		1	0	0	0	0	0	0
Transport	3	1	3	-3	3	3	3	3
Supplies & Services	1,345	1,440	1,011	-62	1,693	1,039	1,054	1,069
3rd party payments			0	0		0		
Support services	408	508	335	0	335	335	335	335
Depreciation								
Revenue 0000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	3,004	4,571	3,713	-356	3,713	3,713	3,713	3,713
Government grants								
Reimbulsements								
Customer & client receipts	164	424	114	(356)	114	114	114	114
Rechar	2,840	4,146	3,599	0	3,599	3,599	3,599	3,599
Reserve								
Capital Funded								
Council Funded Net Budget	1,685	450	(0)	(191)	(449)	(1,107)	(1,078)	(1,049)

Council Funded Net Budget	1,000	430	(0)	(191)	(449)	(1,107)	(1,070)	(1,049)
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Document management system			740	0				
Plan Web/Capita Housing					100	42		
Customer contact programme		99	686	0				
Protective Marking		0	81	0				
Replace Social Care System		191	563	0	426	350		
Electronic Asset Management			21	0	250	75		
Public Protection & Map Info Systems					40	510		
Revenues & Benefits						400		
	0	290	2,090	0	816	1,377	0	0







Summary of major budget etc. changes

2017/18

2018/19

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

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

2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Business Improve				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	l ilsəlibə ə əl	Risk	Caara
Pro	oject 1	Project Title:	Customer Contact programme	Improved customer experience	Likelihood	Impact	Score
Start date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4
Pro	oject 2	Project Title:	Electronic document and records management system	Improved efficiency (savings)			
Start date End 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
		5	Out in Country from Country				
Pro	oject 3	Project Title:	Social Care Information System	Improved efficiency (savings)			
Start date End 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
Pro	oject 4	Project Title:	SCIS Phase 2	Improved efficiency (savings)			
Start date End 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
		D : T''	FAMO				
Pro	oject 5	Project Title:	EAMS	Improved efficiency (savings)			
Statt 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						
O) Pro	oject 6	Project Title:	MADI	Improved effectiveness			
Start date End 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
Pro	oject 7	Project Title:					
Start date	ojeci i	Project Details:					0
End date		Floject Details.					
Pro	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		,					
Pro	oject 9	Project Title:		Select one major benefit			+
Start date	oject 9			Select one major benefit			0
End date		Project Details:					
Pro	ject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		i rojou Dotaiis.					

	Corp	orate Governar	nce							Plai	ınning Assun	nptions				The Corporate strategies your
Clir Mark	Allison: Deputy			Finance			Anticipate	ed demand	2015/16		16/17	2017/18	2018/19	2019/20	2020/21	service contributes to
	f description of						Resi	dents	211,569	214	4,229	216,806				Information Governance Policy
Corporate Governance is made u					·		Offi	cers	1		1	1				Equality Strategy
<u>Information Governance</u> - managensuring organisational complian							Coun	cillors	60	6	60	60				Risk Management Strategy
maintaining the Publication Schel					"'g		Elec	tions					1		1	Procurement Strategy
<u>Democracy Services</u> - maintains	independent scri	ıtiny function sı	innort to Council	llors and Mayor 8	& encures	An	ticipated non f			201	16/17	2017/18	2018/19	2019/20	2020/21	
council has robust decision making			apport to oddrien	iiois and mayor c	a crisures			(FTE)	39.05	`	. Invest&audit	28.9	28.9	28.9	28.9	
Electoral Services - maintains red	aisters of electors	whilst managin	a the move to in	ndividual electoral	l registration			Election	800		300	800				
administers elections & referendu					rogiotration,		Staff -	Canvas	150	1:	50	150				
									Actual Performance	A\ Dorformon	noo Torgot /T) Proposed Targets (P)				Main immed if in director and
Internal Audit and Investigations-	Merton has join	ed the audit and	I fraud partnersh	ip with its neigh	ouring		Performan	ce indicator				2019/20(P) 2020/21(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
authoriites. Internal Audit covered covered by SWLFP (South West	t Lóndong Fraud	Partnership) cov	vering Merton, K	lingston, Richmoi	nd, Sutton and	Audit	actions implem	ented by agree		90%	2010/19(1)	2019/20(1) 2020/21(1)	High	Quarterly	Business critical	Increased fraud
wandsworth). They provide indeprocesses and fraud risks including	pendent, objectiv	e appraisal of ris	sk management,	, governance & ir	nternal control	71001		ted against plan	89.83% 90%	90%			High	Quarterly	Business critical	Increased fraud
conflicts of interest. Co-ordinates	the Annual Gove	ernance Stateme	ent. Reviews and	d updates anti fra	aud polices.		Complaints - d		83.11% 90%	85%			High	Monthly	Perception	Reduced customer service
Reports poor practice/weak contr		Ü				(Complaints prog	ressed to stage		9%			High	Quarterly	Perception	Reduced customer service
There is also the shared <u>Legal se</u> Kingston. This serive has its own	ervice with the Lo	ndon Borough o	of Richmond, Wa	ansdworth, Suttto	n and		FOI requests -	dealt with in time	84.33% 90%	85%			High	Monthly	Perception	Reduced customer service
Tringston. This serive has its own	OCTVICE TIATI.					Num	ber of suppleme	ntary agendas i	ssued 23 22	20	18	16 14	Low	Quarterly	Perception	Government intervention
							udsman compla			90%			High	Monthly	Quality	Rework
							sman complaint	<u> </u>		TBC			Low	Quarterly	Perception	Government intervention
						% of F	Ol refusal notic	es not upheld at	review N/A 4%	TBC			Low	Quarterly	Perception	Government intervention
		DEPART	MENTAL BUDG	ET AND RESOL	JRCES					2017/18 Exp	penditure				2017/18 Income	
Revenue £'000s	Final Budget	Actual	Budget	Forecast Variance	Budget	Budget	Budget	Budget		1 —						
	2015/16	2015/16	2016/17	2016/17 P7	2017/18	2018/19	2019/20	2020/21				■Employees				■Government grants
Expenditure	3,828	3,569	3,224	154	3,088	3,107	3,136	3,214		100						_covernment grante
Employees	1,912	1,782			1,189	1,143	1,157	1,171				■Premises				
Premises Transport	7 21	15 14			1 21	1 21	22	1 22								■Reimbursements
Supplies & Services	1,325	1,184			1,110	1,167	1,174				A A	■Transport				
3rd party payments	239	239			460	468	475	483				Transport				■Customer & client receipts
Support services Depreciation	324	335	307		307	307	307	307								
	Final Budget	Actual	Budget	Variance	Budget	Budget	Budget	Budget				■Supplies & Servic	es			= Dasharras
Revenue £'000s	2015/16	2015/16	2016/17	2016/17 P7	2017/18	2018/19	2019/20	2020/21				/				■Recharges
Income() Government grants	2,597 260	2,887 286	1,973	(368) 34.53	1,973	1,973	1,973	1,973				■3rd party payment	s			
Reimburgements	163	284		(127)												■Reserves
Customer & client receipts	288	401		(276)								■Support services				
Recharges Reserve	1,886	1,917	1,973		1,973	1,973	1,973	1,973								■Capital Funded
Capital Di ded												■Depreciation				= Capital I dilucu
Council Funded Net Budget	1,231	682	1,251	(214)	1,115	1,134	1,163	1,241				= Doprodución				
Capital Budget £'000s	Final Budget		Budget	Variance	Budget	Budget	Budget	Budget				Summary	of major budget et	c. changes		
Capital Dauget 2 cocc	2015/16	2015/16	2016/17	2016/17 P7	2017/18	2018/19	2019/20	2020/21				- Cummury	2017/18	or ondrigoo		
									CCD42 Chara FOI and information		na naliau C4	Ol.	2017/10			
									CSD43 Share FOI and information CSD45 Share audit and investigation	ion service	ce policy £4	UK				
									CS2015-13 Shared Investigation							
									CS2015-14 Shared audit service 3	33k						
					0	_	_						2018/19			
	0	0	0	0	0	0	0	0	00D42 Ch FOL: 11 f	0		1014	2010/19			
1,500 ¬									CSD43 Share FOI and Information CS2015-06 Delete auditor post at			IUK				
1,500									CO2013-00 Delete additor post a	iu iees sok						
•																
			<u> </u>													
1,000 -																
so .,,,,,,													2019/20			
00,3									CS2016 -03 Reduction in supplie	s and servic	es £50k					
•																
500 -																
													2020/21			
0																
2015	20	16	2017	2018	,	2019	2020									
		─ Budget			Actu	al										
									<u> </u>							

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Corporate Governance	10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Litalitand	Risk	0
Pr	oject 1	Project Title:	2013/17 Implement individual electoral registration	Risk reduction and compliance	Likelihood	Impact	Score
Start date End 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
Pr	roject 2	Project Title:	2013/17 Administer statutory elections, referendums and ballots.	Risk reduction and compliance			
Start date	01/04/2013	Project Details:	Administer GLA elections in 2016, and European Referendum before the end of 2017, plus Wimbledon BID ballot in 2016, together with any other referendums and ballots that may be required.		3	3	9
End date	31/03/2017		The second of th				
Pr	oject 3	Project Title:	Committee report workflow	Improved effectiveness			
Start date End 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
		Project Title:	Scrutiny Improvement Programme	Improved austomor our evice of			
Pr	oject 4	Project Title:	Scrutiny improvement Programme	Improved customer experience			
Start date End date	01/04/2014 31/03/2018	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 Overvieww and Scrutiny Commission each year when it receives the Annual Member Survey.		2	1	2
Pr	roject 5	Project Title:	Creation of centralised Local Land Charges Register	Improved customer experience			
Sta tt date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive		3	1	3
End date	31/03/2017						
07 Pr	oject 6	Project Title:		Select one major benefit			
Start date End date		Project Details:					0
Pr	roject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr Start date	roject 8	Project Title:		Select one major benefit			
End date		Project Details:					0
Pr	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pre	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		·					

		Cus	stomer Service	e								Dia	nning Assur	mntions					The Corporate strategies your
	Clir Mark Al	lison: Deputy I			r Finance			Anticinate	ed demand		2015/16	201			17/18	2018/19	2019/20	2020/21	service contributes to
		escription of y					Re	nefit/Council Ta		ante	16.000		400		4,500	14,000	14,000		Channel migration
En	inci a bilei d	escription or y	our main activ	mes and objec	CLIVES DEIOM		Ве			uiilo					-		, ,	13,000	ŭ
There are 5 core se	onvioso:								ne callers		600,000 90,000	500			0,000	400,000 70,000	375,000	350,000	Customer Contact Strategy Modium term Financial Strategy
There are 5 core se	el vices.								e customers x properties		90,000 83,000	85,	500		-	70,000 85,000	65,000 86,000	60,000	Medium term Financial Strategy
Local Taxation - re									<u> </u>		·				4,000		· ·	86,500	
Housing Benefit - identification and pr			ng housing and	d council tax be	nefit schemes &	š.	An	ticipated non f		ces	2015/16	201			17/18	2018/19	2019/20	2020/21	
Merton Link - first			uncil customer	s & visitors, the	ough either fac	e to face or		Staff	(FTE)		148.3	14	13	1	142	141	139	139	
via telephone - also	o provide Tra	anslation Service	es & Concessi	ionary Travel S	chemes;														
Registrars - respon			hs & deaths, m	narriages & civi	I partnerships, o	citizenship													
ceremonies & natio Bailiffs - collection			a charad cand	oo hotwoon Su	tton & Morton fo	or all areas													
especially council to			a silaleu selvii	Le between Su	ttori & iviertori ic	n an areas		Performan	ce indicator		Actual performance	• •		` .	• , ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Front line service											2015/16(T) 2016/17(T)	` '	. ,	, ,	. ,	•			met
services for univers							% of Merton B			ng & misc debt)		58%	58%	58%	58%	High	Monthly	Outcome	Loss of income
that this new servic due to the uncertain									ates collected ax Collected		97.71% 97.50% 97.49% 97.25%	97.50% 97.25%	97.50% 97.25%	97.50% 97.25%	97.50% 97.25%	High High	Monthly Monthly	Business critical Business critical	Loss of income Loss of income
It is also unclear ho									ct resolution		76.61% 70%	75%	75%	75%	75%	High	Monthly	Perception	Reduced customer service
workload							Event in	come (Marriage		hips etc.)	437,000 415,000	425,000	440,000	450,000	460,000	High	Monthly	Business critical	Loss of income
								of on-line transa	,	,	58% 60%	62%	63%	64%	65%	High	Monthly	Business critical	Reduced customer service
								stomer satisfac			N/A TBC	TBC	TBC	TBC	TBC	High	Monthly	Perception	Reduced uptake of service
								aken to process			9 days 11 days	10 days	9 days	8 days	8 days	Low	Monthly	Business critical	Customer hardship
							Time take	en to process ne	w nousing ben	ent cidiffis	21 days 21 days	16 days	15 days	14 days	14 days	Low	Monthly	Business critical	Customer hardship
			DEDART	MENTAL BURG	SET AND RESO	HDCES					<u> </u>	I		<u> </u>		<u> </u>			l
		<u> </u>	DEPARTI	MEMIAL BUDG		UKUES						2017/18 Ex	penditure					2017/18 Income	· ·
Revenue £'000s		Final Budget	Actual	Budget	Forecast Variance	Budget	Budget	Budget	Budget			-							!
TO VOITUE & UUUS		2015/16	2015/16	2016/17	2016/17 P7	2017/18	2018/19	2019/20	2020/21						■Employees				
Expenditure		9,111	8,462	9,196		9,095	9,122	9,072	9,149						. 9				■Government grants
Employees		5,140	5,158				5,147	5,103							- D				
Premises		30	21	29	0	29	30	30	30						Premises				
Transport		69	70	70	-3	80	81												■Reimbursements
Supplies & Services		1,571	1,315					1,033							Transport				
3rd party payments Transfer Payments		434 81	312 35		-97	431	438	414	420		//-								
Support services		1,785	1,551			2,410	2,410	2,410	2,410						Supplies & Service	ne l			■Customer & client receipts
Depreciation		1,7.00	.,00.	2,0		0	2,	2,	2,			4		_	=Cupplies a cervio				
•		Final Budget	Actual	Budget	Variance	Budget	Budget	Budget	Budget					_					
Revenue £'000s		2015/16	2015/16	2016/17	2016/17 P7	2017/18	2018/19	2019/20	2020/21	1					3rd party payment	s			■Recharges
Incor(C)																			
Incon® Government grants		6,676 1,449	6,690 1,398	6,714 1,232		6,778 1,232	6,778 1,232	6,808 1,232	6,808 1,232			/			Transfer Payment	s			
Reimbonsements		930	1,227	970		970	970	970							•				Reserves
Customer & client rec	ceipts	2,333	2,152					2,323					1						
Recharges		1,964	1,913	2,283		2,283	2,283	2,283	2,283						Support services				
Reser@9 Capita DS unded																			■Capital Funded
Council Funded Net	t Budget	2,435	1,772	2,482	(6)	2,317	2,344	2,264	2,341						Depreciation				
	. Dauget	2,700	1,772	2,402	(0)	2,017	2,044	2,204	2,041										
Capital Budget £'000	10s	Final Budget	Actual	Budget	Variance	Budget	Budget	Budget	Budget						Summary	of major budget etc	change		
Capital Baagot 2 000		2015/16	2015/16	2016/17	2016/17 P7	2017/18	2018/19	2019/20	2020/21						Outilities y	or major badget etc	. onungeo		
																2017/18			
										CS60 Delet	ion of Assistant Direct	or nost £100	lk						
											luce marketing budget			and reduce	designer cos	ts 73k			
										CS2015-04	Increase in registrars'	income 25k				· -			
												2011							
										l									
										l									
					+					l									
		0	0			0	n	n	0							2018/19			
		0	U							CCD40 M	Morton covince 401					_3.07.0			
3,000 ¬										C2D19 My	Merton savings 49k								
3,000																			
2,500 -																			
					_														
2,000																0040/00			
· · · · · · · · · · · · · · · · · · ·																2019/20			
£,000;										CS2016-02	Restructure of Housin	g Benefits s	ection due	to roll out	of Universal C	redit £66k			
1,500 -										CS2016-04	Increase income thro	ugh Registra	ars service	£15K					
											5 Increase income thro								
											6 Merton Link - efficier		:30k						
1,000 -										CS2016 -07	7 Cash Collection Red	uction £30k							
																2020/21			
500 -																			
U +	2015	20	16	2017	2018		2019	2020											
	2010	20		2011	2018			2020											
			B udget			Actu	ual												

