

Second Draft Service Plans.

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

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

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

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

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

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

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

Index of Departmental Service and Commissioning Plans

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

*Commissioning Plan

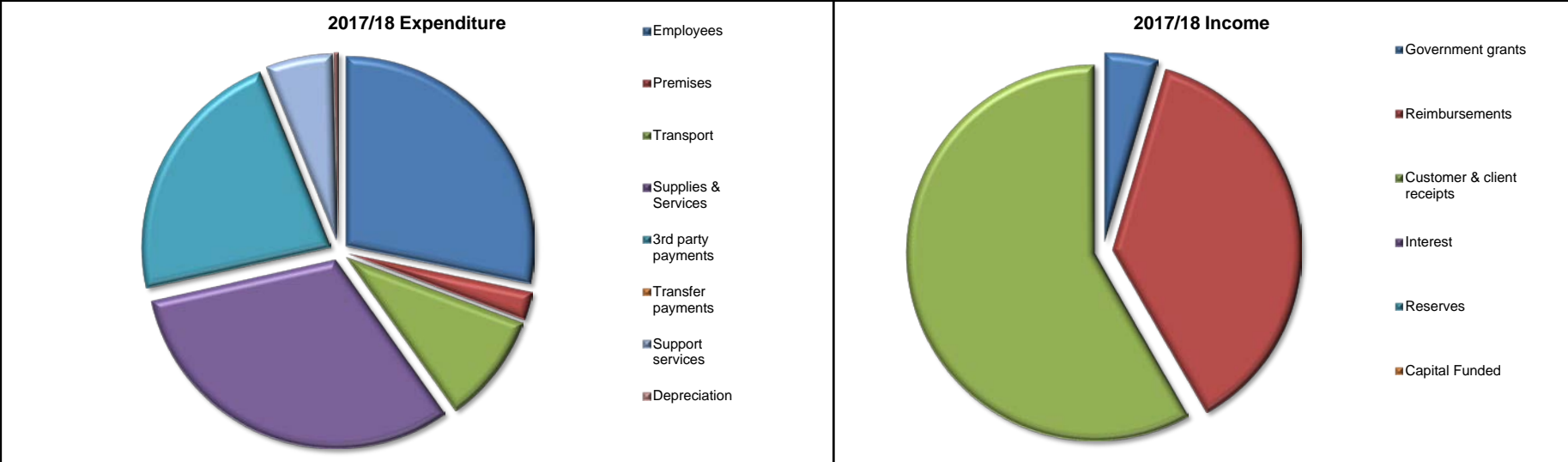
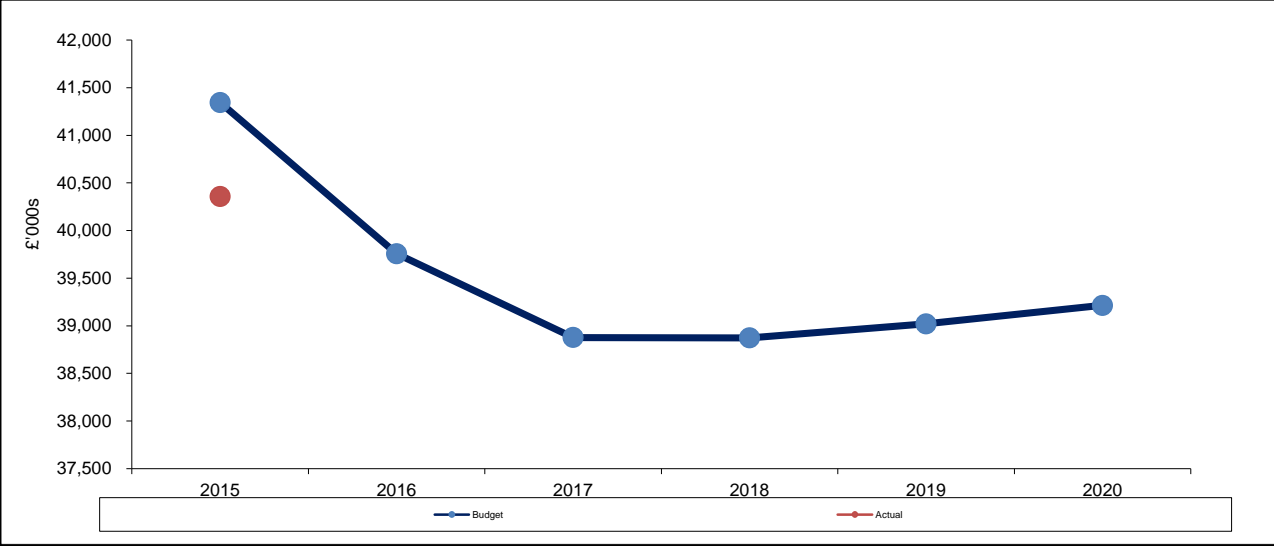
Children Schools & Families

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Children's Social Care & Youth Inclusion									
PROJECT DESCRIPTION					MAJOR PROJECT BENEFITS		Risk		
							Likelihood	Impact	Score
Project 1		Project Title:	MOSAIC (CYPWB & TOM) Phase 1 and 2.	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 .	Improved efficiency (savings)	3	3	9	
Start date	2013-14								
End date	2016-19								
Project 2		Project Title:	Regionalisation of Adoption	Reginalisation of Adoption. The government requires Local Authorities will establish regional arrangements for some elements of adoption services. Merton is part of the developing Pan London Approach approv'd by Cabinet (Sept 2016).	Improved effectiveness	3	2	6	
Start date	2016-17								
End date	2018-19								
Project 3		Project Title:	Continuous Improvement and Inspection Readiness	To improve data quality, case records & management, filing & retention, & reporting to provide improved and easily accessible information for inspection purposes. To continually improve the day to day management across our services, delivery of improvement plans and embedding our revised QA framework. Continue to utilise all data sources to inform best practice sources include; JTAI's,YJ,EY's,SEND, QA framework and our SIF.	Improved effectiveness	4	3	12	
Start date	2013-14								
End date	2017-18								
Project 4		Project Title:	Youth Justice	Responding to Charlie Taylor review and potential reconfiguring of Youth Justice.Development of policy framework in response to regulation and likely funding changes.	Improved efficiency (savings)	3	2	6	
Start date	2014-15								
Project 5		Project Title:	Well Being Model - CSC & CYPWB/TOM	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 working ; Care proceedings as outlined in the relevant TOM; rationalisng access points; raising thresholds; increased targeting and practice.	Improved effectiveness	4	3	12	
Start date	2013-14								
End date	2019-20								
Project 6		Project Title:	Workforce development	We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this 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.	Improved staff skills and development	4	3	12	
Start date	2015-16								
End date	2019-20								

Education	Planning Assumptions							The Corporate strategies your			
Cllr Katy Neep: Cabinet Member for Children’s Services	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	service contributes to			
Cllr Caroline Cooper-Marbiah: Cabinet Member for Education	Forecast increase in population 0-4	780							Children and Young People's Plan		
Enter a brief description of your main activities and objectives below	Forecast increase in population 5-19	2400							Children and Young People's Plan		
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: · 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 · 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 - My Futures Service School Org Pupil place planning, & schools admissions School expansion & capital programme management.	Raise in Participation age 16-18								Children and Young People's Plan		
	Forecast increase in Children & Y/P with EHCP	200-400							SEN & Disabilities Strategy		
	Increased demand for primary school (total across all schools)	1fte							School Expansion Strategy		
	Increased demand for secondary school (total across all schools)		1-3fte	4-6 fte (cumulative)	10-14 fte (cumulative)				School Expansion Strategy		
	Increased demand for special school places (total across all schools)	100 more SEN places by 18-19							School Expansion Strategy		
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
	Staff (FTE subject to change as a result of restructures)		297	292	288	282	282				
	Performance indicator	Actual performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
	Merton pupil average Attainment 8 score	n/a	52	53	54			High	Annual	Outcome	Reputational risk
Merton pupil Average Progress 8 score	n/a	0.28	0.28	0.28			High	Annual	Outcome	Reputational risk	
% outcome of Ofsted school inspections good or outstanding	89	89	91	92			High	Monthly	Outcome	Inspection outcomes	
% pupils achieving expected standard in reading, writing and maths at KS2	82	57	58	59			High	Annual	Outcome	Reputational risk	
% secondary school attendance	95.2	95.1	95.2	95.3			High	Annual	Outcome	Increased costs	
% primary school attendance	96	96.1	96.1	96.2			High	Annual	Outcome	Breach statutory duty	
% of new EHCP requests completed within 20 weeks	67	55	55	55			High	Quarterly	Outcome	Safeguarding issues	
% Good or Outstanding children's centres per Ofsted	100	100	100	100			High	Quarterly	Outcome	Inspection outcomes	
% reception year surplus places	6.2	5.5	6	8			Low	Annual	Business critical	Parental choice	
%secondary school Yr7 surplus places Inc.Academies	5.5	5	5	5			Low	Annual	Business critical	Parental choice	
% major capital projects green/amber to time	89.28%	90	90	90			High	Quarterly	Business critical	Increased costs	
% spend on approved capital programme	n/a	80	80	80			High	Annual	Business critical	Increased costs	

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

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



2017/18
Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £546,000 Reduced service offer from school improvement: £75,000 Increased income from schools/ reduced LA service offer: £200,000 Property and contracts: £65,000 (Deletion of 1AD, 1 HOS and half and admin post £224,000) 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).
2019/20
(Review of CSF staffing structure beneath managment level £200,000 (split across CSC/YI and Education).
2020/21