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM Customer Services	M OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Proje	ect 1	Project Title:	Universal Credit Implementation	Economic outcomes			
	01/01/2016 31/03/2020	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
Proje	ect 2	Project Title:	Implement an Outside Wedding Venue	Economic outcomes			
Start date	01/04/2013	Project Details:	Planning permisson approved for outside wedding venue at Morden Park House. Funding to be agreed.		2	2	4
	31/08/2017						
Proje	ect 3	Project Title:	Council Tax support scheme	Economic outcomes			
	01/04/2017 30/10/2017	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 discetionary relief and exemptions for implementation in 2018/19.		2	1	2
Proje		Project Title:	Review Debt Collection Processes	Improved effectiveness			
	01/04/2015	Project Details:	With the implementation of the new Financial management computer systems a review of the existing	improved effectiveness	2	1	2
End date	31/12/2017	1	debt collection processes will be undertaken as part of the system implementation.				
Proje	ect 5	Project Title:	Redesign of Merton Link	Improved customer experience			
Ø.	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						
O) Proje	ect 6	Project Title:		Select one major benefit			
Start date End date		Project Details:					0
Proje	ect 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		Fioject Details.					
Proje	ect 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		r roject Betane.					
Proje	ect 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		Froject Details:					
Proje	ct 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		., <u>_ </u>					

		nan Resource										nning Assun					The Corporate strategies your
	Allison: Deputy I					Fac. 1		ed demand	D. FAD.	2015/16		16/17	2017/18	2018/19	2019/20	2020/21	service contributes to
Enter a brie 1) Support effective people	ef description of y					Employees in		, payroll, advice, L&I to be appointed	D, EAP etc.	4,400 160		400 160	4.200 150	4.000 140			Workforce Strategy Economic Development Strategy
development of a workforce	strategy/TOM pe	eople layer	-			-		es to be appointed		100		33	33	33	+		Loononiio Developinenii Siidlegy
) Implement and maintain e payroll, performance manag	efficient HR trans	actions for re	cruitment, indu	uction, employe	e data,			financial resources	5	2015/16		16/17	2017/18	2018/19	2019/20	2020/21	
) Provide HR business par	tner support acro	ss the Counc	il				-	f (FTE)				35	35	27	27	27	
 Produce HR metrics, ana Produce HR strategies, p 	alyse people-relat	ed problems	and take appro	opriate actions	nanagement			,									
s) Support and develop cap	pacity building in I	Members	o to support em	eonive heoble II	anayement												
							Performan	nce indicator					T) Proposed Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator
										. ,	4	· ·	2019/20(P) 2020/21(P)				met
						No. of work		hire (days) sickness, excluding	94		88	86		Low	Monthly Monthly	Outcome Outcome	Increased costs Increased costs
						NO. OF WORK	<u> </u>	als completed	g schools 9.3		98%	98%		High	Annual	Outcome	Poor decision making
								L&D satisfaction	939		83%	83%		High	Quarterly	Outcome	Poor decision making
															·		,
									<u> </u>								
				OFT 1115 5 = 5	UDOFO									ır		<u> </u>	
		DEPART	MENTAL BUDG	GET AND RESO	URCES						2017/18 Ex	penditure				2017/18 Income	
evenue £'000s	Final Budget	Actual	Budget	Forecast Variance	Budget	Budget	Budget	Budget									
	2015/16	2015/16	2016/17	2016/17 P7	2017/18	2018/19	2019/20	2020/21					■Employees				■Government grants
penditure	3,199	3,252					2,578										
nployees remises	2,380 15	2,315 42			,		1,585 48						■Premises				■ Point
ansport	5	4		2	-3	-3	-3	-3									Reimbursements
upplies & Services d party payments	234 263	206 324					182 298						■Transport				Ĭ.
upport services	303	361			467		467										■Customer & client receipts
epreciation	Fig. 1 D. 1	A - 4 - 1	PJ. *	Ve-!	D	Dd.	Design 1	Budest					■Supplies & Service	s			1
evenue £'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								16	■Recharges
come	3,164	3,570	3,284		3,333		3,485						■3rd party payments				1
overhent grants ein sements	13 20	13 83		(3)	79	79	79	70									■Reserves
ustoner & client receipts	569	555	569	(27)	560	712	712	712	-	1			■Support services				■I/C2GIAG2
techarges	2,562	2,919	2,695	5	2,695	2,695	2,695	2,695					■Support Services				
Reserves Capital Lunded								 					-0 ::				■Capital Funded
ouncil Funded Net Budget	35	(318)	1	(126)	(311)	(938)	(907)	(876)					■Depreciation				
apital Budget £'000s	Final Budget	Actual	Budget	Variance	Budget	Budget	Budget	Budget					Summary	of major budget et	c. changes		
<u> </u>	2015/16	2015/16	2016/17	2016/17 P7	2017/18	2018/19	2019/20	2020/21					,	2017/18	3		
									SD34 L&D Admin	Cupport 101-							
								C:	SD34 L&D Admin SD35 L&D Budge	t 134k							
								 									
								 									
	0	0	0	0	0	0	0	0						2018/19			
								C	S75 Review of CO	T staffing 58k							
200								C	SD30 Schools COT S48 Further rational	F support (deliveration of LID)	ery of schools	buy-back se	ervice) £152k				
								C	S51 HR Transactio	ns including CO	OT 90k						
0					ı			C:	S49 HR Business F	Partners - Furth	er consolidati	on of HR adv	visory work 140k				
2015	20	6	2017	2018		2019	2020		SD17 COT Review SD29 Recruitment		v 50k						
200																	
-200 - ø														2019/20			
£,000											·						
-400 -																	
			\														
-600 -																	
														2020/21			
-800 -																	
						-											
-1,000 J								I .									
-1,000																	

		DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMU Human Resources	JM OF 10 OVER THE FOUR YEAR PERIOD			
		PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Project 1	Project Title:	Workforce Strategy	Improved staff skills and development	Literinou	impaot	55515
Start date 01/04/2	Project Details:	Deliver the 5 key strands of the Council's workforce stratgey to support the wider TOM programme for organisational change		3	3	9
End date 31/03/2	018					
Project 2	Project Title:	Establishment and workforce	Improved staff skills and development			
Start date 01/04/2	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff		3	4	12
End date 31/03/2	018					
Project 3	Project Title:	Review HR policies	Improved effectiveness			
Start date 01/04/2	Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development		3	3	9
End date 31/07/2	017					
Project 4	Project Title:	Review and retender key HR contracts	Improved effectiveness			
Start date 30/09/2	Project Details:	Commission Occupational Health, Agency contract, Eteach and Kingston/Sutton SLA and Schools SLA		3	3	9
End date 30/12/2	017					
Project 5	Project Title:		Select one major benefit			
Sta tt date						0
End date	Project Details:					
Project 6	Project Title:		Select one major benefit			
Start date						
Start date	Project Details:					0
End date						
Project 7	Project Title:		Select one major benefit			
Start date						
	Project Details:					0
End date						
Project 8	Project Title:		Select one major benefit			
Start date						0
	Project Details:					
End date						
Project 9	Project Title:		Select one major benefit			
Start date						0
End date	Project Details:					
Project 10	Project Title:		Improved effectiveness			
Start date						
Fad data	Project Details:					0
End date						

Enter a brief description of your main activities and objectives belo Infrastructure & Transactions Division (I&T) is a support service made up of six functions which are:-

Infrastructure and Transactions Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance

IT Service Delivery - 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.

Facilities Management - 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.

Transactional Services - 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

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

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

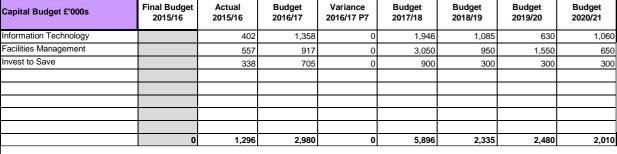
Commercial Services & Procurement - Are the strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits,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

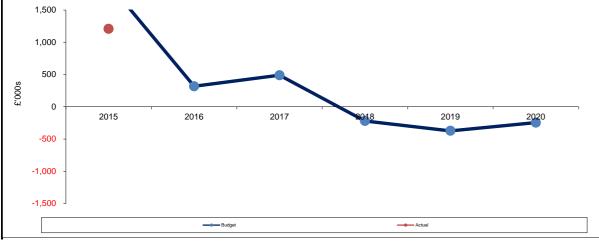
		Planning Assump	otions				The Corporate strategies your
Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	service contributes to
Repairs & Maintenance of Corporate Buildings (Revenue)	780,000	740,000	740,000	700,00	700,00	700,00	Civic Centre Accommodation Strategy
IT Service Calls	27,800	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	110,00	105,00	105,00	105,00	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	Workforce Strategy
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	
Burtana ta Partan	Actual Performance Targe	t (A) Performance Target	(T) Proposed Target (P)	D. L. Y.	D	In Production	Main impact if indicator not

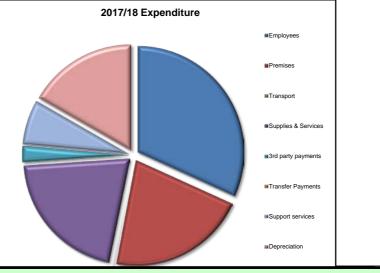
Performance indicator	Actual Perfo	rmance Targ	et (A) Perforn	nance Target	(T) Propose	d Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Performance indicator	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	Polarity	Reporting cycle	indicator type	met
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

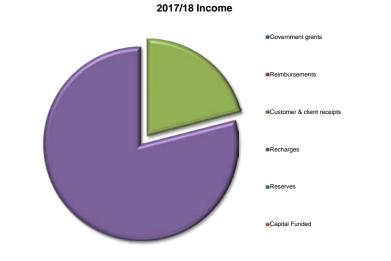
		DEPARTM	ENTAL BUDGE	T AND RESOU	RCES			
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	14,052	14,264	12,511	-168	12,797	12,088	12,215	12,342
Employees	3,921	4,016	3,738	42	4,070	3,891	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
Income	12,140	13,056	12,193	-13	12,308	12,308	12,588	12,588
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			_					
Council Funded Net Budget	1,913	1,208	317	(180)	489	(219)	(373)	(246)

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								
Council Funded Net Budget	1,913	1,208	317	(180)	489	(219)	(373)	(246)
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
Capital Budget £'000s Information Technology			•					•
		2015/16	2016/17		2017/18	2018/19 1,085	2019/20	2020/21
Information Technology		2015/16 402	2016/17 1,358	2016/17 P7 0 0	2017/18 1,946	2018/19 1,085 950	2019/20 630	2020/21 1,060









Summary of major budget etc. changes

2017/18

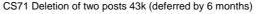
CS70 Apply admin charge to customer requesting hard copy paper invoice 35k