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Education								
PROJECT DESCRIPTION				MAJOR PROJECTS BENEFITS		Risk		
						Likelihood	Impact	Score
Project 1		Project Title: Project Details:	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 implementation 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 brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools. Partnership with schools on redefining LA functions as part of Education TOM.	Improved effectiveness		2	3	6
Start date	2013-14							
End date	2018-19							
Project 2		Project Title: Project Details:	Transforming Early Years (EY's TOM) Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.	Improved efficiency (savings)		3	2	6
Start date	2013-14							
End date	2019-20							
Project 3		Project Title: Project Details:	Implementation of requirements of Children & Families Act (Edn TOM & CYPWB) & Education TOM/CYPWB Model & Personal Budgets (Education TOM/C+F Act) Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams. Develop and deliver the Education TOM & CYPWB Model across CSF Services, Including implementation of MOSAIC phases 1 & 2. Progress further rollout of Personal Budgets for families of children subject to education, health and care plans (ex SEN Statements). Work with SENDIS service to maintain focus of encouraging Personal Budgets for SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.	Improved customer experience		4	3	12
Start date	2013-14							
End date	2019-20							
Project 4		Project Title: Project Details:	Development of Adolescent offer including My Futures (NEET's) & linked provision Development of Melbury College and commissioning of AltEd provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	Improved customer experience		3	2	6
Start date	2013-14							
End date	2018-19							
Project 5		Project Title: Project Details:	Youth transformation phases 3 & 4 (Edn TOM) 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 will evolve from these partnerships.	Improved efficiency (savings)		4	3	12
Start date	2013-14							
End date	2017-18							
Project 6		Project Title: Project Details:	Implementation of Secondary & Special School (SEN) Places Strategy (EducationTOM) Continue liaison with Education Funding Agency and Harris Federation to deliver a new secondary (Free) school in the Wimbledon area. Implement expansion of 2/3 secondary schools in east of the borough to achieve overall additional places needed. Undertake statutory processes and procure/plan/deliver construction contracts. Develop overall strategy for provision of sufficient and suitable SEN places in Merton; undertake capital bidding and procure/plan/deliver construction contracts.	Infrastructure renewal		4	2	8
Start date	2015-16							
End date	2018-2019							

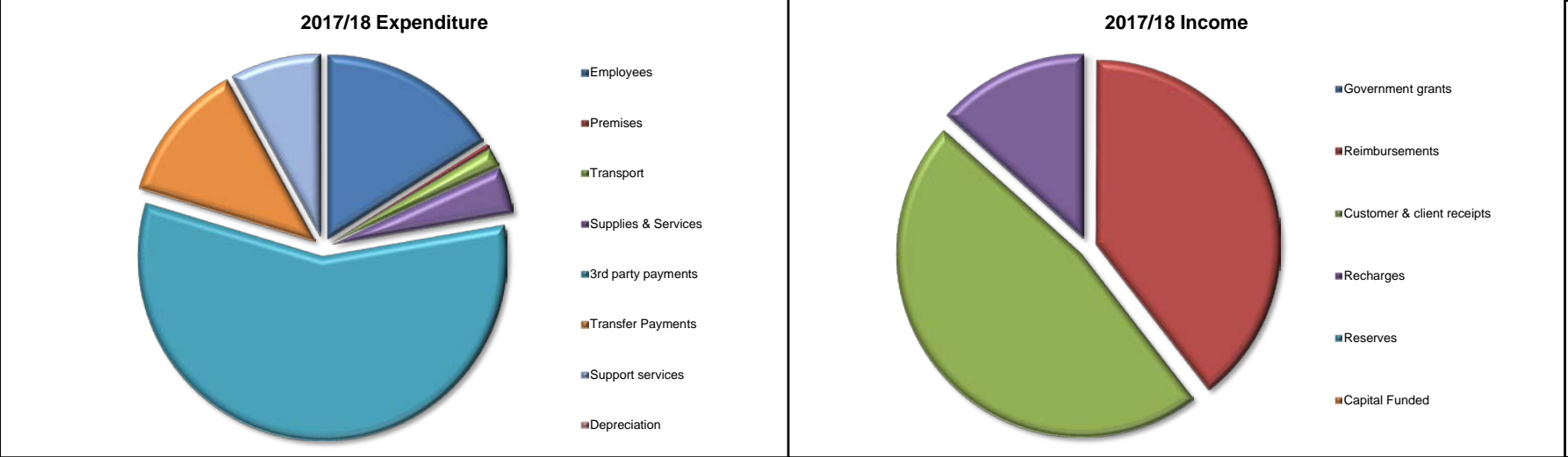
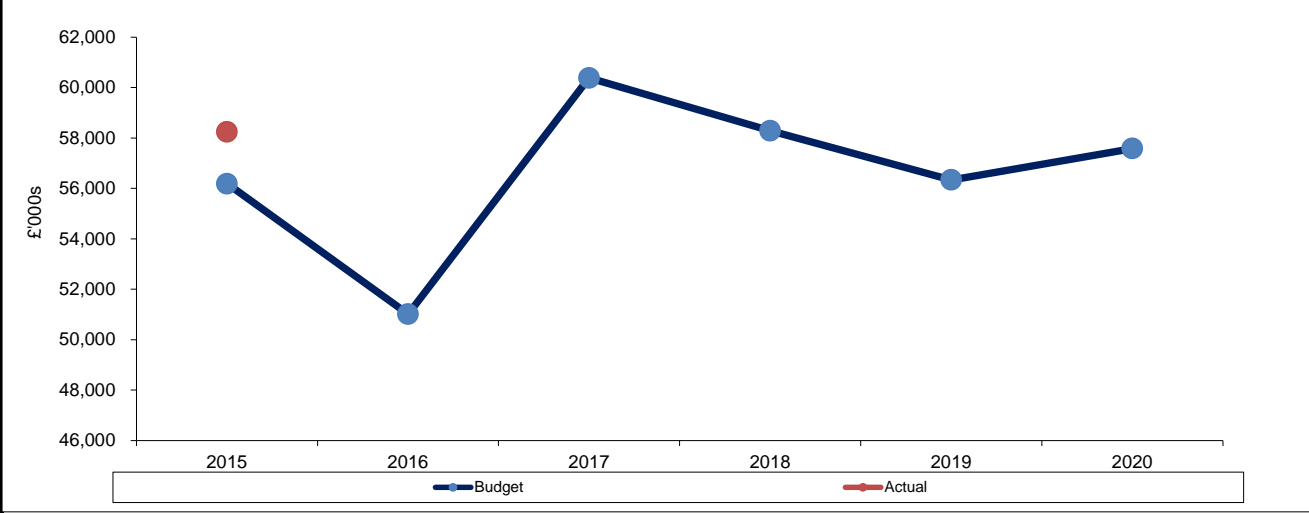
Page 149

Community & Housing

Adult Social Care	Planning Assumptions							The Corporate strategies your			
Cllr Tobin Byers:Cabinet Member for Adult Social Care	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	service contributes to			
Enter a brief description of your main activities and objectives below	No. of people requiring services	3331	3307	3278	3252	3191	3170	Health & Wellbeing Strategy			
Adult Social Care is a statutory service, underpinned by several pieces of legislation, whereby the council has a duty to provide or commission support, based on an assessment of need for people over the age of 18. People who are in need /at risk due to disability or illness. Once a need has been defined, there is a duty to meet it.	People aged 85-89	407	375	358	335	315	293				
	People aged 95+	221	195	190	185	180	175				
	No. of people aged 65+ with dementia	385	395	407	419	431	448				
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
	Staff (FTE)	383.53	335.26	324.5	313.5	313.5	313.5				
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (T)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
	No of carers receiving a service	967	996	1000	1010	1020	1040	High	Monthly	Business critical	Breach statutory duty
	% Older people still at home following Reablement	81.5%	73.2	78.8	78.8	78.8	78.8	High	Annual	Outcome	Increased costs
	% People receiving 'long term' Community Services	80%	72	72	72	72	72	High	Monthly	Business critical	Increased costs
	% People with 'long term' services receiving Self-Directed	98%	95	95	95	95	95	High	Monthly	Unit cost	Government intervention
	The rate of Delayed Transfers of care from hospital (both NHS and Merton)	8.4	5	7	7	7	7	Low	Monthly	Business critical	Increased costs

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

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
IT 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)

2018/19

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

2019/20

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

2020/21

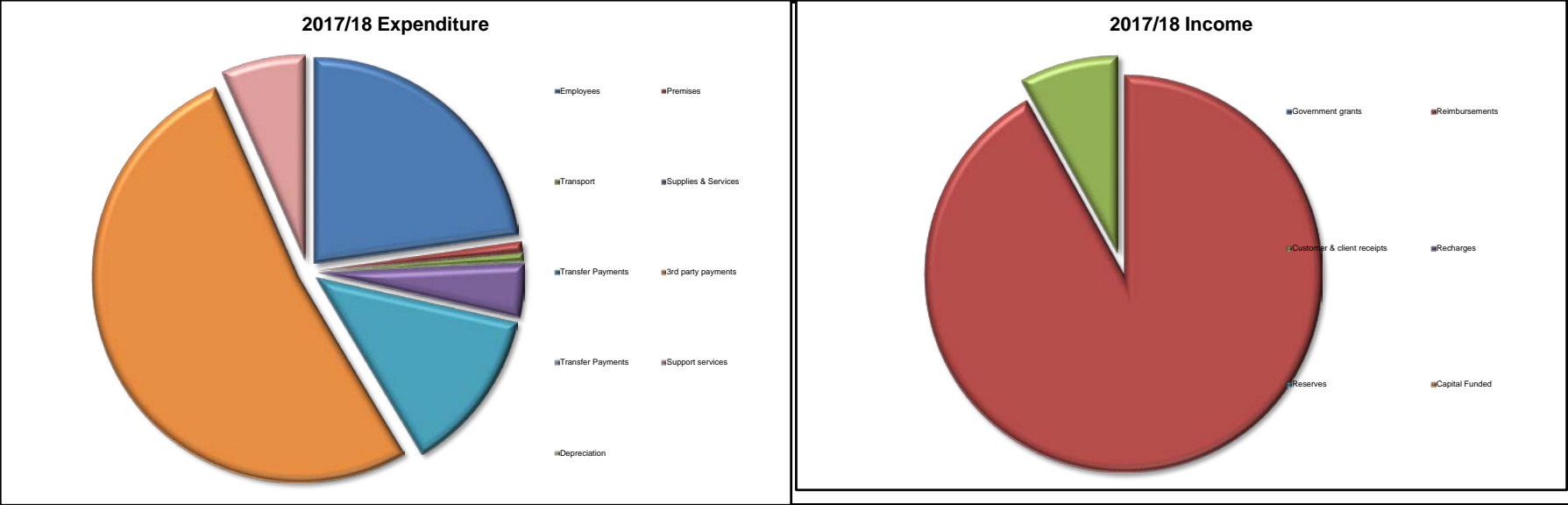
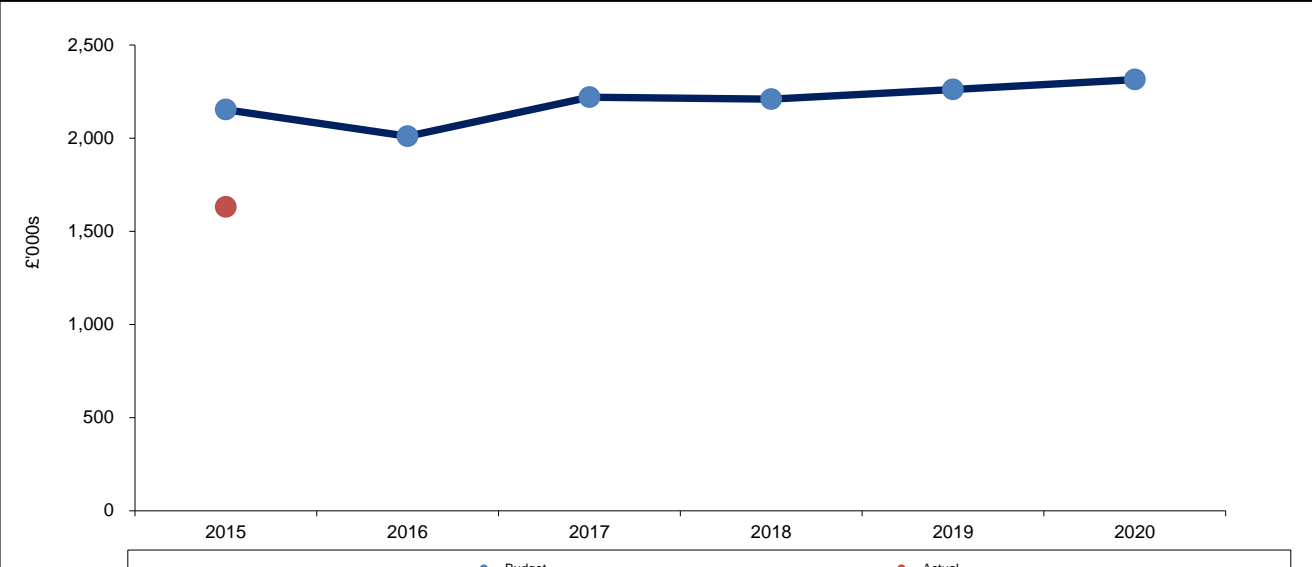
Growth for Concessionary fares increase - £0.450m

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Adult Social Care							
PROJECT DESCRIPTION				MAJOR PROJECTS BENEFITS		Risk	
						Likelihood	Impact
Project 1		Project Title: Project Details:	Home Care re-commissioning Implementation of new Home Care model post tender. The contract will have two tiers. Tier 1 will be for 3 prime providers who will be our core partners. Tier 2 will be small local and specialist providers who will provide back-up supply or meet nche requirements.	Improved effectiveness	3	3	9
Start date	01/04/2017						
End date	31/03/2018						
Project 2		Project Title: Project Details:	Supporting People re-commissioning 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.	Improved efficiency (savings)	4	2	8
Start date	01/04/2017						
End date	01/11/2017						
Project 3		Project Title: Project Details:	Assessment & Care Management Processes 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.	Improved effectiveness	3	3	9
Start date	01/04/2017						
End date	31/12/2017						
Project 4		Project Title: Project Details:	SCIS Ensure that the new Core Logic Mosaic social care information system (SCIS) is fit for purpose for the foreseeable future. Achieve this by ensuring that processes, data quality and outcomes are kept under constant review.	Improved effectiveness	3	2	6
Start date	01/04/2017						
End date	31/03/2018						
Project 5		Project Title: Project Details:	Transitions Undertake and implement a review of the transitions pathway to ensure that the transition to adulthood is planned in a timely manner with the service user and their family, that upcoming transitions are reflected in the commissioning and financial plans.	Improved customer experience	3	2	6
Start date	01/04/2017						
End date	30/09/2017						
Project 6		Project Title: Project Details:	Early intervention Develop a refreshed early intervention strategy that builds on the existing hub service models	Improved customer experience	2	2	4
Start date	01/04/2017						
End date	30/09/2017						
Project 7		Project Title: Project Details:	Business Development 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.	Improved effectiveness	2	2	4
Start date	01/04/2017						
End date	31/03/2018						
Project 8		Project Title: Project Details:	Information, access & advice Develop the offer through Merton Link and the voluntary sector to provide earlier advice, self service and referral to non-statutory interventions.	Improved efficiency (savings)	3	2	6
Start date	01/04/2017						
End date	31/03/2018						
Project 9		Project Title: Project Details:	Integration Priorities for 2017/18 will be - co-location with CLCH and MCCG - embedding joint working with CLCH developing joint commissioning approach with MCCG	Improved effectiveness	3	2	6
Start date	01/04/2017						
End date	30/06/2017						
Project 10		Project Title: Project Details:	Bed based care Develop a commissioning strategy for bed based care, working with the sector, health and neighbouring authorities to develop a sustainable offer and range of solutions.	Improved effectiveness	4	3	12
Start date	01/04/2017						
End date	31/03/2018						

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

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

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

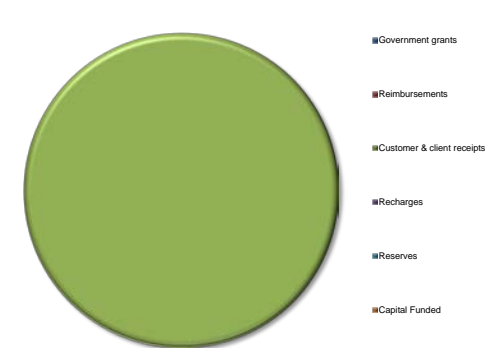
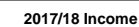
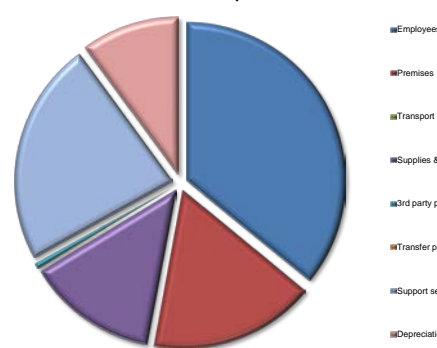
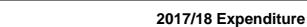


Summary of major budget etc. changes	
2017/18	
Savings £30k Rationalisation of admin budget (CH9) Savings -£36k - Deletion of one staffing post ((CH10) Savings -£100k Further Staff reductions (Any areas of HNES & EHH) (CH43) Savings £50k - Staff reduction in Housing Services (CH57) - CH57 is a repeat of CH43 and the saving has been double counted. (refer to conversations with Finance and text at back of TOM) This savings will be transferred to Adult Social Care.	
2018/19	
Savings -£62k Further Staff reductions (Any areas of HNES & EHH) (CH43) Savings £118k - Staff reduction in Housing Services (CH57) - CH57 is a repeat of CH43 and the saving has been double counted. (refer to conversations with Finance and text at back of TOM) This savings will be transferred to Adult Social Care.	
2019/20	
2020/21	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Housing Needs and Enabling Services										
PROJECT DESCRIPTION					MAJOR PROJECTS BENEFITS			Risk		
								Likelihood	Impact	Score
Project 1		Project Title: Project Details:	Deliver on-line self-assessment tools Implement on-line Housing Register pre-application assessment tool.	Improved effectiveness			3	1	3	
Start date	2016-17									
End date	2017-18									
Project 2		Project Title: Project Details:	Homeless Placement Policy Implement and monitor the Homeless Placement policy	Risk reduction and compliance			2	2	4	
Start date	2016-17									
End date	2017-18									
Project 3		Project Title: Project Details:	CHMP Regeneration Input to CHMP regeneration with Future Merton.	Improved reputation			1	2	2	
Start date	2014-15									
End date	2018-19									
Project 4		Project Title: Project Details:	Service re-structure 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.	Improved efficiency (savings)			2	3	6	
Start date	2016-17									
End date	2018-19									
Project 5		Project Title: Project Details:	Shared Lives Development Explore ways to potentially develop the Shared Lives range of services, considering the business case for any service developments and liaise with the appropriate referring agencies to provide any additional funding where necessary	Improved effectiveness			3	1	3	
Start date	2015-16									
End date	2017-18									
Project 6		Project Title: Project Details:	Technology Review Work with IT / E&R on re-procurement / replacement of M3PP.	Improved effectiveness			2	1	2	
Start date	2016-17									
End date	2017-18									
Project 7		Project Title: Project Details:	Selective Licencing Produce a business case to consider selective licencing and/or additional licencing in parts of the borough and progress any actions arising where necessary.(Government is currently consulting on whether or not mandatory 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.)	Improved effectiveness			2	1	2	
Start date	2016-17									
End date	2017-18									
Project 8		Project Title: Project Details:	EDRMS Workflow Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly	Improved effectiveness			2	2	4	
Start date	2015-16									
End date	2016-17									
Project 9		Project Title: Project Details:		Improved efficiency (savings)					0	
Start date										
End date										
Project 10		Project Title: Project Details:		Select one major benefit					0	
Start date										
End date										

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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	3,396	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
Depreciation	303	303	303	0	301	301	301	301
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	357	396	357	-25	309	309	309	309
Government grants	0	0	0	0	0	0	0	0
Reimbursements	41	34	41	0	0	0	0	0
Customer & client receipts	316	361	316	-25	309	309	309	309
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	2,939	2,794	2,864	(163)	2,684	2,663	2,690	2,717

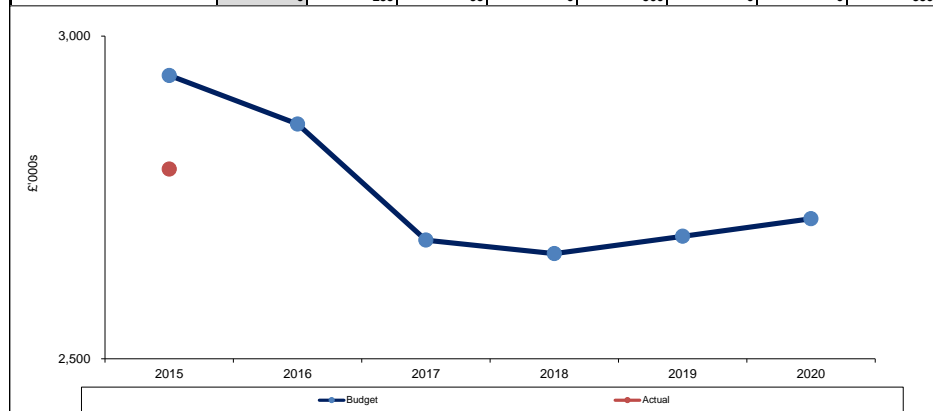


Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Colliers Wood Library Re-Fit					200			
Library Self Service		255	95	0				350
West Barnes Library Re-fit					200			
Library Management System					100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