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





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

CSD7 Restructure Print and Post service and delete two posts 47k

2019/20

CS2016-08 Income from letting two floors vacant space in Civic Centre £280k

PROJECT DESCRIPTION Risk				DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Infrastructure and Tra				
Project File Month Project File Implementation of any scale of Britangy & Plane Implementation of Britangy & Plane Implementation of Britangy & Plane Implementation of Britangy & B							Risk	
Project Project Project Project Institute Project Pr						Likelihood		Score
Implementation of implementati	Pro	oject 1 I	Project Title:	Implementation of IT Strategy & Plan	Improved efficiency (savings)			
Final State 10,0000000000000000000000000000000000	Start date	01/04/2016	Project Details:			3	2	6
State doz 0.000/2014 Prized Deals: Prize	End date	31/03/2019						
Product Drains Product Drains Product Drains Product State Proport Distance Pro	Pro	oject 2	Project Title:	Digital Archiving of existing paper records	Improved efficiency (savings)			
Project 3 Sovering Control Title Control Contr	Start date	01/06/2014	Project Details:	the Flexible Working Programme. This project also links directly to the Customer Contact programme		1	2	2
Sour date 61722013 Project 1 State 2007/20017 Project 2 Project 1 State 2007/20017 Project 3 State 2007/20017 Project 4 Project 1 State 2007/20017 Project 5 Project 1 State 2007/20017 Project 5 Project 1 State 2007/20017 Project 5 Project 1 State 2007/20017 Project 6 Project 1 State 2007/20017 Project 7 Project 1 State 2007/20017 Project 8 Project 1 State 2007/20017 Project 1 S	End date	31/03/2018		(EDRMS).				
Project Details: Complete verse to represend season recovery arrangements for the Councils report if systems and minimize any potential board or service and minimize and minimize any potential board or service and minimize and minimize any potential board or service and minimize and mini	Pro	oject 3	Project Title:	Upgrading of IT Disaster Recovery Arrangements	Risk reduction and compliance			
Project 4 Project 5 Project 6 Project 7 Project 8 Project 8 Project 1 Title: Implementation of CASPAR system Incomposition of the province of the various definery products and will include a security of the project of the project Polistic Project 9 Project 1 Title: Implementation of CASPAR system Increased afficiency (cavings) The new client money and case mealegement program to Client Financial Attents will capture all improved efficiency (cavings) The new client money and case mealegement program to Client Financial Attents will capture all improved efficiency (cavings) The new client money and case mealegement program to Client Financial Attents will capture all improved efficiency (cavings) Project 5 Project 7 Project 7 Project 7 Project 1 Title Fird date 0148/2017 Project 6 Undertake a review of the various definery model uptions for procurement across the Council capture and the are designed by howe a maximum (financial pay back of accessor and of program to submit and the capture which will include a require capture and the capture which will include a require capture and the capture of project provision Fire date 0148/2017 Project 6 Undertake a review of the various definery include and capture designed to have a maximum (financial pay back of accessor and of accessor and the are designed to have a maximum (financial pay back of accessor and of accessor and the are designed to have a maximum (financial pay back of accessor and of accessor and the are designed to have a maximum (financial pay back of accessor and of accessor and the are designed to have a maximum (financial pay back of accessor and and accessor and the are designed to have a maximum (financial pay back of accessor and and accessor and the are designed to have a maximum (financial pay back of accessor and and accessor and the are designed to have a maximum (financial pay back of accessor and and accessor and the are designed to have a maximum (financial	Start date	01/12/2013	Project Details:	Complete works to improve disaster recovery arrangements for the Councils main IT systems and		4	3	12
Start date 01/09/2017 End date 01/09/2017 Froject Title The new client money and case management program for Client Financial Affairs will capture all information relating to bethin appointensive and will link to CFA's new unline banking system. Project Title Review Options for Procurement Service Delivery Model Improved effectiveness Project Total Undertake a review of the various delivery model colors for the provision of procurement across the Council and make a recommendation to CRA's new unline banking system. Project Dealis: One of the one of project incommendation of CRA's new service Delivery Model Improved effectiveness Undertake a review of the various delivery model colors for the provision of procurement across the Council and make a recommendation to CRA's new service Delivery Model Undertake a review of the various delivery model colors for the provision of procurement across the Council and make a recommendation to CRA's new service Delivery Model Undertake a review of the various delivery model colors for the provision of properties which will reduce emergy concerniption and associated CO2 emissions and that are designed to have a maximum financial provision of a range of projects associated CO2 emissions and that are designed to have a maximum financial provision of properties which will reduce emerge concernity that are designed to have a maximum financial provision of properties and efficient provision of properties which will reduce emerge concernity that are designed to have a maximum financial provision of properties and efficient provision of properties which will reduce emerge concernity that are designed to be maximum financial provision of properties which will reduce emerge concernity that are designed to be maximum financial provision of properties which will reduce emerge concernity that are designed to be maximum financial provision of properties of the councils for ensure that the councils entered provision of properties which will reduce emerge concernity that the desi	End date	30/09/2017		minimise any potential loss of service in the event of a major incident of 11 equipment failure.				
Project Tile Find date 31/8/2017 Project Tile Project Tile Project Tile Project Tile Project Tile Project Tile Project Details: Occupation of a range of projects across the councils entire purificial of properties which will reduce rearge; consumption and associated CO2 entails and service position of project particles. Project Details: Project Details: Project Details: Project Tile Project	Pro	oject 4	Project Title:	Implementation of CASPAR system	Improved efficiency (savings)			
End date 3109/2017 Project 5 Project Title: Subjustice 01/12/2016 Cand date 3109/2017 Project Title: Subjustice 01/12/2016 Cand date 3109/2017 Project Title: Subjustice 01/12/2016 Cand date 3109/2017 Project Title: Subjustice 01/12/2016 Cand date 3109/2019 Project Title: Subjustice 01/12/2016 Cand date 3109/2019 Project Title: Subjustice 01/12/2019 Cand date 01/12	Start date	02/11/2016	Project Title:			2	2	4
Simptistic 01/12/2016 01/12/2016 01/2017 Project 01/2017	End date	31/06/2017		banking system.				
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 suggisted way forward. Project Tide: Start date	Pro	oject 5	Project Title:	Review Options for Procurment Service Delivery Model	Improved effectiveness			
Project Start date O1/04/2017 End date O1/04/2016 Project Details: Online Safety Inspection system Online Sa	Start-date	01/12/2016		Undertake a review of the various delivery model options for the provision of procurement across the		3	2	6
Slatt date 01/04/2017 End date 31/03/2019 Project Title: Undertake "Make/Buy/Share/ reviews of key service provision with an edesigned to have a maximum (Interview of the project of the complete service) and 10 years. Project Title: Undertake "Make/Buy/Share/ reviews of key service provision (Interview of key service provision) Project Details: Project Title: Undertake "Make/Buy/Share/ reviews of key service provision (Improved efficiency (savings)) Project Details: Project Title: Review Departmental Business Continuity/Disaster Recovery plans Risk reduction and compliance Project Details: Project Title: Online Safety Inspection system (Interview of the council guideline) (Interview of the council gu	G Er ro date	31/09/2017	Project Details:					
Start date 01/04/2017 End date 31/03/2019 Project 7 Project Title: Undertake "Make/Buy/Share' reviews of key service provision Undertake "Make/Buy/Share' reviews of key service provision Undertake "Make/Buy/Share' reviews of key service provision End date 01/09/2017 End date 01/09/2018 Project Details: Project Details: 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. Review Departmental Business Continuity/Disaster Recovery plans Risk reduction and compliance 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. Project Title: Online Safety Inspection system Risk reduction and compliance Project Details:		oject 6	Project Title:	Energy "Invest to Save" Initiatives	Improved efficiency (savings)			
Project 7 Start date 01/09/2017 Froject 11tle: Undertake "Make/Buy/Share' reviews of key service provision Improved efficiency (savings) 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. Review of current operational services 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. Review of current operational services to both internal and external customers. Risk reduction and compliance 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. Project 1 title: Online Safety Inspection system Risk reduction and compliance Risk reduction and compliance 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. Project 1 title: Salart date Project Title: Select one major benefit Select one major benefit	_	01/04/2017	Project Details:	energy consumption and associated CO2 emissions and that are designed to have a maximum		3	2	6
Start date 01/09/2017 End date 01/09/2018 Project Details: Project Title: Review Departmental Business Continuity/Disaster Recovery plans 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. 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. 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. Risk reduction and compliance Undertake a review and refresh of the Councilis Business Continuity and Disaster Recovery plans and arrangements in order to ensure that they are robust and fit for purpose. Online Safety Inspection system Risk reduction and compliance Project Title: Project Details: Project Details: Project Details: Project Title: 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. Select one major benefit Select one major benefit	End date	31/03/2019		financial pay back of between 7 and 10 years.				
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. Project 8 Project Title: Review Departmental Business Continuity/Disaster Recovery plans Risk reduction and compliance Start date 01/08/2016 End date 31/09/2017 Project 9 Project Title: Online Safety Inspection system Risk reduction and compliance Start date 01/04/2016 End date 31/09/2017 Project Details: P	Pro	oject 7	Project Title:	Undertake 'Make/Buy/Share' reviews of key service provision	Improved efficiency (savings)			
End date	Start date	01/09/2017	Project Details:			3	2	6
Start date 01/08/2016 End date 31/09/2017 Project 9 Start date 01/04/2016 End date 31/09/2017 Project 9 Start date 01/04/2016 End date 31/09/2017 Project 10 End date 31/09/2017 Project 10 Froject Details: Project Details: Project Details: Project Details: Project Title: Select one major benefit Project Details:	End date	01/09/2018		cost effective and efficient means of providing services to both internal and external customers.				
End date 31/09/2017 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. Project 9 Project Title: Online Safety Inspection system Start date 01/04/2016 Project Details: 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. Project 10 Project Title: Select one major benefit Start date Project Details: Project De	Pro	oject 8	Project Title:	Review Departmental Business Continuity/Disaster Recovery plans	Risk reduction and compliance	1		
End date 31/09/2017 Project 9 Project Title: Online Safety Inspection system Risk reduction and compliance Start date 01/04/2016 Project Details: Development of an 'Online' data capture system for recording and uploading information from safety inspections directly into a back office system to reduce the double handling of data. Project 10 Project Title: Select one major benefit Start date Project Details: Project Details: Project Details: Project Details: Project Details: Project Title: Select one major benefit	Start date	01/08/2016	Project Details:			2	2	4
Start date 01/04/2016 End date 31/09/2017 Project 10 Project Title: Start date Project Details: 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. Start date Project 10 Project Title: Start date Project Details:	End date	31/09/2017	i rojout Dutana.	arrangements in order to ensure that they are robust and fit for purpose.				
End date 31/09/2017 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. Project 10 Project Title: Select one major benefit Start date Project Details: Project Details:	Pro	oject 9	Project Title:	Online Safety Inspection system	Risk reduction and compliance			
End date 31/09/2017 Project 10 Project Title: Start date Project Details:	Start date	01/04/2016	Project Details:			2	2	4
Start date Project Details:	End date	31/09/2017	. Tojou Dotano.	inspections directly into a back office system to reduce the double handling of data.				
Project Details:	Pro	oject 10	Project Title:		Select one major benefit			
	Start date		Project Details:					0
	End date		i roject Details.					

Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance
Enter a brief description of your main activities and objectives below
Resources is made up of five major areas of activity:
Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems. Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management Commercial & procurement - The purpose of the Commercial Services and Procurement team is to be a strategic centre of

Resources

excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register. Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.

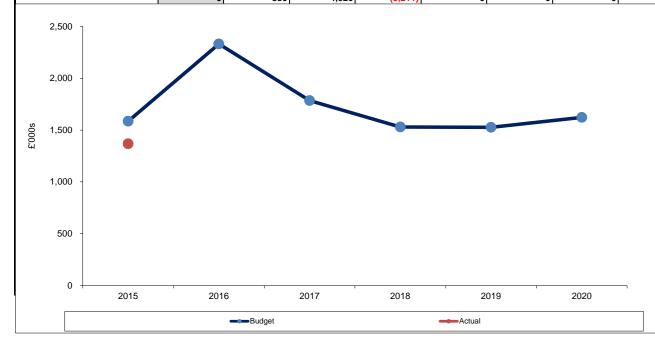
<u>Treasury and pensions</u> - to manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for pensions administration.

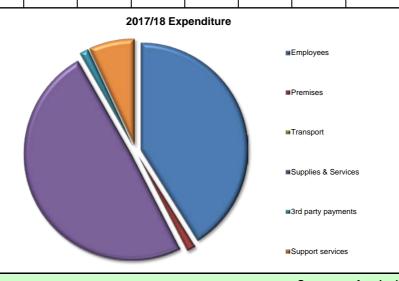
		Planning Assur	nptions				The Corporate strategies your
Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	service contributes to
Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23		Corporate Asset Management Plan
Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+		Capital Programme
Budget, Service, Performance & Risk Setting	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports		Central Government
Budget, Service, Performance & Risk Monitoring	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports		Equality Strategy
Budget, Service, Performance & Risk Closing	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports		Procurement Strategy
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Risk Management Strategy
Staff (FTE)	63.3	54.6	51.6	44.6	44.6	44.6	Treasury Management Strategy
Staff (Trainees)	4	4	2	2	2	2	Voluntary Sector Strategy
Staff (Apprentices)	2	0	0	0	0		
		ı	1	ı	1		

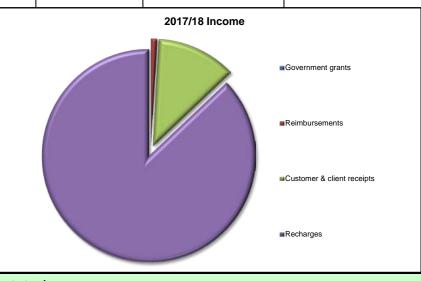
Performance indicator	Actual Performance (A) Performance Target (7				Γ) Proposed Target (P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2021/21(P)	Folarity	Reporting Cycle	illulcator type	met
Accuracy of P8 Revenue Forecast (compared to outurn)	98.9%	90%	90%				High	Annual	Outcome	Poor decision making
Accuracy of P8 Capital Forecast	79.6%	90%	90%				High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0				Low	Annual	Business critical	Government intervention
Action plans in place for 'red' risks	93.75%	90%	90%				High	Quarterly	Outcome	Poor decision making

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

	,	,	-,		,	-,	,	,-
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Financial System re-engineering		397	506	0				
Civica Icon		18	107	0				125
Acquisitions Budget		464	1,533	(1,372)				
Capital Bidding Fund			1,839	(1,839)				
Full EDRMS solution SCIS/FIS			41	0				
	0	880	4.026	(3.211)	0	0	0	125







Summary of major budget etc changes

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

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

2018/19

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

2019/20

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

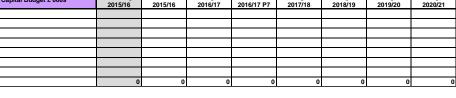
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Resources				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT		Risk	
Dr	oigat 1	Droiget Title:	Evaluation of future funding levels		Likelihood	Impact	Score
Start date	oject 1 01/04/2015	Project Title: Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the	Risk reduction and compliance 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		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.				
Pr	oject 2	Project Title:	Financial systems re-engineering programme	Improved effectiveness			
Start date	01/08/2013	Project Details:	Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with	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		neighbour boroughs is currently being investigated. Current estimates of the Go live date are 31/03/2017 - project length allows for post implementation review	information compared to now and the system downtime compared to now			
Pr	oject 3	Project Title:	Develop and implement whole life costing for capital projects	Improved effectiveness			
Start date	01/09/2016	Project Details:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes		3	2	6
End date	31/03/2018	,	3) Amend the template4) Apply the temple to selected schemes				
Pr	oject 4	Project Title:	Improve joint finance and business planning	Improved effectiveness		1	
Start date	01/04/2016	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2014		2	2	4
End date	31/03/2018	1 Tojoot Dotalio.	information following the implementation of the new performance and risk management system				
Pr	oject 5	Project Title:	Evaluation of different models of funding the capital programme	Improved effectiveness			
Stattdate	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,	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	2	2	4
End date	31/03/2018		renting and borrowing or any other suitable methods of funding capital expenditure.	judged directly by the AD Resources and Director of Corporate Services.			
75 Pr	oject 7	Project Title:	Capital - Benefits Realisation	Improved effectiveness			
Start date	01/09/2016	Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now.		2	2	4
End date	31/03/2018		Outstanding work on Benefits Realisation to be completed				
Pr	oject 8	Project Title:	Recharge Review	Improved efficiency (savings)			
Start date	01/04/2015	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2016/18 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to		3	2	6
End date	31/03/2018	. Tojou Dolano.	develop and implement the new financial system.				
Pr	oject 9	Project Title:	Infrastructure Assets Accounting	Improved effectiveness			
Start date	31/03/2016	Project Details:	Legislative requirement for asset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to work closely with technical staff	The computer systems used to record information will be reviewed by Internal Audit and assessed for the	1	2	2
End date	31/03/2018		within Environment and Regeneration to gather the required information for account closure and presentation.	adequacy asap.			
Pro	oject 10	Project Title:	Pilot Early closure of Accounts	Improved effectiveness			
Start date	01/07/2015	Project Details:	For the financial year 2017/18 the Authority will have to close its accounts approximately six weeks earlier. This will require very careful planning and will require a different approach to be adopted. The	Current performance indicators will be adjusted for this.	1	3	3
End date	31/07/2018	-,22-20000	authority is piloting earlier account closure over the next two financial years in preparation for 2017/18				