Summary of major budget etc. changes

2017/18

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



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

2018/19

2019/20

2020/21

Page 157

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Libraries										
PROJECT DESCRIPTION					MAJOR PROJECTS BENEFITS			Risk		
								Likelihood	Impact	Score
Project 1		Project Title:	Partnership development		Improved customer experience			2	1	2
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.							
End date	2017-18									
Project 2		Project Title:	Heritage Strategy		Improved effectiveness			3	1	3
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.							
End date	2019-20									
Project 3		Project Title:	Stock efficiency program		Improved efficiency (savings)			3	1	3
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.							
End date	2017-18									
Project 4		Project Title:	Children & Young People's projects		Improved customer experience			3	1	3
Start date	2013-14	Project Details	Continue to deliver the Schools and Libraries Membership scheme for primary school children and promote reading through a variety of projects. Rollout the Schools and Libraries Membership scheme to high schools.							
End date	2017-18									
Project 5		Project Title:	Customer consultation, marketing and promotion		Improved customer experience			2	1	2
Start date	2016-17	Project Details	Undertake a new customer survey to gain user views and consult on any significant changes to service delivery. Continue to develop e-marketing services and undertake promotional activities such as Library Connect.							
End date	2020-21									
Project 6		Project Title:	Frontline Transformation		Improved efficiency (savings)			3	2	6
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.							
End date	2017-18									
Project 7		Project Title:	Assisted digital support		Improved customer experience			2	1	2
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.							
End date	2016-17									
Project 8		Project Title:	Security services contract		Improved efficiency (savings)			3	2	6
Start date	2015-16	Project Details	On-going monitoring of performance. Develop security guard services to play a more active role in service transformation and to support with new lone working arrangements.							
End date	2018-19									
Project 9		Project Title:	Library redevelopments		Improved customer experience			3	2	6
Start date	2015-16	Project Details	Open the new Colliers Wood Library and maximise the use of space in existing libraries.							
End date	2018-19									
Project 10		Project Title:	London Libraries Consortium		Improved efficiency (savings)			3	2	6
Start date	2015-16	Project Details	Implement actions in the LLC Strategy and procure a new library management system.							
Projects	2018-19									

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

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

Page 159

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

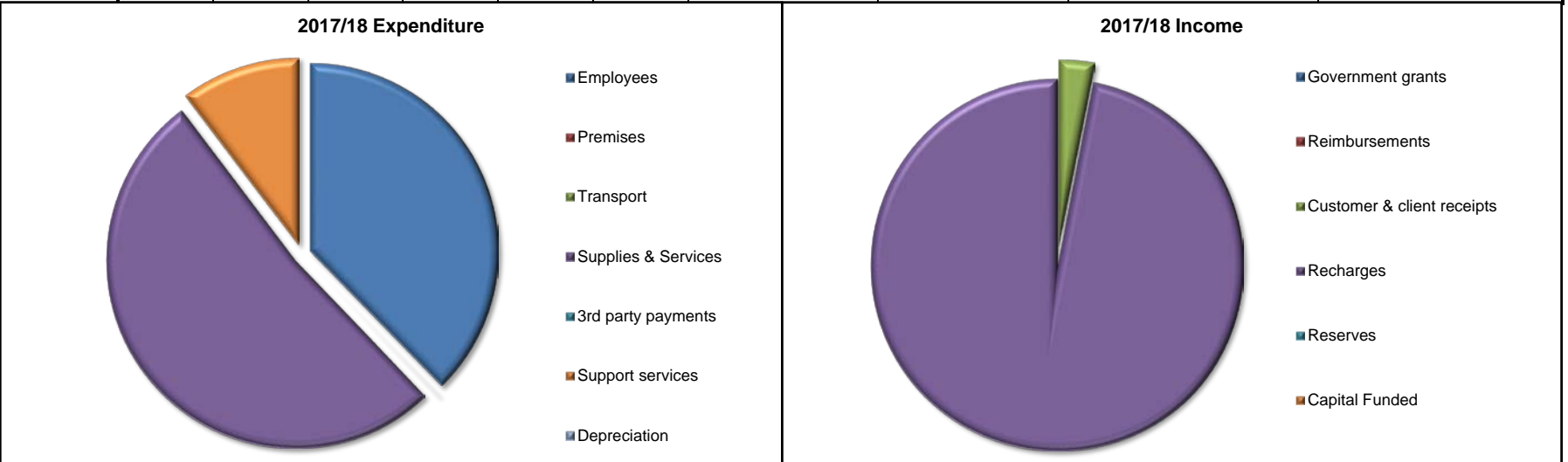
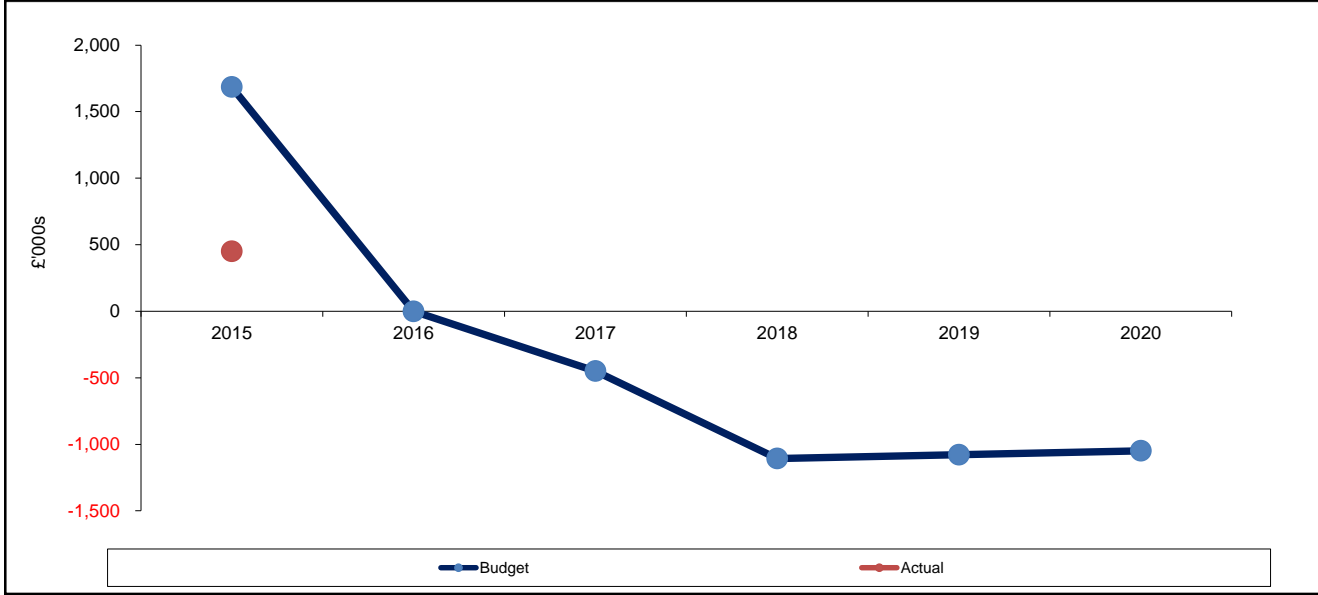
Page 161

Corporate Services

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

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

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



Summary of major budget etc. changes	
2017/18	
Reorganisation of systems development and support arrangements CS63 £74k. CSD42 Restructure functions, delete 1 AD and other elements of management 170k CS2015-08 Staffing support savings 13k	
2018/19	
CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k CS2015-02 Expiration of salary protection 16k	
2019/20	
2020/21	

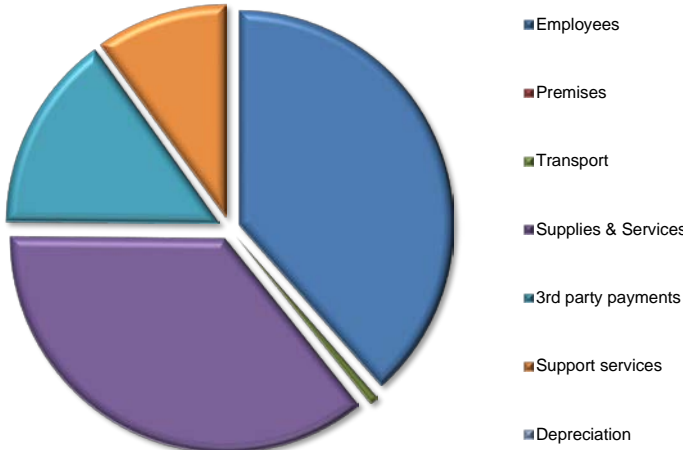
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Business Improvement										
PROJECT DESCRIPTION					MAJOR PROJECT BENEFIT			Risk		
								Likelihood	Impact	Score
Project 1		Project Title: Project Details:	Customer Contact programme	Improved customer experience			2	2	4	
Start date	01/04/2013			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.						
End date	31/06/2017									
Project 2		Project Title: Project Details:	Electronic document and records management system	Improved efficiency (savings)			3	2	6	
Start date	01/04/2013			EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.						
End date	31/07/2017									
Project 3		Project Title: Project Details:	Social Care Information System	Improved efficiency (savings)			1	3	3	
Start date	01/06/2014			A fit for purpose system that supports efficient business practices and care management now and into the future						
End date	31/06/2017									
Project 4		Project Title: Project Details:	SCIS Phase 2	Improved efficiency (savings)			2	3	6	
Start date	01/06/2017			A fit for purpose system that supports efficient business practices and care management now and into the future						
End date	31/09/2018									
Project 5		Project Title: Project Details:	EAMS	Improved efficiency (savings)			1	2	2	
Start date	01/01/2017			A fit for purpose system that supports channel shift and end-to-end process improvement						
End date	31/06/17									
Project 6		Project Title: Project Details:	MADI	Improved effectiveness			1	2	2	
Start date	01/07/2015			Customers can access and interact with geospatial data to achieve online reporting.						
End date	31/06/2017									
Project 7		Project Title: Project Details:							0	
Start date										
End date										
Project 8		Project Title: Project Details:		Select one major benefit					0	
Start date										
End date										
Project 9		Project Title: Project Details:		Select one major benefit					0	
Start date										
End date										
Project 10		Project Title: Project Details:		Select one major benefit					0	
Start date										
End date										