Clist Nat Allience (Deput) Leave & Colored Number for Finance Anticipated semand 38/19/16 39/19/17 39/19/18 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19 39/19/19		L	egal Services										Plan	ning Assum	nptions					The Corporate strategies your
Company Comp	Clir Mark			net Member for	r Finance			Anticipate	ed demand		2015	5/16			•	7/18	2018/19	2019/20	2020/21	
The control of the co	Enter a brief	f description of y	our main activ	ities and object	ctives below			Chargeable h	ours for Merton		195	500	195	500	19,1	125				Contribute to all Corporate Strategies
Comparison Com								Chargeable hou	urs for Richmond											
Compared to the part of the	From 1 April 2017 this will be Wandsworth Sutton and the	e a shared legal	service with the	ne London Bor	oughs of Richn	nond ,														
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13 3 5 14 10 14 10 14 10 15 15 15 15 15 15 15	Employees Premises			4,461		,			5,996						■Pre	emises				
Three Budgers (1906) Final Budger (1906) Final Bu	Transport	13	21		10	14	14	14												■Reimbursements
150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150 150	Supplies & Services 3rd party payments	422	2,022	418	11	556	515	515	515						■Tra	ansport				
Second S	Support services	185	185	185	0	185	185	185	185											Customer & client receipts
Source S	Depresions	Fine! D. L.	A =41	Dd	Verley	Decide 14	Donale 14	D. d. d	Dda						■Su	ipplies & Servi	ces			■ Customer & client receipts
Source S	Revenue 1000s										1									
## Support services 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500 2, 500	income(D														■3rc	d party payme	nts			■Recharges
1	Government grants Reimbursements	1			_				\vdash											
CS73 E20X savings for Menton from expansion of service. Further savings for Sulton, Kingston and Richmond may be required.	Customer & client receipts	4,897	6,695	5,083	(105)	6,776	6,776	6,776	6,776						■Su	pport services	•			
Secretary Secr	Recharges	0	0	0		0	0	0	0				1							■ Capital Funded
### Proof Budget COOS Float Budget Cook County Co	Capital Funded Council Funded Net Budget	(103)	(0)	1	29	(20)	(61)	(61)	(61)						■De	preciation				
2015/16 2015/16 2015/17 2017/18 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/19 2018/1	Ţ	` ` `	Actual	Budget	•			. ,	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \							0	-6	b		
CS73 E20k savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required. CS73 E20k savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required. CS2015-12 E41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required. CS2015-12 E41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required. CS2015-12 E41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required. CS2015-12 E41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required.	Capital Budget £'000s															Summary		c. cnanges		
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 2019/20 2020/21									ļ											
CS2015-12 £41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required. 2015 2016 2017 2018 2019 2020 2019/20 2019/20 2020/21										CS73 £20k s	avings for Me	erton are req	uired. Furthe	er savings fo	or Sutton, Kin	ngston and F	Richmond may be requ	iired.		
CS2015-12 £41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required. 2015 2016 2017 2018 2019 2020 2019/20 2019/20 2020/21									 											
CS2015-12 £41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required. 2015 2016 2017 2018 2019 2020 2019/20 2019/20 2020/21																				
CS2015-12 £41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required. 2015 2016 2017 2018 2019 2020 2019/20 2019/20 2020/21																				
CS2015-12 £41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required. 2015 2016 2017 2018 2019 2020 2019/20 2019/20 2020/21																				
CS2015-12 £41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required. 2015 2016 2017 2018 2019 2020 2019/20 2019/20 2020/21																	0010112			
40 -10 - 2015 2016 2017 2018 2019 2020 -60		0	0	0	<u>ı</u> 0	0	0	1 0	<u> </u>	000045.40	044.000		fua	mala: -1	ndes Ford			Diehmanderen		
-10	40 ¬									CS2015-12	£41,000 savir	ngs for Merto	n trom expa	insion of ser	rvice. Furthei	r savings for	outton, Kingston and	kichmond may be require	ea.	
-6060160210260310																				
-6060160210260310	-10	<u> </u>			1	1														
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2019/20 -160210260310	_en]																			
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-160210260310	s ₀₀ 110																2019/20			
-210260310	Q -110 -																			
-210260310	160																			
-260 -	-100																			
-260 -	240																			
-260 -	-210																2020/04			
-310	000																2020/21			
	-260																			
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			■ Budaet			Acti	ıal		——————————————————————————————————————											
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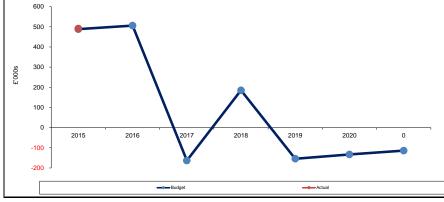
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Legal Services	10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk	Score
Pi	roject 1	Project Title:	Shared service	Improved customer experience	EIRCIIIIOOG	Impact	CCOTC
Start date	01/04/2017	Project 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						
Pi	roject 2	Project Title:	Smarter Working	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		2	1	2
End date	31/03/2019		officers in the service				
Pi	roject 3	Project Title:	Future Model	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		be an Alternative Business Structure				
Pi	roject 4	Project Title:	Company Secretarial Service	Improved customer experience			
Start date		Project Details:			2	2	4
End date		,,					
	 roject 5 	Project Title:	Digital Courtrooms	Improved efficiency (savings)			
Stattdate		Duning of Datailar			3	2	6
End date		Project Details:					
77 Pi	roject 6	Project Title:		Improved effectiveness			
Start date		Project Details:					0
End date							
Pı	roject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pi	roject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		i reject 2 etaile.					
Pi	roject 9	Project Title:		Select one major benefit			\vdash
Start date							0
End date		Project Details:					
Pr	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							

Environment & Regeneration

Cllr Martin Whelton	Developme																		
Cllr Martin Whelton		nt and Buildin								1	F/40		anning Assun		47/40 T	004040	2040/00	0000/04	The Corporate strategies your
					ng			ed demand		201			16/17		17/18 510	2018/19	2019/20 490	2020/21 480	service contributes to
	description of y	our main activ	ities and object	tives below							86		520	1		500			
ilding Control ilding Control competes with	Annear and Inc.	nantara (AIC)	Ma neovido o	Duilding Contr	al Camina in			s (economy depe			300		700		800	2800	2850	2900	
mpetition with AIS to deliver						В	- 1	economy depend	lant)		501		550		600	1650	1700	1750	
fety of structures and also sp		maning Control	441.00 41.4 109	galation. Wo a	ioo rogalato			oplications			94		500		500	600	600	600	
velopment control								plications			10		115		120	125	130	140	
omote sustainable regenerat							01	nance agreemer					20		25	30	30	30	
opted policies for the built en pliment the Mayoral, Commu					Continue to			rmitted developr			00		320		640	640	640	650	
oliment the Mayoral, Commu	uriity iriirastruct	ure Levy (CIL	/ criarging regii	ine.		Aı		financial resour	rces	201			16/17		17/18	2018/19	2019/20	2020/21	
jectives							Staft	f (FTE)			36		38		34	29	29	29	
ontinue to concentrate on the	e commerciali:	sation of the B	uilding Contro	I (BC) service	and maintain		Performan	nce indicator					ince Target (1			Polarity	Reporting cycle	Indicator type	Main impact if indicator n
improve the market share										2015/16(A)	2016/17(T		2018/19(P)	2019/20(P)	2021/21(P)		1 - 1		met
vestigate formal sharing of B eview the pre-application cha			ent Control (DC	and to invest	tinate whether			rocessed within		55.50	65	67	70	70	70	High	Monthly	Quality	Reduced customer service
ditional income generation is				, and to mives	igate whenler			processed within		57.80	65	66	67	68	69	High	Monthly	Quality	Reduced customer service
npliment mobile/flexible work								processed within		82.57	85	85	85	85	85	High	Monthly	Quality	Reduced customer service
s part of sustainable commur			sive developm	nent managem	ent process to	V		ng applications T	otal	2462	4400	4450	4500	4560	4600	High	Monthly	Quality	Reduced customer service
courage regeneration.								peals lost		27.25	35	35	35	35	35	Low	Quarterly	Perception	Reputational risk
stablish a formal colleberation e-procure the M3 database	n regime with	Sutton and Ki	ngston borough	hs.				nt and Building C		£1.8m	£2.11m	£2.11m	£2.11	£2.11	£2.11	High	Monthly	Business critical	Loss of income
nove away from expensive at	ind transient tei	mporary staff t	towards a mor	re established	and reliable			retained by LA (I		51.15	52	54	56	58	60	High	Monthly	Perception	Loss of income
affing base						N		ement cases clo		895	550	450	450	450	450	High	Quarterly	Quality	Reduced service delivery
								forcement cases		655	555	600	650	700	750	High	Quarterly	Output	Reduced service delivery
						% satist	fied with Plannin	ıg (annual reside	nt survey)	n/a	30	31	32	30	30	High	Annual	Perception	Reputational risk
		DEPART	MENTAL BUDG	SET AND RESC	URCES							2017/18 Ex	penditure					2017/187 Income	
evenue £'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							Employees				■Government grants
penditure	2,477 1,714	2,483	_,			2,132 1,317									Premises				
nployees emises	1,/14	1,772	1,708	174		1,317	1333	1349	+										■ Reimbursements
ansport	28	17	25			26	27	27					1.0	١ .	Transport				- rembursements
ipplies & Services	243	217	245			252	256	259	1	//				١.	Transport				
d party payments	0	0	0	C	0	0	0	0	4								//	1//	■Customer & client receipts
ansfer parments pport services	490	477	0		535	535	535	535	li li						Supplies & Serv	ices		1	
preciation	430	411	555	<u> </u>	333	333	333	333	1									V.	
evenue 🔞 s	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						,	3rd party payme	nts		1)	■Recharges
vernment grants	1,989	1,992	2,009	(238)	2,201	2,286	2,286	2,286	'						Transfer paymer	nts	V		
eimbursem ns	0	113	0 81	(73)	83	83	83	83	-					/	Transier paymer	ii.o			Reserves
ustomer & elent receipts echarges	1,893	1,879	1,928	(165)	2,118	2,203		2203							Support services	s			
eserves		•]										■Capital Funded
apital Funded Duncil Funded Net Budget	400		<u> </u>	(163)	405	(154)	(133)							100	Depreciation				
buncii Funded Net Budget	488	491	506	(163	185	(154)	(133)	(114)											
pital 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							Summary	of major budget et	c. changes		
			 		 				B0B00 (7		B05.5	0 (050)				2017/18			
i i				ļ	ļ		-	1	D&BC2 = (£			3 = (£50k) 5 = (£45k)							
-																			
									D&BC4 = (£ D&BC6 = (£										
									D&BC6 = (£		ENV2	0 = (£45k) 0 = (£35k)							







2019/20

2018/19

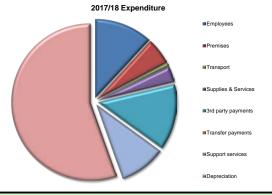
2020/21

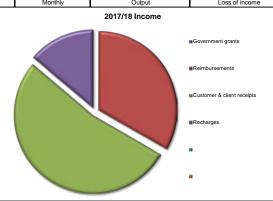
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Development and Bui				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Commercialisation of Building Control	Improved efficiency (savings)			
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	Additional income generation	6	2	12
End date	2017-18						
Pro	oject 2 I	Project Title:	Mobile/Home working	Improved efficiency (savings)			
Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.	To allow reduced office space an efficient working practices	2	2	4
End date	2017-18						
Pr	oject 3	Project Title:	Improving the development management processes	Improved effectiveness			
Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities	2	2	4
End date	2017-18		management process to deliver regeneration objectives.				
Pr	oject 4	Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience			
Start date	2014-5						
Clair date	2014 0	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	1	4
End date	2017-18						
Pr	oject 5	Project Title:	Section review	Improved efficiency (savings)			
Sta tt date	2014-15						
σ	201110	Project Details:	Section review looking at the structure and interaction with other services	Efficiencies and savings	3	2	6
End date	2017-18						
— <u>→</u> ———————————————————————————————————	oject 6	Project Title:	Shared services review with other LA's (part of TOM)	Improved efficiency (savings)			
Start date	2014/15						
		Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	2	4
End date	2017-18		The separate of the separate o				
Pro	oject 7	Project Title:	Lean review of pre-application process (part of TOM)	Improved effectiveness			
Start date	2014/15						
		Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6
End date	2017-18						
Pr	oject 8	Project Title:	Re-procurement of M3 or equivalent IT system	Improved effectiveness			
Start date	2014/15					_	
		Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3
End date	2017-18	<u> </u>					
Pro	oject 9	Project Title:	Further develop Planning Performance agreements potential	Economic outcomes			
Start date	2014/15					2	2
End date	2017-18	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	'	2	2
		Decision Till		Colort and maior barrets			
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Desired Date					0
End date		Project Details:					
Life date							

	Future Merto	on & Traffic and	l Highways									PI	anning Assun	nptions					The Corporate strategies you
Cllr Martin Whel	Iton: Cabinet Mem	ber for Regene	ration, Environ	ment & Housing	1		Anticipated	d demand		201	5/16	201	6/17	201	17/18	2018/19	2019/20	2020/21	service contributes to
Enter a bri	ief description of	your main activ	ities and object	tives below			Popula	ation		211	,569	214	,229	216	6,806	218,100	220,000	222,000	Community Plan
utureMerton is the council's le							Actual business	ses in borough						Т	вс				Local Plan
ng-term sustainability of the banancing the quality of life of	orough. Everythi	ng we do is abo	out making Mer	ton a great plac	e and		Road Network	Maintenance						Т	BC				Merton Regeneration Strategy
mancing the quality of life of	our residents.																		Climate Change Strategy
ne team plans and monitors t	he delivery of new	housing in Me	rton and suppo	rts the creation	of new	Anti	cipated non fin	nancial resour	ces	201	5/16	201	6/17	201	17/18	2018/19	2019/20	2020/21	Economic Development Strate
usineses and jobs. We managetwork of roads, footways, cyc	ge the council's Hi cleways and stree	ignway & Street It lighting are we	t Lighting contra ell maintained a	acts and ensure and safe.	the borough's		Staff (I	FTE)		5	58		51	-	48	48	48	48	Employment and Skills Action P
	=																		Health & Wellbeing Strategy
ne team also manage major t frastructure projects such as	own centre and es	state regenerati	ion projects and	d lead on the co	ordination of														Local TfL Implemetation Strate
ndon Plan and Mayor's Tran	sport Strategy.	re responsible i	or delivering ic	cally, objectives	s III tile iviayoi s														Air Quality Action Plan
	contributes to the Merton Partnership via the activities of the Sustainable Communitie						Performance	o indicator		Actual P	erformance	(A) Performa	nce Target (T	Proposed 7	Target (P)	Polarity	Deporting avale	Indicator type	Main impact if indicate
ture Merton contributes to the	contributes to the Merton Partnership via the activities of the Sustainable Communitinership (SCTP), Economic Wellbeing Group, Housing Group and Climate Change St						Performance	e indicator		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	Polarity	Reporting cycle	indicator type	met
oup. The team also services	the Borough Plan	Advisory Com	mittee (BPAC)	and Design Rev	view Panel		New hom	nes built		459	411	411	411	411	411	High	Annual	Outcome	Loss of Government gr
RP)							New busines	ses created		171	200	300	TBC	TBC	TBC	Low	Annual	Outcome	Loss of income
y service areas include:							New jobs	created		454	300	450	TBC	TBC	TBC	Low	Annual	Outcome	Social exclusion
generation, Economic Deve ucation, Flood Mitigation, Ur	lopment, Traffic & ban Design, man	Highways, Pla	nning Policy, Ti Community Inf	ransport Plannin rastructure Levv	ng, Road Safety		Street light re	pairs (days)		3	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer ser
nagement of Vestry Hall.		-g		,			Road emerger	ncy call outs		100	100	100	100	100	100	High	Monthly	Business critical	Reduced customer ser
ervice transformations identifi obile working, increasing onli	ied in the TOM inv	olve streamline	ed processes fo	r project deliver	v. increased	Fo	ootway & Carria	geway conditio	n	100	92	95	95	95	95	High	Annual	Quality	Increased costs
obile working, increasing onli anagement records.	ne consultations a	and interactive	digitisation and	mapping of high	nway and traffic		Streetwork in	nspections		42	36	36	37	37	38	High	Quarterly	Quality	Increased costs
magement records.	ent records.					S	treetwork permi	itting (% issued)	99.57	98	98	98	98	98	High	Monthly	Output	Loss of income
		DEPARTM	MENTAL BUDG	ET AND RESOU	RCES							2017/18 Ex	penditure					2017/18 Income	
evenue £'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	20				,		Employees			1	■Government grants
penditure	16,001	15,465	15,271		19,861	19,999	19,928	20,009											
mployees	2,638	2,762				2,535	2408								Premises				
remises	980	997			.,	1,097	1110	1123		160									■Reimbursements
ransport	112	105				137	139			16					Transport				

		DEPARTIV	IENTAL BUDGE	T AND RESOU	KCES			
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	16,001	15,465	15,271	191	19,861	19,999	19,928	20,009
Employees	2,638	2,762	2,504	31	2,354	2,535	2408	2433
Premises	980	997	961	35	1,083	1,097	1110	1123
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	2692	2725
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,707	1,242	1,901	0	1,901	1,901	1901	1901
Depreciation U	6,442	6,442	6,543	0	11,012	11,012	11012	11012
Revenue £ s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income C	3,265	2,882	3,262	(127)	3,597	3,597	3,597	3,597
Government sants	67	67	0	0	1	1	1	1
Reimbursements	1,017	1,137	970	(177)	1,198	1,198	1198	1198
Customer & client receipts	1,684	1,678	1,795	50	1,901	1,901	1901	1901
Recharges	497	0	497	0	497	497	497	497
6								
) 2								
Council Funded Net Budget	12,736	12,583	12,009	64	16,264	16,402	16,331	16,412

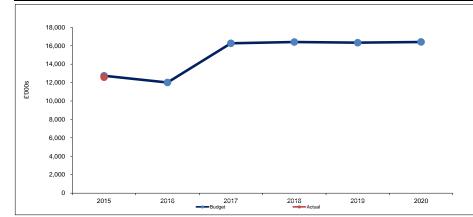
3										
Council Funded Net Budget	12,736	12,583	12.009	64	16,264	16.402	16,331	16.412		
Council i unidea Net Budget	12,730	12,363	12,009	64	10,204	16,402	16,331	10,412		
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21		
Highways Works		1,898	1,979	0	1,919	1,922	1,627	1,627		
Transport For London		2,339	2,433	0	1,845				ER23 = (£214k)	E&R41
Footways Planned Works		1,000	1,000	0	1,000	1,000	1,000	1,000	ENV24 = (£10k) E&R34 = (£30k)	E&R32 E&R35
Town Centre Investment		2,984	2,808	(1)	700				E&R37 = (£50k)	ENV15
Morden TfL					220	2,000			ENV16 = (£65k)	ENV17
Transportation Enchancements						1,000	3,000	1,000	ERG1 (Growth) = £757k	751.)
Other		487	1,558	0	796	569	350	350	EDS reserve adjustment = (£ EDS2 reserve adjustment = (£	
										,
	0	8.708	9.778	(1)	6.480	6.491	5.977	3.977		





Summary of major budget etc changes 2017/18

2018/19



ENV16 = (£65k) ENV17 = (£35k) ERG1 (Growth) = £157k

ERG1 (Growth) = (£150k)

E&R41 = (£80k) E&R32 = (£5k) E&R35 = (£25k) ENV15 = (£148k) ENV17 = (£30k)

2020/21

2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUI Future Merton & Traffic and High				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Local Plan: Estate Regeneration	Infrastructure renewal	2	impaot	000.0
Start date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also		3	2	6
End date	2024/25		working with Moat housing to coordinate investment in regenerating Pollards Hill.				
Pro	oject 2	Project Title:	Rediscover Mitcham	Infrastructure renewal			
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage		2	2	4
End date	2017-18		c£2.5m)				
Pro	oject 3	Project Title:	Connecting Colliers Wood / South Wimbledon Planning Framework	Infrastructure renewal			
Start date	2014-15	Project Details:	Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public real, new homes and town centre re-designation) Stage 1; delivery c£2.5m investment in 'Connecting Colliers		4	1	4
End date	2019-20		Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+				
Pro	l oject 4	Project Title:	Wimbledon Stadium	Infrastructure renewal	†		
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan		3	1	3
End date	2017-18		for the site following the outcome of the Sites and Policies Plan				
Pro	oject 5 I	Project Title:	Climate Change Strategy & Action Plan	Improved sustainability			
Stalddate	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		2	2	4
Endvdate	2018-19		Businesses, PV roll-out and District Heat & Power feasibility				
$\frac{\infty}{\omega}$	oiect 6	Project Title:	Future Wimbledon & Crossrail 2	Economic outcomes			
Start date	2014-15		Identifiying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opprtunities linked to Crossrail 2 and improving the quality of architecture,		3	4	12
End date	2022-23	Project Details:	design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)				
Pro	oject 7 I	Project Title:	Morden Town Centre Regeneration	Improved reputation			
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development		3	2	6
End date	2019-20		Partner selection (2015/16-2016/17) Physical project delivery c2017/18				
Pro	oject 8	Project Title:	Economic Development Strategy and Action Plans	Improved reputation	1		
Start date	2012-13	- Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton		2	1	2
End date	2016-17	·	Business Support Service. Merton Micro Loan and Business Loan Fund.				
Pro	oject 9 	Project Title:	Smarter travel: road safety	Improved reputation			
Start date	2013-14	Project Details:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport		2	2	4
End date	2017-18		Strategy.				
Pro	oject 10 I	Project Title:	Borough Cycling Initiatives	Improved reputation			
Start date	2014-15	Project Details:	TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)		2	1	2
End date	2024-26		Tomi Contro Cycle Segregation Scrience (2014/10-2017/10)				

			P	lanning Assun	nptions					The Corporate strategies your
Anticipated demand	201	5/16	201	6/17	201	7/18	2018/19	2019/20	2020/21	service contributes to
Population	211,	,569	214	,229	216	5,806	219,316	213,497	212,180	Asset Management Plan
No. of Children & Young People aged 8-17 in west of borough	7,9	900	8,0	050	8,	200	8,700	12,407	12,445	Children & Young person's Plan
Population of most disadvantaged wards	126,	,850	127	,540	128	3,100	104,155	100,227	99,841	Cultural Strategy
Users of Merton's Leisure Centres	832	677	841	004	878	3105	942,592	970,026	999,078	Community Plan
Anticipated non financial resources	201	5/16	201	6/17	201	7/18	2018/19	2019/20	2020/21	Open Spaces Strategy
Staff (FTE)	14.	.25	13	3.6	7	7.8	7.8	7.8	7.8	Social Inclusion Strategy
Accommodation	7	7		7		7	7	7	7	Voluntary Sector Strategy
Volunteers	2	0	2	20	:	20	20	20	20	
Staff seasonal	3	0	3	80	;	30	30	30	30	
Performance indicator							Polarity	Penarting cycle	Indicator type	Main impact if indicator not
i enormance mulcator	2015/16(A)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	lolanty	Reporting cycle	indicator type	met
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
	Population No. of Children & Young People aged 8-17 in west of borough Population of most disadvantaged wards Users of Merton's Leisure Centres Anticipated non financial resources Staff (FTE) Accommodation Volunteers Staff seasonal Performance indicator Income £ from Merton Active Plus Income £ from Watersports Centre 14-25 yr old Fitness Centre Participation at leisure centres % residents rating facilities Good to Excellent Total Number of Users of Merton's Leisure Centres	Population 211	Population 211,569 No. of Children & Young People aged 8-17 in west of borough 7,900 Population of most disadvantaged wards 126,850 Users of Merton's Leisure Centres 832677 Anticipated non financial resources 2015/16 Staff (FTE) 14.25 Accommodation 7 Volunteers 20 Staff seasonal 30 Performance indicator 2015/16(A) 2016/17(P) Income £ from Merton Active Plus 53,460 60,000 Income £ from Watersports Centre 358,661 387,000 14-25 yr old Fitness Centre Participation at leisure centres 114,122 106,000 % residents rating facilities Good to Excellent n/a 45.5 Total Number of Users of Merton's Leisure Centres 830,790 841,004	Population 211,569 214	Population 211,569 214,229	Population 211,569 214,229 216	Population 211,569 214,229 216,806 No. of Children & Young People aged 8-17 in west of borough 7,900 8,050 8,200	Population 211,569 214,229 216,806 219,316	Population 211,569 214,229 216,806 219,316 213,497	Population 211,569 214,229 216,806 219,316 213,497 212,180

- Develop and implement plans to de-silt and mitigate flood risk at Wimbledon Park Lake	Staff seasonal] 3	0	3	80	;	30	30	30	30	
- Commence plans to implement Wimbledon Park Master Plan	Performance indicator	Actua	l Performan	ce (A) Perform	ance Target (1	T) Proposed T	arget (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
- Develop options appraisal for Wimbledon Park Watersports and implement agreed option	renormance indicator	2015/16(A)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	Polarity	Reporting cycle	indicator type	met
- Commission culture and sports services - Deliver borough participation in Ride London, Mini Marathon, etc.	Income £ from Merton Active Plus	53,460	60,000	60,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
- Manage leisure centres, New Wimbledon Theatre agreements; Polka and Attic grants and Morden Assembly	Income £ from Watersports Centre	358,661	387,000	397,000	402,000	402,000	402,000	High	Monthly	Business critical	Loss of income
Hall	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
Increase income and reduce costs Increase participation and engagement	% 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

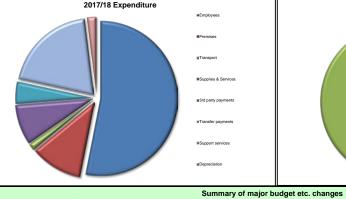
		DEPARTI	MENTAL BUDG	ET AND RESO	URCES					2017/18 E	Expenditure				2017/18 Income	
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21				■Employees				■Government grants
Expenditure	2,113	2,277	2,268	57	2,053	2,065	2,082	2,099								
Employees	706		697	-9	518	526		541				■Premises				
Premises	122		278			286	290	294								■Reimbursements
Transport	8	12	8	2		8	8	8	//			■Transport				
Supplies & Services	282		282						//			- Hansport				
3rd party payments	198		126	16				96								■Customer & client receipts
Transfer Payments Support services	383		389		·			389				■Supplies & Services				
Depreciation	409		488					493							"//	
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21				■3rd party payments				■Recharges
Income Government grants Reimbursements	1,095	1,085	1,251	(134)	1,156	1,261	1,261	1,261								
Government grants	0											■Transfer Payments				■Reserves
Reimbursements	244		160					77								
Customer & client receipts	500	656	733			826	826	826				■Support services				-
Recharges	351	368	358	0	358	358	358	358								■Capital Funded
Reserves Capital Funded																- Capital I dilucu
Council Funded Net Budget	1,018	1,192	1,017	(77)	897	804	821	838				■Depreciation				-
- I under Net Budget	· ·	ŕ														
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				Summary of	major budget etc	changes		
Morden Leisure Centre	2010/10	508	1,574		8,319	567	8	2020/21					2017/18			
Wimb Pk Lake de-silting			,-	0	250	1,250			R1 = (£5k)							
Other		135	399	0	450		250	250	R2 = (£10k)							
					100		200	200	R3 = (£16k)							
					1				V11 = (£59k)							
									V23 = (£89k)							
									. (/							
				ļ												
	0	643	1,973	0	9,019	2,117	258	250					2018/19			
1,400									R1 = (£4k) R2 = (£5k) R4 = (£100k)							
1,200																
1,000 -																
			-										2019/20			
			—	-		•	-						2019/20			

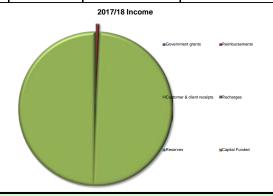
2020/21

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Leisure & Cultural Dev				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT		Risk	
Proj	ect 1	Project Title:	Morden Leisure Centre	Improved customer experience	Likelihood	Impact	Score
Start date	2014	-	Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools. Decommission and demolish the existing Morden Park Pools and reinstate the		4	2	8
End date	2019	1 Tojout Details.	land to fit in with the Morden Park landscape				
Proj	ect 2	Project Title:	Leisure Centres Contract	Improved efficiency (savings)			
Start date End date	2016	- Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre		2	2	4
		Duning t Title	Invalence of the Wimbledon Bark Lake Flood Biole 9 Decition Blone	Disk reduction and compliance			
Proj	ect 3	Project Title:	Implement the Wimbledon Park Lake Flood Risk & De-silting Plans	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						
Proj	ect 4	Project Title:	Wimbledon Park Watersports and Outdoor Adventure Centre	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	Project Title:	Customer Relationship Management & Other Service Technological Requirements	Improved customer experience			
	501 5	r roject ride.	Customer Relationship management & Other Service rechnological Requirements	improved customer experience			
Start date	2015		Deliver future culture and sports services through corporate technological solutions including the		2	2	4
Emandate	2018	Project Details:	CRM system for interfacing with customers.				
- Proj	ect 6	Project Title:	Restructure Staff Team following Phase C & Staff Reductions	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		2	2	4
End date	2018		one combined service following the implementation of the Phase C contract				
Proj	ect 7	Project Title:	Commission and Contract Culture and Sports Services	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		2	2	4
End date	2021		Sport Framework as well as priority needs				
Proj	ect 8	Project Title:					
Start date		Project Details:			2	2	4
End date							
Proj	ect 9	Project Title:					
Start date		Project Details:			2	2	4
End date		.,					
Proje	ct 10	Project Title:					
Start date		Project Details:			2	2	4
End date							