Page 1 of 5

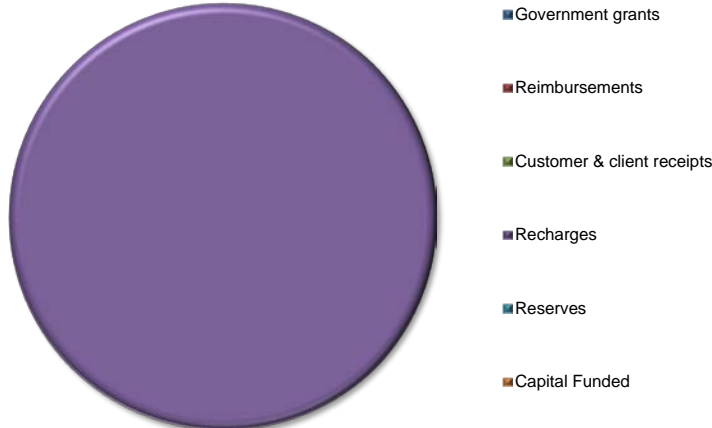
Corporate Governance					Planning Assumptions							The Corporate strategies your service contributes to		
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance					Anticipated demand		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Information Governance Policy	
Enter a brief description of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

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

2017/18 Expenditure



2017/18 Income



Summary of major budget etc. changes

2017/18

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

2018/19

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

2019/20

CS2016 -03 Reduction in supplies and services £50k

2020/21

1,500

1,000

500

0

2015

2016

2017

2018

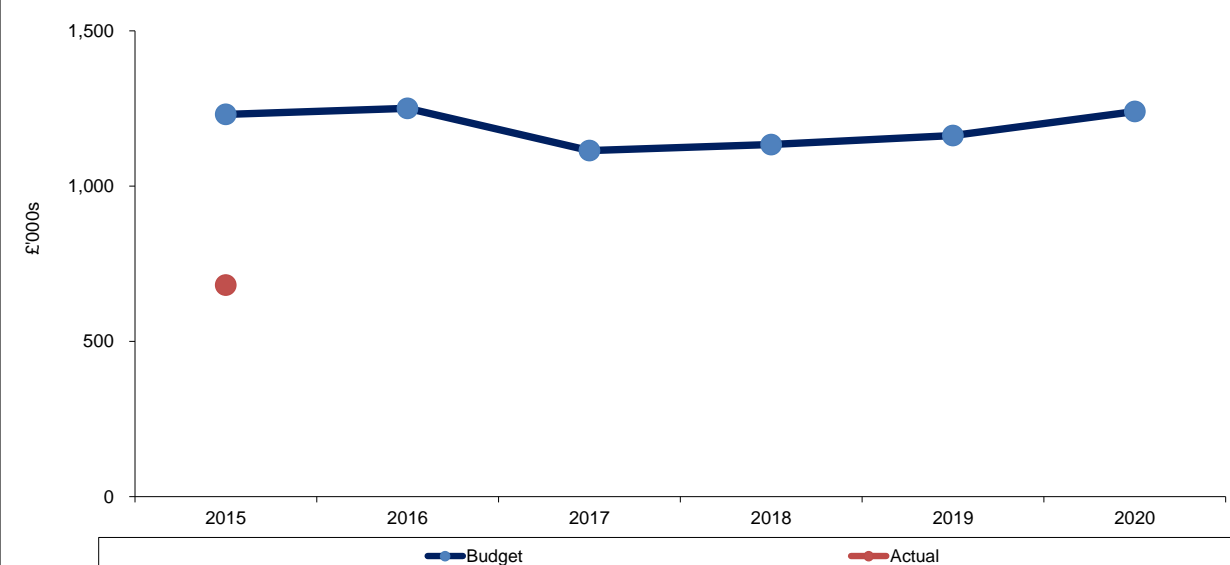
2019

2020

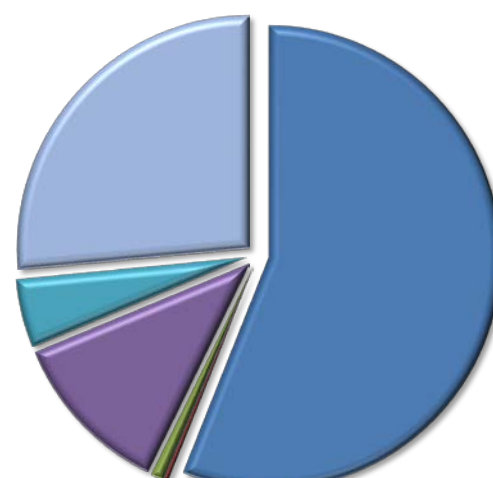

£'000s

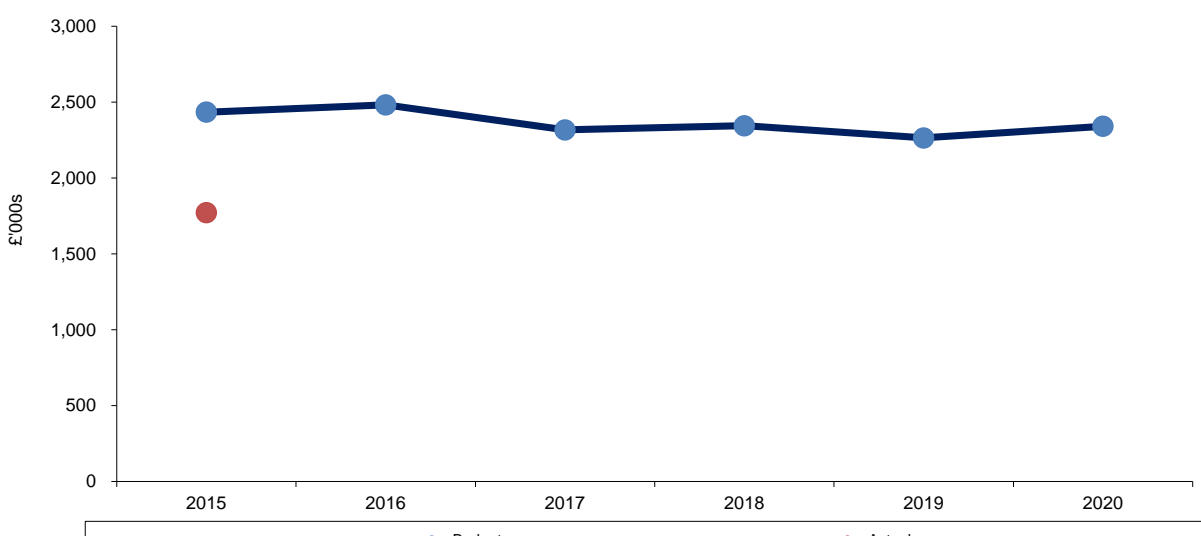
Budget

Actual



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

Customer Services					Planning Assumptions							The Corporate strategies your service contributes to		
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance					Anticipated demand		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	service contributes to	
Enter a brief description of your main activities and objectives below					Benefit/Council Tax support claimants		16,000	15,400	14,500	14,000	14,000	13,000	Channel migration	
<p>There are 5 core services:</p> <p>Local Taxation - responsible for Council Tax & Business Rates collection and Debt Recovery.</p> <p>Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud;</p> <p>Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes;</p> <p>Registrars - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services;</p> <p>Bailiffs - collection of outstanding warrants in a shared service between Sutton & Merton for all areas especially council tax and parking fines.</p> <p>Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered towards the end of this service plan period but details are vague due to the uncertainty of the roll-out of the scheme and the continual deferral from central government. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload</p>					Telephone callers		600,000	500,000	450,000	400,000	375,000	350,000	Customer Contact Strategy	
					Face to face customers		90,000	85,000	80,000	70,000	65,000	60,000	Medium term Financial Strategy	
					Council tax properties		83,000	83,500	84,000	85,000	86,000	86,500		
					Anticipated non financial resources		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
					Staff (FTE)		148.3	143	142	141	139	139		
Performance indicator		Actual performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met			
		2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)							
% of Merton Bailiff files paid in full (exc parking & misc debt)		54.58%	58%	58%	58%	58%	58%	High	Monthly	Outcome	Loss of income			
Business Rates collected		97.71%	97.50%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income			
Council Tax Collected		97.49%	97.25%	97.25%	97.25%	97.25%	97.25%	High	Monthly	Business critical	Loss of income			
First contact resolution		76.61%	70%	75%	75%	75%	75%	High	Monthly	Perception	Reduced customer service			
Event income (Marriages, Civil Partnerships etc.)		437,000	415,000	425,000	440,000	450,000	460,000	High	Monthly	Business critical	Loss of income			
% of on-line transactions (HB Claims)		58%	60%	62%	63%	64%	65%	High	Monthly	Business critical	Reduced customer service			
% Customer satisfaction with new website		N/A	TBC	TBC	TBC	TBC	TBC	High	Monthly	Perception	Reduced uptake of service			
Time taken to process Housing Benefit COC		9 days	11 days	10 days	9 days	8 days	8 days	Low	Monthly	Business critical	Customer hardship			
Time taken to process new Housing Benefit claims		21 days	21 days	16 days	15 days	14 days	14 days	Low	Monthly	Business critical	Customer hardship			
DEPARTMENTAL BUDGET AND RESOURCES														
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	<div>2017/18 Expenditure</div>  <div>2017/18 Income</div> 					
Expenditure	9,111	8,462	9,196	83	9,095	9,122	9,072	9,149						
Employees	5,140	5,158	5,173	-24	5,096	5,147	5,103	5,154						
Premises	30	21	29	0	29	30	30	30						
Transport	69	70	70	-3	80	81	82	84						
Supplies & Services	1,571	1,315	1,089	207	1,048	1,016	1,033	1,050						
3rd party payments	434	312	425	-97	431	438	414	420						
Transfer Payments	81	35												
Support services	1,785	1,551	2,410		2,410	2,410	2,410	2,410						
Depreciation			0		0									
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21						
Income	6,676	6,690	6,714	(88)	6,778	6,778	6,808	6,808						
Government grants	1,449	1,398	1,232	16	1,232	1,232	1,232	1,232						
Reimbursements	930	1,227	970	(122)	970	970	970	970						
Customer & client receipts	2,333	2,152	2,228	18	2,293	2,293	2,323	2,323						
Recharges	1,964	1,913	2,283		2,283	2,283	2,283	2,283						
Reserves														
Capital Funded														
Council Funded Net Budget	2,435	1,772	2,482	(6)	2,317	2,344	2,264	2,341						
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	<div>Summary of major budget etc. changes</div> <div>2017/18</div> <div>CS60 Deletion of Assistant Director post £109k CSD17 Reduce marketing budget, increase self service and reduce designer costs 73k CS2015-04 Increase in registrars' income 25k</div> <div>2018/19</div> <div>CSD19 My Merton savings 49k</div> <div>2019/20</div> <div>CS2016-02 Restructure of Housing Benefits section due to roll out of Universal Credit £66k CS2016-04 Increase income through Registrars service £15K CS2016 -05 Increase income through translations £15k CS2016 -06 Merton Link - efficiency savings £30k CS2016 -07 Cash Collection Reduction £30k</div> <div>2020/21</div>					
	0	0	0	0	0	0	0	0						



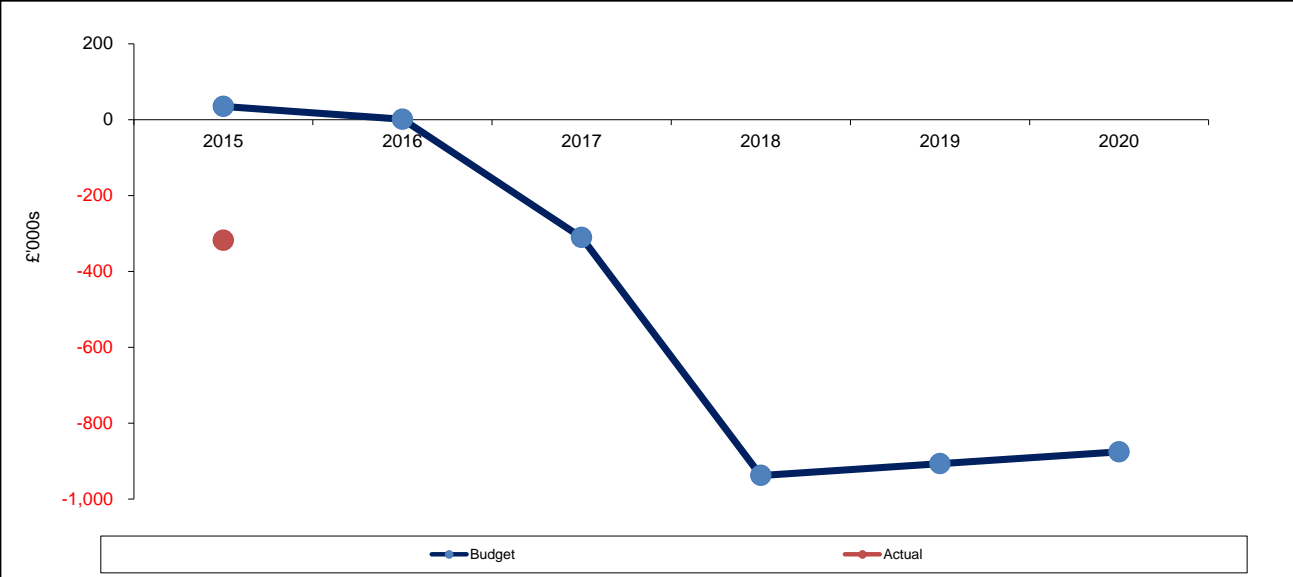
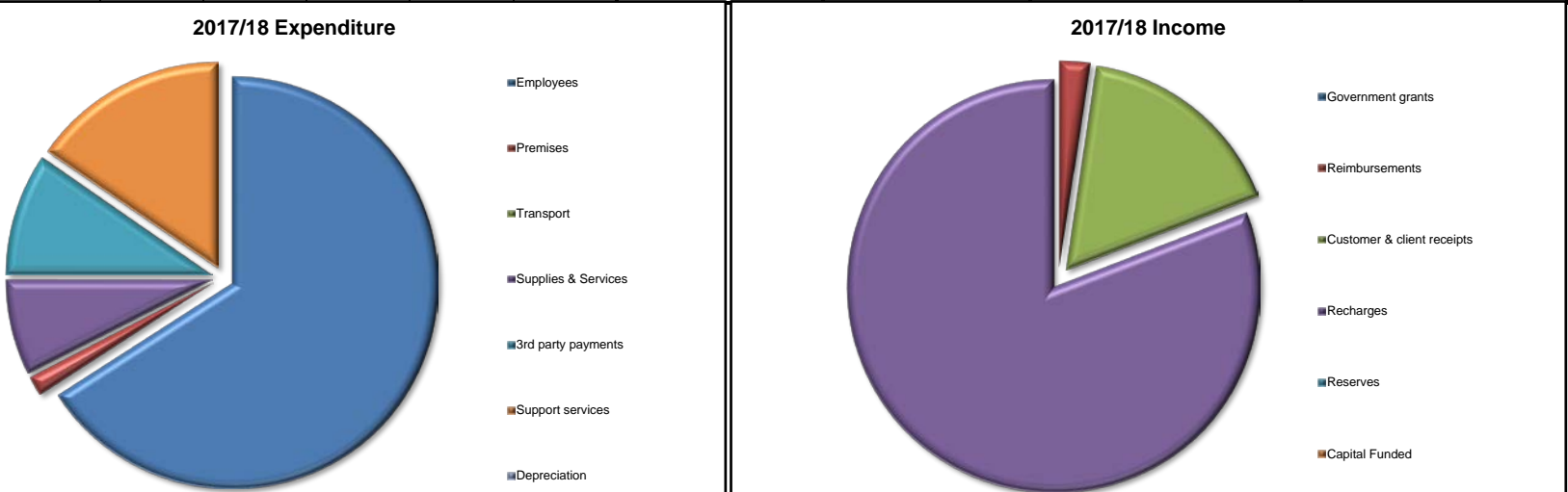
Year	Budget (£'000s)	Actual (£'000s)
2015	2,435	1,772
2016	2,482	
2017	2,317	
2018	2,344	
2019	2,264	
2020	2,341	

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

Page 169

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

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



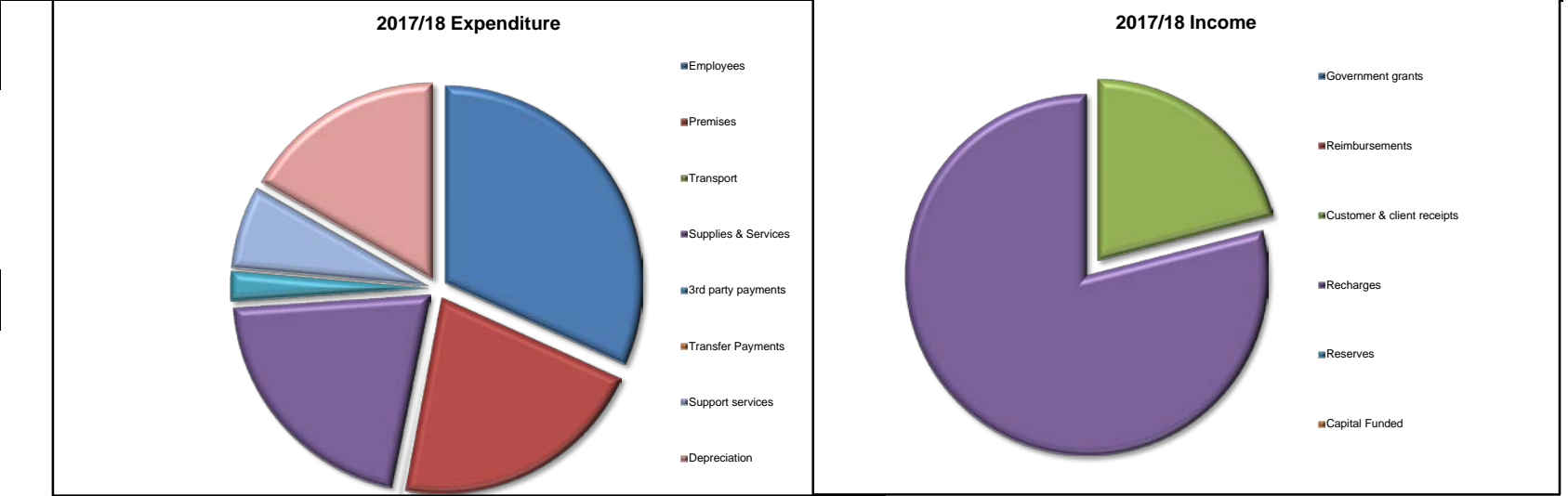
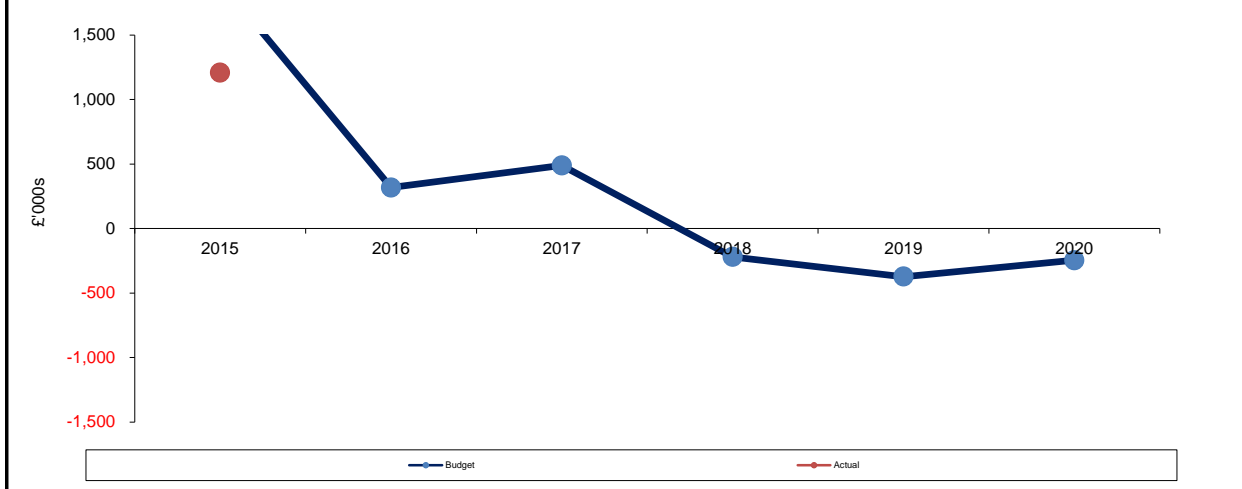
Summary of major budget etc. changes	
2017/18	
CSD34 L&D Admin Support 18k CSD35 L&D Budget 134k	
2018/19	
CS75 Review of COT staffing 58k CSD30 Schools COT support (delivery of schools buy-back service) £152k CS48 Further rationalisation of HR services 130k CS51 HR Transactions including COT 90k CS49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