		Parking										Die	nning Assun							The Corporate strategies your
Olla Bassa O	arrod: Cabinet N			O Davidson			A 41 - 1 4	ed demand		201	5/16		inning Assun 16/17		7/18	2018/	10	2019/20	2020/21	service contributes to
	f description of v							lent permits issue	a		320		.0041		21,043	(5%) 24		(5%) 22,095	2020/21	Select your strategies
								ors permits issue		227			9.242		•	. ,		. , .		Select your strategies
The service is required to enforc and ensuring residents and blue Surplus income generated by tra	badge holders ha	eve the ability to	park in bays the	ey have a permit			Number of visit	ors permits issued	u .	221	,000	23	9,242	(5%) 2	251,204	(10%) 26	13,764	(5%) 276,953		
Objectives						Aı	nticipated non	financial resourc	ces	201	5/16	20	16/17	201	7/18	2018/	19	2019/20	2020/21	
enforce parking regulations ac to implement measures to imp						-		f (FTE)		86	.20	9	3.27	83	3.57	83.5	7	83.57		
Number Plate Recognition (ANP compliance and ease congestion	R) cameras at bu	is lane and mo	ving traffic locati	ons. This will imp	prove			nsport		1	15		12		12	12		12		
to maintain a survey of parking				rking spaces and	the charging															•
structure to monitor the borough 's parki	in a infrantructure t	la anaura that	la actiona aubicat	t to requietes; and	ntrolo oon ho															
effectively enforced thus improv	ing compliance ar	nd ultimately co	ngestion	,			Performan	nce indicator				,	ance Target (<i>,</i> .	• ,	Polar	itv	Reporting cycle	Indicator type	Main impact if indicator not
to take account in business place.											. ,		2018/19(P)	2019/20(P)	2020/21(P)		,			met
allowing business premises to be parking spaces in existing CPZ's							, , , , ,	issued within 5-7	,.	94%	90%	90%	90%	90%		High	1	Monthly	Outcome	Loss of income
parting opacion in existing of 20	and procedure in t	arodo miir no o	ona onou panang	, 10 1111 00000 01				TE (12 month roll	0 0,	15.50	9	8	8	8		Low		Quarterly	Quality	Loss of income
In January 2016 Public Space C		m was amalgar	nated with Parki	ng Services and	changed the	F	ercentage of ca	ises won at PATA	AS	56.47%	54%	54%	54%	54%		High	1	Monthly	Business critical	Loss of income
sections title to Parking and CCT The core activity is to review the		sturo processo	oc and the numb	or of CCTV con	norac	F	ercentage of ca	ises lost at PATA	NS.	23%	21%	21%	21%	21%		Low	/	Monthly	Business critical	Loss of income
throughout the borough with the residents, customers and our pa	aim of achieving	efficiencies w	ithout reducing t	he level of service	ce to the	Percentage of		ouncil does not co w evidence	ontest at PATAS	20.8%	25%	25%	25%	25%		Low	,	Monthly	Business critical	Loss of income
						Percenta	ge of Public Spa	ace CCTV camera	as working	n/a	95%	95%	95%	95%		High	1	Monthly	Business critical	Reduced service delivery
		DEPART	MENTAL BUDG	SET AND RESO	URCES						2	017/18 Ex	penditure						2017/18 Income	
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						,	mEmployees					
Expenditure	5,872	6,426	5,426	152	5,736	5,727	5,778	5,829							■Premises					■Government grants ■Reimbursements
Employees	3,177	3,106			3,045			3,139				WIII								
Premises	641	639			626			645				W			Transport					
Transport Supplies & Services	124 503	1.108			82 477	84 425		87 440				M								
2rd party payments	503	1,108	3//		4//	425	433	440				W								A

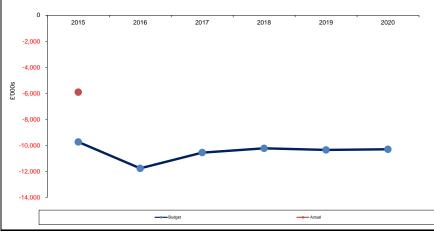
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	5,872	6,426	5,426	152	5,736	5,727	5,778	5,829
Employees	3,177	3,106	2,945	75	3,045	3,076	3,108	3,139
Premises	641	639	619	3	626	632	638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





									_
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	
Parking		100	756	(20)			60		L
Other		150	174	0	156	150	150	150	1
									Į į
									1 2
									ÌÈ
									E
									1
	0	250	930	(20)	156	150	210	150	L

Now includes CCTV budgets (previously within Safer Merton)
EV11 = (£125k) E8.R7 = (£163k)
EAR8 = £1,540k ENV02 = (£190k)
ENV03 = (£45k) ENV04 = (£250k)
ENV05 = (£70k) ENV06 = (£46k)
ENV33 = (£250k)
ANPR income reduction = £250k



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

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

2020/21

2019/20

2017/18

2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Parking	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	1.91.491.44	Risk	
P	Project 1	Project Title:	Tackling Traffic Congestion	Improved effectiveness	Likelihood	Impact	Score
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	The improvement of traffic congestion that will lead to improved bus journey times, traffic flows, pollution	2	1	2
End date	2017-18		of enforcement contraventions.	and the safety of pedestrians and cyclists.			
P	Project 2	Project Title:	Cashless parking	Improved customer experience			
Start date	2013-14	Project Details:	Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer service by allowing motorists to purchase paid for parking without the need for cash.	2	1	2
End date	2017-18	Project Title:	Investment in Public Space CCTV	Improvement in Public safety			
	Project 3	Project fille:	investment in rubiic space corv	improvement in Public salety			
Start date	2015-2016	Project Details:	Replace existing public space CCTV equipment On Street and in the back office CCTV suite		2	1	2
End date	2017-18						
P	Project 4	Project Title:	Review CEO Shift Patterns	More efficient use of resources			
Start date	01/04/2016						
End date	2017-18	Project Details:	Consult on the introduction of a more efficient shift patterns		2	1	2
P	Project 5	Project Title:	Review CCTV Shift Patterns	More efficient use of resources			
Sta rt date	01/04/2016	Project Details:	Consult on the introduction of a more efficient shift patterns		2	1	2
Er ro date	2017-18						
	Project 6	Project Title:	Enforcement of pavement parking as a result of a new policy	Improve conditions for pedestrians using the pavements			
Start date	01/04/2016	Project Details:	Stop inconsiderate parking on pavements by motorists		2	1	2
End date	Continuous						
Р	roject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
P	roject 8	Project Title:		Select one major benefit			
Start date		Drois et Deteile					0
End date		Project Details:					
P	Project 9	Project Title:		Select one major benefit			
Start date		Droje et Deteile					0
End date		Project Details:					
Pr	roject 10	Project Title:		Select one major benefit	<u> </u>	1	
Start date		Droingt Dataile					0
End date		Project Details:					

	Commissio Parks & Gro		The service events from	maintains and small commu	d develops Me	rton's parks & o	open spaces including s. There are currently i	the management of a cer in excess of 100 separate	netery service, and a va	ried programme of outdoor		
	Select your Cabinet		ortfolio		ł		• -					
	Service F	Providers:										
	Idverde	e UK Ltd										
]							
					Pla	nning Assump	otions					The Corporate strategies the
	Anticipated demand		201	15/16	201	6/17	2017	7/18	2018/19	2019/20	2020/21	service contributes to
Increased s	sports pitch demand (Total numbe	er of bookings)	1	1%	1	%	1	%	1%	1%	1%	Open Space Strategy
Attendance a	at major community outdoor events	s (No. of people)	55	,000	55,	000	60,	000	60,000	60,000	60,000	
N	Number of funerals at LBM cemete	eries	2	10	2	15	22	20	240	260	260	
A	Anticipated non financial resour	rces	201	15/16	201	6/17	201	7/18	2018/19	2019/20	2020/21	
	Idverde UK Ltd					Sufficient resources to p			vide service			
			_					(5)				
			Performance Targets 2015/16(T) 2016/17(T) 2		gets (T) & Provi	isional Perforn	nance Targets	(P)				Main impact if indicator not
Pa	Performance indicator				1	1			Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
\odot	Performance indicator ints % satisfaction with parks & gre	en spaces	2015/16(T) 73	2016/17(T) 74	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	Polarity High	Reporting cycle Annual	Indicator type Perception	
Re siden		-	2015/16(T)	2016/17(T)	1	1						met
Young peo	nts % satisfaction with parks & gre oples % satisfaction with parks & o Number of Green Flags	green spaces	2015/16(T) 73	2016/17(T) 74	1	1			High	Annual	Perception	met Reputational risk
Young peo	nts % satisfaction with parks & gre	green spaces	2015/16(T) 73 72	2016/17(T) 74 73	1	1			High High	Annual Biennial	Perception Perception	Reputational risk Reputational risk
Young peo	nts % satisfaction with parks & gre oples % satisfaction with parks & o Number of Green Flags	green spaces	2015/16(T) 73 72 5	2016/17(T) 74 73 5	1	1			High High High	Annual Biennial Annual	Perception Perception Quality	Reputational risk Reputational risk Reputational risk
Young peo	nts % satisfaction with parks & gre oples % satisfaction with parks & o Number of Green Flags	green spaces	2015/16(T) 73 72 5	2016/17(T) 74 73 5	1	1			High High High	Annual Biennial Annual	Perception Perception Quality	Reputational risk Reputational risk Reputational risk
Young peo	nts % satisfaction with parks & gre oples % satisfaction with parks & o Number of Green Flags	green spaces	2015/16(T) 73 72 5	2016/17(T) 74 73 5	1	1			High High High	Annual Biennial Annual	Perception Perception Quality	Reputational risk Reputational risk Reputational risk
Young peo	nts % satisfaction with parks & gre oples % satisfaction with parks & o Number of Green Flags	green spaces	2015/16(T) 73 72 5	2016/17(T) 74 73 5	1	1			High High High	Annual Biennial Annual	Perception Perception Quality	Reputational risk Reputational risk Reputational risk
Young peo	nts % satisfaction with parks & gre oples % satisfaction with parks & g Number of Green Flags Number of outdoor events in park	green spaces	2015/16(T) 73 72 5 130	2016/17(T) 74 73 5	1	1			High High High High	Annual Biennial Annual Monthly	Perception Perception Quality Perception	Reputational risk Reputational risk Reputational risk
Young peo	nts % satisfaction with parks & gre oples % satisfaction with parks & g Number of Green Flags Number of outdoor events in park	green spaces rks	2015/16(T) 73 72 5 130	2016/17(T) 74 73 5 130	2017/18(P)	1			High High High High	Annual Biennial Annual	Perception Perception Quality Perception	Reputational risk Reputational risk Reputational risk
Young peo	nts % satisfaction with parks & gre oples % satisfaction with parks & g Number of Green Flags Number of outdoor events in park	green spaces	2015/16(T) 73 72 5 130	2016/17(T) 74 73 5	1	1			High High High High	Annual Biennial Annual Monthly	Perception Perception Quality Perception	Reputational risk Reputational risk Reputational risk
Young peo	nts % satisfaction with parks & greoples % satisfaction with parks & game Number of Green Flags Number of outdoor events in park	green spaces rks Incial Informa Budget	2015/16(T) 73 72 5 130	2016/17(T) 74 73 5 130	2017/18(P)	1			High High High High	Annual Biennial Annual Monthly	Perception Perception Quality Perception	Reputational risk Reputational risk Reputational risk
Young peo	nts % satisfaction with parks & greoples % satis	green spaces rks Incial Informa Budget	2015/16(T) 73 72 5 130 ation Budget 2018/19	2016/17(T) 74 73 5 130	2017/18(P)	1			High High High High	Annual Biennial Annual Monthly	Perception Perception Quality Perception	Reputational risk Reputational risk Reputational risk
Young peo	nts % satisfaction with parks & greoples % satis	rks Incial Informa Budget 2017/18	2015/16(T) 73 72 5 130 ation Budget 2018/19 0	2016/17(T) 74 73 5 130 Budget 2019/20 0	Budget 2020/21	1			High High High High	Annual Biennial Annual Monthly	Perception Perception Quality Perception	Reputational risk Reputational risk Reputational risk
Young peo	nts % satisfaction with parks & greoples % satis	green spaces rks Incial Informa Budget	2015/16(T) 73 72 5 130 ation Budget 2018/19	2016/17(T) 74 73 5 130	2017/18(P)	1			High High High High	Annual Biennial Annual Monthly	Perception Perception Quality Perception	Reputational risk Reputational risk Reputational risk

Budget

2017/18

308

28

336

Budget

2017/18

201 34

235

Capital Expenditure

Parks Investment

Other

Budget

2017/18

295

295

Budget

2017/18

300

300

			DETAILS OF MAJOR P Parks & Green S	ROJECTS			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS		Risk	
	aia at 4	Design Titl	1 ROULD'I DEGORII TION	MAJON PROJECTS BENEFITS	Likelihood	Impact	Score
Start date	oject 1	Project Title: Project Details:					0
End date	oject 2	Project Title:					
Start date		Project Details:					0
End date	oject 3	Project Title:					
Start date		Project Details:					0
End date	oject 4	Project Title:					
Start date		Project Details:					0
Pro	oject 5	Project Title:					
Start bate CO End date		Project Details:					0
O Pro	oject 6	Project Title: Project Details:					0
End date	oject 7	Project Title:					
Start date End date		Project Details:					0
Start date	oject 8	Project Title: Project Details:					0
End date	oject 9	Project Title:					
Start date		Project Details:					0
End date	oject 10	Project Title:					
Start date		Project Details:					0
End date							

To ensure that all property transactions To maintain an accurate fector of the pt the council's accounts. (Section 151) To manage the councils investment pot that it has the accommodation necessar regeneration, deal with occupation of council to the council tou	ription of your main act s provide value for mone or property assets of the cc partfolio to maximise incorrary to support its service outcomed and you propies a council land by propies a council land by propies a service of the property assets as requirement of the possibility of a cuelopment and regenera s and capital receipts. Bell agreed with Director als to maximise capital re ty to ensure the council I wacant property services.	vities and object y and comply wit uncil and to prov ne, managing the s at a standard it nd Travellers an outal receipts. Co ms for compensa d by transparens ing for other auti ion thriough clos of Corporate Sen ceipts and excee	tives below th statute ide asset valuatie e councils asset to can afford. To s d lead the Integrammunity Right to y agenda under formes on special er working with f	ions to support	Th Th	The number of p The number of he number of pro	proposed disposed proposed lettings roposed rent revieu commercial proper	s. ews	2015/ 4 8 21		2010 TE	BC	20 1 T	17/18 BC 8	2018/19 TBC 8	2019/20 TBC 8	2020/21	The Corporate strategies your service contributes to Corporate Asset Management Plar Economic Development Strategy
Enter a brief descr To ensure that all property transactions To maintain an accurate record of the r the councils accounts. (Section 157) To manage the councils investment poor the councils accounts. (Section 157) To manage the councils investment poor to manage the councils investment poor tegeneration, deal with occupation of the came to deliver a programme of proper manage applications for community as To maintain publicly available list of pr 2011. Old will lead to increased efficie This may impact on the timing of sales Objectives ocmplete Asset Valuations to timetate of the programme of property disposa ocritically examine operational propert business plan maximise revenue income by letting provide timely advice to inform regen ensure team is arranged to support of	ription of your main act s provide value for mone or property assets of the cc partfolio to maximise incorrary to support its service outcomed and you propies a council land by propies a council land by propies a service of the property assets as requirement of the possibility of a cuelopment and regenera s and capital receipts. Bell agreed with Director als to maximise capital re ty to ensure the council I wacant property services.	vities and object y and comply wit uncil and to prov ne, managing the s at a standard it nd Travellers an oital receipts. Co ms for compensa d by transparens ing for other auti ion thriough clos of Corporate Sen ceipts and excee	tives below th statute ide asset valuatie e councils asset to can afford. To s d lead the Integrammunity Right to y agenda under formes on special er working with f	ions to support	Th Th	The number of p The number of he number of pro- he number of co nticipated non f	proposed disposa proposed lettings oposed rent revie ommercial proper	s. ews	4 8 21		TE 8	BC	Т	вс	TBC 8	TBC	2020/21	Corporate Asset Management Plar Economic Development Strategy
To ensure that all property transactions or maintain an accurate record of the pie councils accounts. (Section 161) or amange the councils investment potal that the accommodation necessa segeneration, deal with occupation of cleam to deliver a programme of proper the property of the councils investment of property of the council of th	s provide value for more properly assets of the cc ortfolio to maximise incor any to support its service council land by Gypsies : try sales to maximise cases to be listed and claid exceptionary the possibility of a celepoment and regenera s and capital receipts. ble agreed with Director last to maximise capital rety to ensure the council I wacant property vacant property reartion projects	y and comply wit uncil and to prov ne, managing the s at a standard it ind Travellers an pital receipts. Co ms for compense d by transparenc ing for other auti ion thriough clos	th statute ride asset valuation asset valuation of can afford. To side lead the Integramment with the control of the control o		Th Th	The number of he number of conticipated non f	proposed lettings roposed rent revie ommercial proper	s. ews	8 21		8				8			Economic Development Strategy
ne council's accounts, (Section 151) or manage the councils investment point in this the accommodation necessitation and the section of the seam to deliver a programme of proper panage applications for community as manage applications for community as managed applications for community as the section of t	ortfolio to maximise incor any to support its service council land by posses a council land by posses a service in the possibility of a corperty assest as require ency the possibility of a cuelopment and regenera s and capital receipts. bele agreed with Director als to maximise capital re ty to ensure the council I vacant property vacant property reation projects	ne, managing the s at a standard it ind Travellers an initial receipts. Co ms for compensa d by transparence ting for other auth ion thriough clos of Corporate Sen ceipts and excee	e councils asset to can afford. To side and the Integrammunity Right to attion. Ty agenda under morities on special cer working with formal with formal and the second special cer working with formal and the second second special second sec		Th Th	he number of pro he number of co nticipated non f	roposed rent revie ommercial proper	ews	21			U		U		ŏ		
le councils accounts, (Section 151) or manage the councils investment point it has the accommodation necessities and to deliver a programme of proper amage applications for community as manage applications for community as manage applications for community as the council of t	ortfolio to maximise incor any to support its service council land by posses a council land by posses a service in the possibility of a corperty assest as require ency the possibility of a cuelopment and regenera s and capital receipts. bele agreed with Director als to maximise capital re ty to ensure the council I vacant property vacant property reation projects	ne, managing the s at a standard it ind Travellers an initial receipts. Co ms for compensa d by transparence ting for other auth ion thriough clos of Corporate Sen ceipts and excee	e councils asset to can afford. To side and the Integrammunity Right to attion. Ty agenda under morities on special cer working with formal with formal and the second special cer working with formal and the second second special second sec		Th	he number of co	ommercial proper					21		21	21	21		Medium term Financial Strategy
bjectives complete Asset Valuations to timetab drive programme of property disposa critically examine operational propert usiness plan maximise revenue income by letting provide timely advice to inform regen ensure team is arranged to support o	ble agreed with Director als to maximise capital re ty to ensure the council I vacant property eration projects	of Corporate Serviceipts and excee	vices ed target	support rated Project o Bid -to r Localism Act alisms and Future Merton.		nticipated non f		uco			39			394	394	394		wedium term rinancial Strategy
bjectives complete Asset Valuations to timetab drive programme of property disposa critically examine operational propert usiness plan maximise revenue income by letting provide timely advice to inform regen ensure team is arranged to support o	ble agreed with Director als to maximise capital re ty to ensure the council I vacant property eration projects	of Corporate Serviceipts and excee	vices ed target	r Localism Act alisms and Future Merton.	Ar				394 2015/		201			17/18	2018/19	2019/20	2020/21	
bjectives complete Asset Valuations to timetab drive programme of property disposa critically examine operational propert usiness plan maximise revenue income by letting provide timely advice to inform regen ensure team is arranged to support o	ble agreed with Director als to maximise capital re ty to ensure the council I vacant property eration projects	of Corporate Serviceipts and excee	vices ed target	r Localism Act alisms and Future Merton.		Jilli		Les	5.60			85		.60	4.60	4.60	2020/21	-
Dejectives complete Asset Valuations to timetab drive programme of property disposa critically examine operational propert usiness plan maximise revenue income by letting provide timely advice to inform regen ensure team is arranged to support o	ble agreed with Director als to maximise capital re ty to ensure the council I vacant property eration projects	of Corporate Serviceipts and excee	vices ed target	Future Merton.			I (FIE)		5.00	,	4.0	.03	-		4.00	4.00		
Dejectives complete Asset Valuations to timetab drive programme of property disposa critically examine operational propert usiness plan maximise revenue income by letting provide timely advice to inform regen ensure team is arranged to support o	ble agreed with Director als to maximise capital re ty to ensure the council I vacant property eration projects	of Corporate Serviceipts and excee	vices ed target	l l														
complete Asset Valuations to timetable drive programme of property disposa critically examine operational propert usiness plan maximise revenue income by letting maximise revenue income by letting provide timely advice to inform regen ensure team is arranged to support o	als to maximise capital re ty to ensure the council I vacant property neration projects	ceipts and excee	ed target															
drive programme of property disposa critically examine operational property usiness plan maximise revenue income by letting provide timely advice to inform regen e ensure team is arranged to support o	als to maximise capital re ty to ensure the council I vacant property neration projects	ceipts and excee	ed target	,	-				Actual Por	rformanco (A	\ Dorformano	ce Target (T) F	Dronocod T	arget (P)			l	Main insurant if in director of
usiness plan maximise revenue income by letting in maximise revenue income by letting provide timely advice to inform regen ensure team is arranged to support o	vacant property neration projects	as the minimum				Performan	nce indicator			2016/17(T)			2019/20(P)	2020/21(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator no met
maximise revenue income by letting , provide timely advice to inform regen ensure team is arranged to support o	vacant property neration projects objectives.		necessary to	support the	% \/	/acancy rate of n	prop. owned by c	ouncil	0.33	3.5		3.3	3.3	2020/21(P)	Low	Quarterly	Outcome	Loss of income
ensure team is arranged to support o	neration projects objectives.			,			by tenants Inc. bu		6.43	8.0	3.3 8.0	8.0	8.0	 	Low	Quarterly	Outcome	Loss of income
	,			,	70 DCDI		Valuations	1311103303	97	150	150	150	150	 	High	Annual	Business critical	Breach statutory duty
				,		710001 1	Valuationio		51	100	130	100	100	 	g	71111001	Dubinious chilicui	Broderi dididiciry daly
<u> </u>				,										-				
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				,										† †				
	DEPAR	TMENTAL BUDG	GET AND RESO	URCES	•						1746 -				Л	•	004745	
		1	Forecast	1	1					20	017/18 Exp	enditure			<u>JI</u>		2017/18 Income	
	l Budget Actual	Budget	Variance	Budget	Budget	Budget	Budget							=F	<u> </u>			
20	015/16 2015/16	2016/17	2016/17 P7	2017/18	2018/19	2019/20	2020/21						'	■Employees	<u>JI</u>			■Government grants
penditure	2,250 2,13			2,059											<u> </u>			=
nployees	275 22			211]					1	■Premises	<u> </u>			
emises ansport	283 19	176	48	178	163	165	168	1	1						<u> </u>			■Reimbursements
pplies & Services	158 21	7 159	9 23	163	166	168	3 170		10					■Transport				
party payments	0	0 0	0	0	0	0	0											A
ansfer payments	0	0 0	,	0					100				n .	Supplies & Services				■Customer & client receipts
pport services preciation	471 43			500													V	A
	1,062 1,06 I Budget Actual	Budget	Variance	Budget	1,006 Budget	1,006 Budget	1,006 Budget							3rd party payments			1	■Recharges
	015/16 2015/16	2016/17	2016/17 P7	2017/18	2018/19	2019/20	2020/21							Sid party payments				Recialges
come (D	4,566 5,02			4,672									/					
overnment grants	0	0	0	0	0	0	0							Transfer payments				Reserves
eimbursements ustomer & client receipts	5 5 4,059 4,48		(424)	4,180	4,320	4,469	9 4,469	1					,				/	f'
ustomer & client receipts echarges	502 47			492				l						Support services				
eserves																		■Capital Funded
apital Funded ouncil Funded Net Budget	(2 316) (2 889	(2 572)	(2.40)	(0.040)	(0.700)	(2 906)	(2.000)							Depreciation				
	(2,010) (2,000	(2,012)) (349)	(2,613)	(2,763)	(2,000)	(2,898)											
	Il Budget Actual 015/16 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget	Budget							Summary of	major budget etc	. changes		
imbledon Scouts	2015/16		2016/17 P7	2017/18	2018/19	2019/20	2020/21								2017/18			
				 				ER23 = (£18k	3									
								E&R5 = (£82k										
			1	T '				ENV34 = (£8k	()									
			1	T '				1										
				T '														
			1	T '				1										
	0 2	5 0	0	0	0	0	0								2018/19			
								E&R6 = (£18										
0								ENV14 = (£10										
2015	2016	2017	2018	*	2019	2020		ENV34 = (£40	Ok)									
-500 -																		
1 000																		
-1,000 -																		
g															2019/20			
9000 -1,500 -								ENR8 = (£150k	()									
*																		
-2,000 -																		
3.500																		
-2,500 -	_	_																
1															2020/21			
-3,000 -																		
-3,000 -																		
-3,000																		

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUI Property	M OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	Score
P	roject 1	Project Title:	New secondary school	Infrastructure renewal	Likeliilood	Impact	Ocore
Start date	2016-17	Project Details:	Land acquisition and granting of new leases.		2	2	4
End date	on going						
P	roject 2	Project Title:	P4/Broadway Car Park	Improved efficiency (savings)			
Start date	2012-13	Project Details:	Disposal of public car park to regenerate prominent town centre site.		1	2	2
End date	on going						
P	roject 3	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
P	roject 4	Project Title:		Select one major benefit			+
Start date		Project Details:					0
End date		Troject Details.					
P	roject 5	Project Title:		Select one major benefit			
Sta tt date		Project Details:					0
End date		1 reject Detaile:					
9 P	roject 6	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		r rojost Botano.					
Р	roject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
P	roject 8	Project Title:		Select one major benefit			+
Start date		Droiget Detaile:					0
End date		Project Details:					
P	roject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		Froject Details:					
Pr	oject 10	Project Title:		Select one major benefit	1		
Start date		Project Details:					0
End date		Troject Details:					

	Regulator	/ Services Part	nership									Plan	nning Assum	ptions				The Corporate strategies your
Cllr Martin Whelto				nment & Housin	ng		Anticipa	ted demand		2015	/16	201		2017/18	2018/19	2019/20	2020/21	service contributes to
Enter a brief	f description of	our main activ	ities and objec	tives below			Total number	of food premises	3	177	77	17	'90	1803	1816	1829	1829	Air Quality Action Plan
Provide statutory environmental					se councils that		Total number of	of service request	s	588		59		6113	6234	6357	6357	Climate Change Strategy
make up the Regulatory Service	es Partnership (urrently LB Me	rton and LB R	ichmond).			Licence/per	mit applications		188	30	18	390	1900	1900	1900	1900	Merton Regeneration Strategy
Deliver savings and efficiencies	s by:									0015	:146	201	CHT	2017/18	2018/19	00/0/00	0000/04	Medium term Financial Strategy
reducing overheads						A		financial resour	rces	2015 , 41.			.48	39.48	38.48	2019/20 38.48	2020/21 38.48	
_							Stat	II (I IL)		71.			.40	33.40	30.40	30.40	50.40	
 generating additional inco 	ome									Actual Pe	erformance	A) Performa	nce Target (1	T) Proposed Target(P)				Main impact if indicator not
attracting new business							Performa	nce indicator				2017/18(P)	2018/19(P)	2019/20(P) 2020/21(P)	Polarity	Reporting cycle	Indicator type	met
						% se	ervice requests r	replied in 5 workir	ng days	92	95	96	96	96	High	Monthly	Perception	Reduced customer service
 rationalising ICT systems 	3							eration by EHTSL			£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income
Transform the service by:								npliant C food pre			97	98	98	98	High	Annual	Business critical	Government intervention
demand management								sales test purcha t of Nitrogen Diox		105	100	100	100	100	High Low	Quarterly Annual	Business critical Outcome	Anti social behaviour Political risk
_								exceed 200 mic		N/A N/A	40 18	40 18	40 18	40 18	Low	Quarterly	Outcome	political risk
 streamlining business pro 	ocesses					, ,		unt of Particulates		N/A N/A	40	40	40	40	Low	Annual	Outcome	Political risk
 implementing new ways o 	of working							xceed 50 microgr		N/A	35	35	35	35	Low	Quarterly	Outcome	Political risk
	-							ions determined		100%	95%	95%	95%	95%	High	Quarterly	Business critical	Reputational risk
							% of food premi	ses rated 2 or be	low	N/A	15%	15%	15%	15%	High	Quarterly	Outcome	Reputational risk
									н —									
		DEPARTI	MENTAL BUDG	SET AND RESC	URCES			,			2	017/18 Exp	oenditure				2017/18 Income	
Revenue £'000s	Final Budget	Actual	Budget	Forecast	Budget	Budget	Budget	Budget									-	
	2015/16	2015/16	2016/17	Variance 2016/17 P7	2017/18	2018/19	2019/20	2020/21						■Employees				=0
Expenditure	2,573	2,747	2,678	(80)	2,723	2,706	2,728	2,751										■Government grants
Employees	1,872	2,075	1,975	(79)	2,004	1,983	2,003	2,023						■Premises				
Premises Transport	39	0 37	39	(10)	47	48	48	0 3 49						\				■Reimbursements
Supplies & Services	189	173	54		61		62	63						■Transport				
3rd party payments Transfer pa ymen ts	139	139	98	10	99	101	103											Customer & client receipts
Support service	334	323	512	Č	512	512								■Supplies & Service	3			Customer & client receipts
۵											A STATE OF THE PARTY OF THE PAR							
Revenue 600s	Final Budget	Actual	Budget	Variance	Budget	Budget	Budget	Budget						■3rd party payments				■Recharges
Income D	2015/16	2015/16	2016/17	2016/17 P7	2017/18	2018/19	2019/20	2020/21										/
Government grants	1,460	1,505	1,427	88	1,590	1,640	1,740	1,740						■Transfer payments				_
Reimbursements	1,116	1,125	1,003		1,116	1,116	1216						1					Reserves
Customer & glient receipts Recharges	344	379	424	50	474	524	524	524						■Support services				
Reserves																		■Capital Funded
Capital Funded																		
Council Funded Net Budget	1,113	1,242	1,251	8	1,133	1,066	988	1,011										
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21						Summary	of major budget etc	. changes		
Mortuary	2015/16	2013/16	2010/17	2016/17 F7	2017/18	2010/19	2019/20	2020/21							2017/18			
,				<u> </u>					E&R14 = (£1	00k)								
									ENV09 = (£5	0k) ´								
									ENV10 = (£1)	0k)								
								ļ										
								-										
				1	-	-		}										
	0	0	45	0	0	0	0	0							2018/19			
		· ·							ENV08 = (£4	0k)								
1,400]									ENV09 = (£5									
1,200 -																		
1,000 -						-												
1						•									2019/20			
									ENR1 = (£100)	k)								
800 -									```									
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															2020/24			
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600 - 400 - 200 -															2020/21			
600 - 400 - 200 -	20	, <u>, , , , , , , , , , , , , , , , , , </u>	2017	2018	,	2019	2020								2020/21			
600 - 400 - 200 -	. 20	6 Budget	2017	2018	Acti	2019	2020								2020/21			