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD											
Human Resources											
PROJECT DESCRIPTION					MAJOR PROJECT BENEFIT			Risk			
								Likelihood	Impact	Score	
Project 1		Project Title:	Workforce Strategy			Improved staff skills and development			3	3	9
Start date	01/04/2014	Project Details:									
End date	31/03/2018										
Project 2		Project Title:	Establishment and workforce			Improved staff skills and development			3	4	12
Start date	01/04/2015	Project Details:									
End date	31/03/2018										
Project 3		Project Title:	Review HR policies			Improved effectiveness			3	3	9
Start date	01/04/2015	Project Details:									
End date	31/07/2017										
Project 4		Project Title:	Review and retender key HR contracts			Improved effectiveness			3	3	9
Start date	30/09/2016	Project Details:									
End date	30/12/2017										
Project 5		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 6		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 7		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 8		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 9		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 10		Project Title:				Improved effectiveness					0
Start date		Project Details:									
End date											

Infrastructure and Transactions	Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21				
Enter a brief description of your main activities and objectives below	Repairs & Maintenance of Corporate Buildings (Revenue)	780,000	740,000	740,000	700,00	700,00	700,00		Civic Centre Accommodation Strategy		
Infrastructure & Transactions Division (I&T) is a support service made up of six functions which are:- 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.	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				
	Performance indicator	Actual Performance Target (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
	Customer Satisfaction - IT incident resolution	96%	90%	90%	90%	90%		High	Monthly	Outcome	Reduced customer service
	First time fix rate for IT Service Desk	71%	70%	72%	75%	75%		High	Monthly	Outcome	Reduced service delivery
	Health and Safety workplace inspections completed on time	43	60	60	50	50	50	High	Quarterly	Outcome	Breach statutory duty
	Income - External Fees	286,348	285,000	320,000	320,000	320,000		High	Quarterly	Output	Loss of income
	Invoices paid within 30 days from invoice date	92%	95%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery
	Invoices paid within 30 days of receipt by LBM	95%	95%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery
	Number of staff working from Civic Centre	1,100	1,400	1,400	1,400	1,400		High	Quarterly	Outcome	Underused resource
	Repairs & Maintenance ratio of Reactive to Planned	33/67	30/70	30/70	30/70	30/70	30/70	High	Annual	Outcome	Increased costs
	New referrals processed within 21 days	100%	92%	93%	94%	95%		High	Monthly	Outcome	Reduced customer service
	Client Post Office voucher acc't balance falls below £2.5K	0	0	0	0	0		Low	Monthly	Outcome	Customer hardship
	% of influencible spend published on contracts register	n/a	0	70%	85%	95%	100%	High	Quarterly	Outcome	Reputational risk
	% of suppliers accounting for the 20% of influencible spend	n/a	0	70%	60%	50%	40%	Low	Biennial	Output	Increased costs
	CO2 emissions from corporate buildings (tonnes)	5,158	8045.36					Low	Annual	Output	Environmental issues

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
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)

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

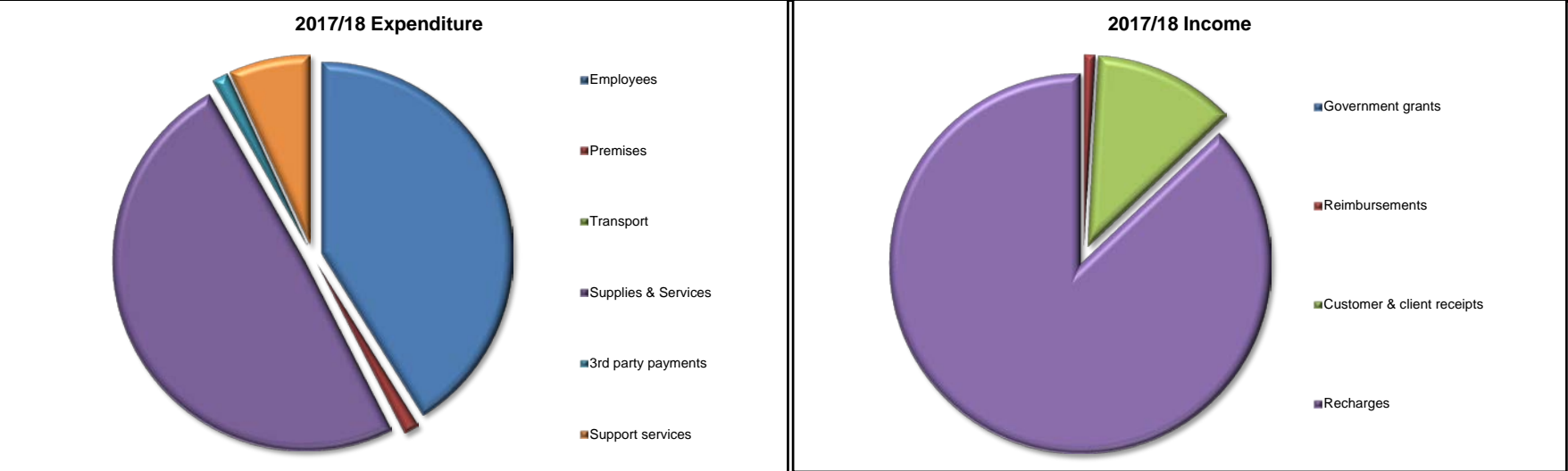
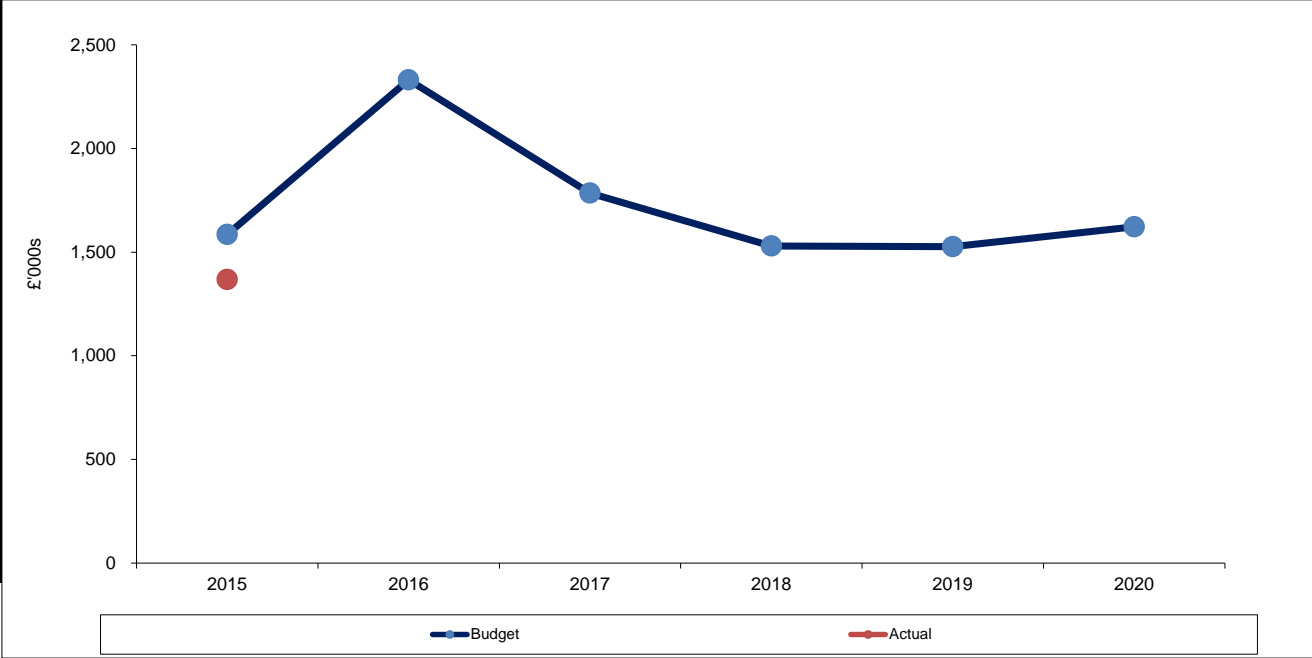


Summary of major budget etc. changes	
2017/18	
CS70 Apply admin charge to customer requesting hard copy paper invoice 35k CS71 Deletion of two posts 42k (deferred by 6 months) CS72 Consolidation of budgets 34k CS2015-09 Restructure of Safety Services and Emergency Planning 18k	
2018/19	
CS71 Deletion of two posts 43k (deferred by 6 months) CSD2 Energy savings 150k CS2015-03 Restructure of Transactional Services team 100k CS2015-09 Restructure of Safety Services and Emergency Planning 30k CS2015-10 Facilities Management - Energy 'Invest to Save' Initiatives 465K 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	
2020/21	

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

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

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	8,449	8,653	8,361	184	7,815	7,576	7,572	7,668
Employees	3,838	3,949	3,645	140	3,213	2,931	2,964	2,998
Premises	101	102	100	7	103	105	106	108
Transport	4	7	2	3	2	2	2	2
Supplies & Services	4,003	4,078	3,906	32	3,852	3,892	3,850	3,909
3rd party payments	171	157	171	2	108	110	113	115
Support services	333	360	537		537	537	537	537
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	6,864	7,285	6,030	-141	6,030	6,046	6,046	6,046
Government grants	10							
Reimbursements	54	115	54	-47	54	54	54	54
Customer & client receipts	765	1,077	726	-94	726	742	742	742
Recharges	6,036	6,092	5,250		5,250	5,250	5,250	5,250
Council Funded Net Budget	1,585	1,368	2,331	44	1,785	1,530	1,526	1,622
Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Financial System re-engineering		397	506	0				
Civica Icon		18	107	0				125
Acquisitions Budget		464	1,533	(1,372)				
Capital Bidding Fund			1,839	(1,839)				
Full EDRMS solution SCIS/FIS			41	0				
	0	880	4,026	(3,211)	0	0	0	125