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FO	OUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Expansion of shared 'regulatory' service	Economic outcomes	LINCIIIIOUU	iiipact	30016
Start date	2016-17	Project Details:	Potential expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth in 2017.		3	2	6
End date	2017-18						
Pr	oject 2 I	Project Title:	Rationalisation of administration and licensing teams	Improved effectiveness			
Start date	2015-16	Project Details:	Rationalisation of the Merton and Richmond administration and licensing teams to improve business processes, generate efficiencies and improve the outcomes for customers		2	1	2
End date	2017-18						
Pr	oject 3 I	Project Title:	Procurement of a new ICT case management system	Improved efficiency (savings)			
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	2
End date	2017-18						
Pr	oject 4	Project Title:	Design and implement a joint Merton/Richmond budget	Economic outcomes			
Start date	2014-15	Project Details:	Design and implement a joint revenue (income & expenditure) budget on a to be determined costs apportionment model		2	1	2
End date	2017-18	·					
Pr	oject 5 I	Project Title:		Select one major benefit			
Sta tt date		Project Details:			0	0	0
9 Pr	oject 6	Project Title:	_	Select one major benefit			
Start date		Project Details:		,	0	0	0
End date							
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		·					
	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		,					
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							

Safer Merton				Pla	anning Assur	nptions					The Corporate strategies your
Cllr Edith Macauley: Cabinet Member for Community Safety, Engagement & Equalities	Anticipated demand	201	15/16	201	6/17	20	17/18	2018/19	2019/20	2020/21	service contributes to
Enter a brief description of your main activities and objectives below	Number of new, actionable, ASB cases	3	150	3	60	4	400	400	400		Safer & Stronger Strategic Assessment
Safer Merton delivers the councils statutory Community Safety Partnership	Population	211	1,569	214	,229	21	6,806	216,806	216,806		
function to tackle crime and disorder. The team consists of eight officers working	No. Multi Agency Risk Assessment cases (domestic abuse)	1	60	1	62	1	170	170	170		
across several themes:	of all residents actively engaged in Neighbourhood Watch scher	3	8%	3	8%	4	10%	40%	43%		
Tackling anti-social behaviour in non social housing	Anticipated non financial resources	201	15/16	201	6/17	20	17/18	2018/19	2019/20	2020/21	
Protecting victims of Domestic Violence and Abuse and taking action against perpetrators	Staff (FTE)	18	3.83	9	.10	7	7.99	7.99	7.99		
Managing and delivering a borough wide Neighbourhood Watch programme											
Delivering the partnerships analytical functions											
The service also ensures that MOPACs priorities are delivered, appropriate											
support services are commissioned (which fall within Safer Merton's remit) as well	Performance indicator	Actual I	Actual Performance (A		ince Target (T) Proposed	Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
as ensuring that the Community Safety Partnership is compliant with legislation. Safer Merton is managed through the councils Public Protection service, and its	1 criormance maleator	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)	1 officially		mulcutor type	met
work delivered in partnership with Police, London Fire Brigade, Probation	Number of Community Protection Warnings Issued	n/a	100	150	150	150		Low	Quarterly	Outcome	Reduced enforcement
services, alongside other statutory and non statutory partners	Number of Community Protection Notices Issued	n/a	5	8	8	8		Low	Quarterly	Perception	Reduced enforcement
The statutory duty for Safer Merton consists of the following:	Multi Agency Risk Assessment cases - domestic abuse	278	153	153	153	153		High	Monthly	Business critical	Safeguarding issues
1) A duty to establish a crime and disorder partnership and deliver an annual	Number of new Neighbourhood Watch schemes	n/a	10	10	10	10		Low	Annual	Perception	Reduced service delivery
partnership plan	Reduction in residential burglary	n/a	884	850	850	850		Low	Quarterly	Perception	Customer hardship
Completion of an annual strategic assessment governed by the Community Safety Partnership	Total Violence with Injury	n/a	1373	1373	1373	1373			Quarterly	Quality	Customer hardship
Respond to and deal with crime and disorder through evidence based analytical											
work in a timely and effective manner		1	1	ĺ							

work in a timely and effecti	ve manner	iei tillougii ev	riderice based	analytical						
		DEPART	MENTAL BUDG	GET AND RESO	URCES	ı			2017/18 Expenditure 2017/18 Income	
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	al Employees	
Expenditure Employees	790	567 270			661 342				III Premises	nts Reimbursements
Premises Transport	2	0	2	2 (1)	0	0	0	0		
Supplies & Services	6 62	1 50			10	11			wTransport	
3rd party payments Transfer payments	251 0	139	252	(26)	168	171	174	178		
Transfer payments Support services	109	107	140	Ö	140	140	140	140	WSupplies & Services INCUMENT & client	nt receipts IIIRecharges
Depreciation Powerus Communication Communica	Final Budget	Actual	Budget	Variance	Budget	Budget	Budget	Budget	m3/or party paryments	
Revenue (1)	2015/16	2015/16 162	2016/17	2016/17 P7	2017/18	2018/19	2019/20	2020/21		
Government grants	154	102	108	(27)	76				WTransfer payments	
Reimbursements Customer & client receipts	46 0	60 0	47		0	0	0	0	II Support services	■Capital Funded
Recharges Reserves									Modification Services	
Capital Funded									al Depreciation	
Council Funded Net Budget	590 Final Budget	405			585					
Capital Budget £'000s	2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Summary of major budget etc. changes	
CCTV		86	514	0	0	0	0	0	2017/18 ΔR43 = (£70k)	
									1.00	
						_			man.	
	0	86	514	0	0	0	0	0	2018/19	
1,600]										
1,400										
1,200 -										
. 1 000									2019/20	
\$ 1,000 -									EVIOLU	
ن ا 800 -										
000										
600 -										
400 -									2020/21	
									2020/21	
200 -										

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Safer Merto				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk	Score
P	roject 1	Project Title:	Merton says NO MORE	Improved customer experience	Likeiiiioou	iiiipact	Score
Start date End date	01/04/2017	Roll out of wider NO MORE campaign	Building on the success of the UK SAYS NO MORE launch in September 2016, where Merton was the second london borough to launch the campaign to condem 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 Mertons residents and businesses are fully aware of the Community Safety Partnerships commitment to tackling a range of issues affecting our residents	Improved victim awareness, increased profile for Merton as a pro-active borough in addressing crime and ASB and associated reputational benefits across London	2	2	4
P	roject 2	Project Title:	Salety Faitherships commitment to tackling a range of issues affecting our residents	Select one major benefit			
Start date		Project Details:					0
End date		Floject Details.					
P	roject 3	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
P	roject 4	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		1 Tojout Botano.					
P	roject 5	Project Title:		Select one major benefit			
Sta tj date							0
End date		Project Details:					
	roject 6	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		,					
P	roject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		,					
P	roject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		,					
P	roject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		1 Tojout Details.					
Pr	oject 10	Project Title:		Select one major benefit			$\vdash \vdash \vdash$
Start date		Project Detailer					0
End date		Project Details:					

		Torres																	The Corporate strategies your
Cllr Martin Whe	Iton: Cabinet Mer	Transport nber for Regen	eration, Enviro	nment & Housin	na		Anticipated	d demand		201	5/16		anning Assu 6/17		17/18	2018/19	2019/20	2020/21	service contributes to
	ief description of				ig	CS	F Passenger Jo		use	700			000		0000	70000	70000	70000	Children and Young People's Plan
To provide a comprehensive	and effective H	lome to Schoo	and Vulnerat	ble Adults trans			H Passenger Jo	-		700			000		0000	70000	70000	70000	Special Educational Needs and Disabilities Strate
in support of the user depart using the in-house fleet and	tments such as C					<u> </u>		,		- 700		1		+ -		. 3000	. 5555		
using the in-house neet and	taxi providers.																		
To provide health & safety a			ning to all cour	ncil staff and ex	kternal	Ant	icipated non fir		rces	201		201	6/17	201	17/18	2018/19	2019/20	2020/21	
organisations utilising the Co	ouncils fleet of ve	ehicles.					No.Transport F			19			92		40	40	40	40	
							Sta	aff		62	75	60).13	68	3.00	68.00	68.00		
										Actual Pe	erformance	(A) Performa	nce Target (I	P) Proposed	Target (P)				Main impact if indicator not
							Performano	e indicator				2017/18(P)				Polarity	Reporting cycle	Indicator type	met
							% Client user			87	97	97	97	97	97	High	Annual	Outcome	Reduce update of service
							erage % passen			90	85	85	85	85	85	High	Quarterly	Unit cost	Increased costs
							house journey thickness - average			84 13.9	85 11.5	85 11	85 10.5	85 9.5	85 8	High High	Annual Monthly	Outcome Unit cost	Incresed costs Increased costs
							ionioss averaç	ge days per r	-	13.9	11.5	- ''	10.5	5.5	0	riigii	Working	Offic Code	moreased costs
																•			
		D=0.15=	MENTAL BUS	OFT AND DECK	IDOEO	J.			ſ				<u> </u>	1	1	п		1	
				Forecast	T						:	2017/18 Ex	penditure					2017/18 Income	
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget	Variance	Budget	Budget	Budget	Budget							■Employees				
			2016/17	2016/17 P7	2017/18	2018/19	2019/20	2020/21											■Government grants
Expenditure Employees	9,700 1,960	10,171 2,089	9,710 2,000			9,126 1,605	9,069 1,548				1				■Premises				
Premises	82	86	85	5 (3)) 83	83	83	83				M							Reimbursements
ransport Supplies & Services	6,232 84	6,539 95	6,233 84		6,169 1 85		6,169 85					WIII			■Transport				
ird party payments	0	3	(0 (0	0	0	0				N .							■Customer & client receipts
ransfer payments	0 876	0 893			0 847		0 847	847							Supplies & Service	96			incustomer & client receipts
Support services Depreciation	466	466			337	337	337											V	
Revenue	Final Budget	Actual	Budget	Variance	Budget	Budget	Budget	Budget							■3rd party payment	s		1	■Recharges
ncome D	2015/16 9,623	2015/16 9,740	2016/17 9,710	2016/17 P7 0 (85)	2017/18	2018/19 9,278	2019/20 9,288	2020/21 9,288											/
Sovernment grants															Transfer payments	3			■Reserves
Reimbursements Customer & dient receipts	703 8,920	594 9,146			2 602) 8,641	602 8,676	602 8.686	602 8.686										/	,
echarges —	5,0	•,	-,,,,,	(,,,,	, .,	5,5.5	0,000	0,000							Support services				■Capital Funded
Reserves Capital Funded					+					-									■Capital Purided
Council Funded Net Budget	77	431	(0 216	6 (106)	(152)	(219)	(201)							■Depreciation				
Capital Budget £'000s	Final Budget	Actual	Budget	Variance	Budget	Budget	Budget	Budget							Summary	of major budget et	c. changes		
Replacement Fleet Vehicles	2015/16	2015/16 312	2016/17 500	2016/17 P7	2017/18) 400	2018/19 400	2019/20 300	2020/21							· · · · · · · · · · · · · · · · · · ·	2017/18	o. oagoo		
replacement rieet vehicles		312	500	(15)	400	400	300	300								2017/10			
			South London Wa	aste Partnership pr	rovision shown in W	aste Management	Commissioning	1											
					1														
					 			-											
	0	312	500	0 -15	5 400	400	300	300								2018/19			
									ENV32 = (£3										
500									ENV37 = (£3	35k)									
400 -																			
700																			
300 -																			
g 200 -									ENDS (**)	,						2019/20			
s 200 -									ENR5 = (£76k ENR7 = (£10k	() ()									
100										,									
0								_											
2015	20	16	2017	2018	. 2	2019	2020												
-100 -																0000101			
																2020/21			
-200 -						-	_												
						_													
-300 J																			
1		Buaget			Actual														

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Transport									
		PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Risk					
Project 1	Project Title:		Select one major benefit	Likelihood	Impact	Score			
Start date									
Clari dato	Project Details:					0			
End date									
Project 2	Project Title:		Select one major benefit						
Start date									
	Project Details:					0			
End date									
Project 3	Project Title:		Select one major benefit						
Start date						0			
	Project Details:								
End date									
Project 4	Project Title:		Select one major benefit						
Start date						0			
End date	Project Details:								
	Ducia et Title		Colort and weight and the						
Project 5	Project Title:		Select one major benefit						
Statt date D End date	Project Details:					0			
End date	1 Toject Betails.								
9 Project 6	Project Title:		Select one major benefit			 			
Start date	, , , , , , , , , , , , , , , , , , ,		•						
Start date	Project Details:					0			
End date									
Project 7	Project Title:		Select one major benefit						
Start date									
	Project Details:					0			
End date									
Project 8	Project Title:		Select one major benefit						
Start date						0			
	Project Details:					"			
End date									
Project 9	Project Title:		Select one major benefit						
Start date						0			
End date	Project Details:								
	Droinet Title		Colort one major han-fit						
Project 10	Project Title:		Select one major benefit						
Start date	Project Details:					0			
End date	i Toject Details.								

Commissioned Service

Waste Management and Cleansing

Cllr Ross Garrod Cabinet Member for Street Cleanliness & Parking
Cllr Martin Whelton Cabinet Member for Regeneration, Environment &
Housing

Veolia UK Ltd

Viridor Waste Management Kingdom

Noah's Ark (Re: stray dogs/Enforcement)

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.

These services are delivered through a combination of commissioned services and in-house engagement and enforcement activities.

The key objectives of the service are:

To fulfil the council's statutory responsibilities and duties with respect to waste management, street cleaning, waste enforcement and the management of stray animals.

To provide value for money services that meet the needs of the community

To provide a safe and supportive environment for our community and all employees engaged in delivering services.

To promote and encourage sustainable waste management activities, maximising resource efficiency and securing value from all waste streams as far as practicably possible

			Plar	nning Assumpt	ions					The Corporate strategies the	
Anticipated demand	2015/16		2016/17		2017/18		2018/19	2019/20	2020/21	service contributes to	
Housing Properties	3	81,400		81,800		100	82400	85000 85000			
Kilometers of Roads		375		375		75	375	375	375		
Population	211,569		214,229		216,806		218000	220000	220000	Waste Management Strategy	
Total household waste tonnage	-	71,000		71,000		000	71,000	71000	71000		
7											
Anticipated non financial resources	2	015/16	2016/17		2017/18		2018/19	2019/20	2020/21		
Clienting and Commissioning Team		6.69		6.69		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 Targe 2015/16(T) 2016/17(T)		ets (T) & Provisional Performa 2017/18(P) 2018/19(P)		ance Targets (P) 2019/20(P) 2020/21(P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
% 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	
	1	1	1	1		1		1		1	

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DETAILS OF MAJOR PROJECTS Waste Management and Cleansing									
			PROJECT DESCRIPTION	MA IOR PROJECTS DENESTES	Risk				
Pr	oject 1	Project Title:		Improved effectiveness	Likelihood	Impact	Score		
Start date		·					0		
End date		Project Details:							
Pr	oject 2	Project Title:							
Start date							0		
End date		Project Details:							
Pr	oject 3	Project Title:							
Start date							0		
End date		Project Details:							
Pr	oject 4	Project Title:							
Start date							0		
End date		Project Details:							
Pr	oject 5	Project Title:							
StarkSate		Drain at Dataila					0		
Enq\date		Project Details:							
O Pr	oject 6	Project Title:							
Start date		Project Details:					0		
End date		r roject Betaile.							
Pr	oject 7	Project Title:							
Start date		Project Details:					0		
End date									
Pr	oject 8	Project Title:							
Start date		Project Details:					0		
End date									
Pr	oject 9	Project Title:							
Start date		Project Details:					0		
End date									
Pro	ject 10	Project Title:							
Start date		Project Details:					0		
End date		r rojout Dotalis.							