Summary of major budget etc changes

2017/18

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

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

2018/19

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

2019/20

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

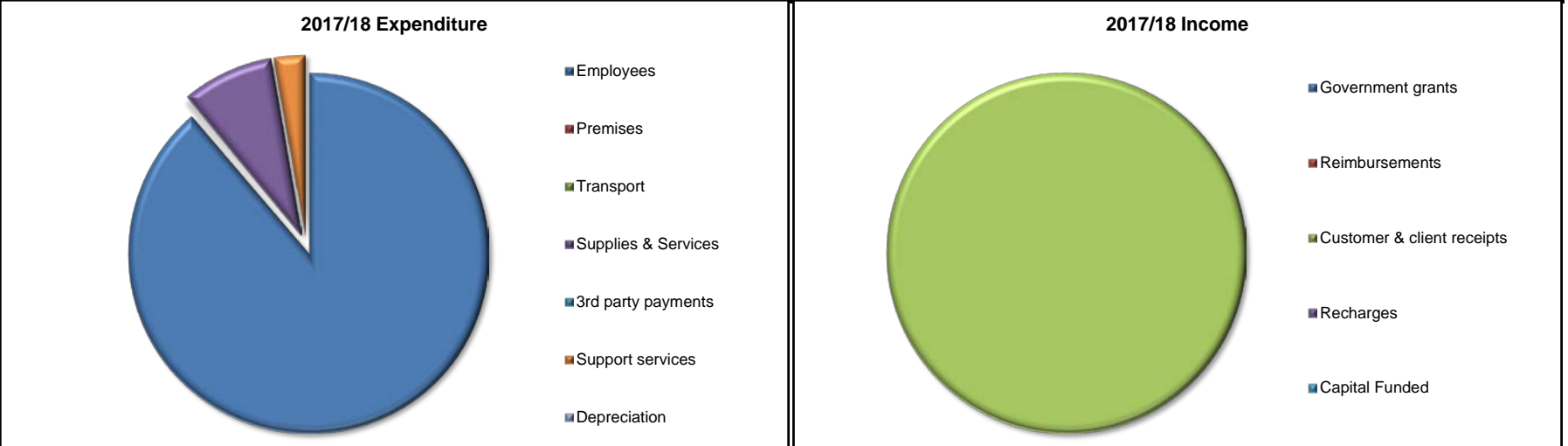
2020/21

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

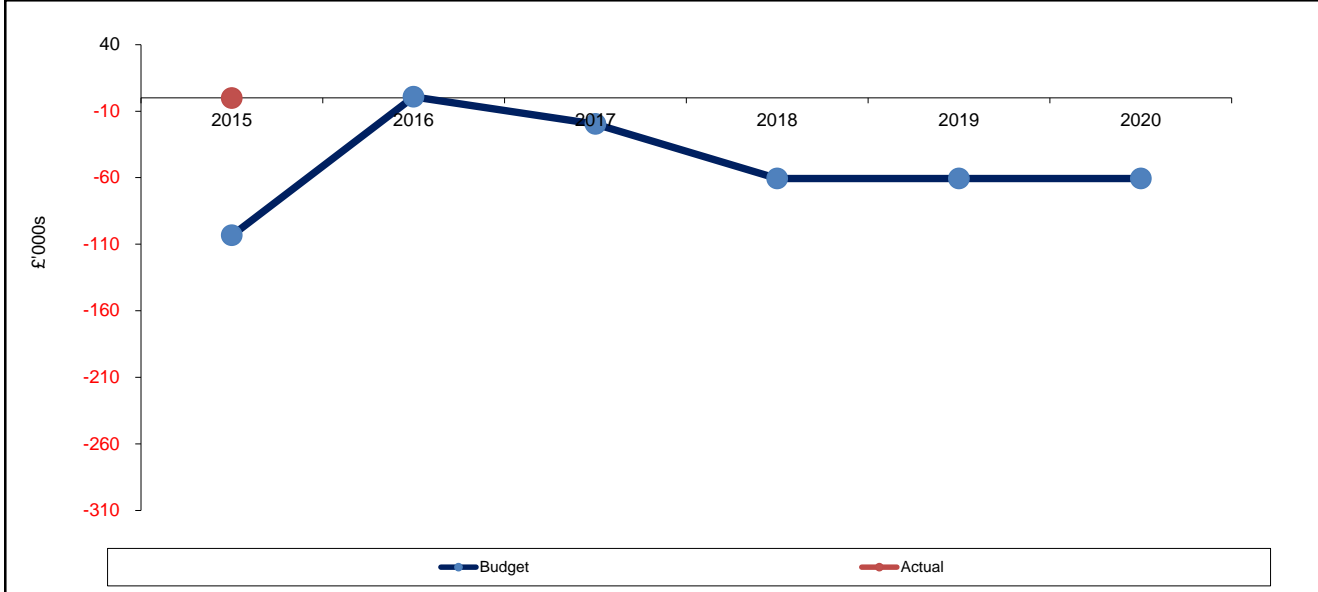
Page 175

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

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



Capital Budget £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21	Summary of major budget etc. changes
									2017/18
									CS73 £20k savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.
	0	0	0	0	0	0	0	0	2018/19
									CS2015-12 £41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required.



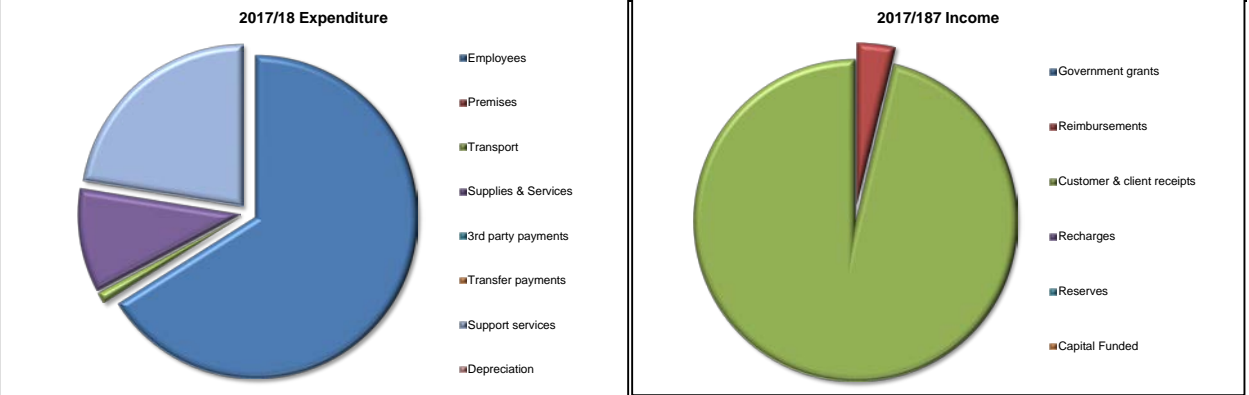
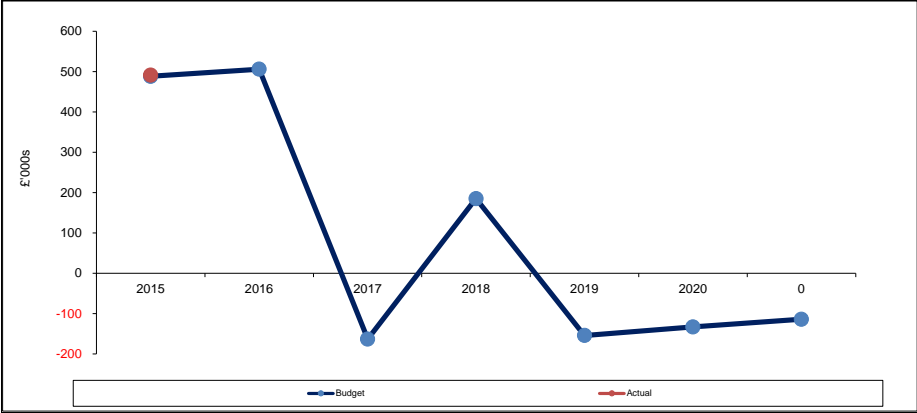
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Legal Services										
PROJECT DESCRIPTION					MAJOR PROJECTS BENEFITS			Risk		
								Likelihood	Impact	Score
Project 1		Project Title: Project Details:	Shared service To embed the expanded shared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

Environment & Regeneration

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

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

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

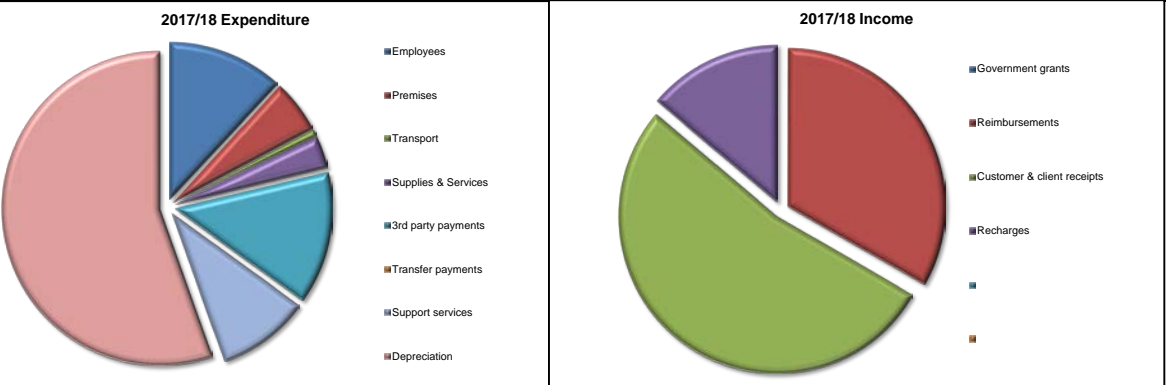


Summary of major budget etc. changes	
2017/18	
D&BC2 = (£55k)	D&BC3 = (£50k)
D&BC4 = (£50k)	D&BC5 = (£45k)
D&BC6 = (£35k)	ENV20 = (£35k)
HPDG reserve adjustment = (£86k)	
2018/19	
D&BC8 = (£50k)	D&BC9 = (£274k)
ENV20 = (£35k)	
2019/20	
2020/21	

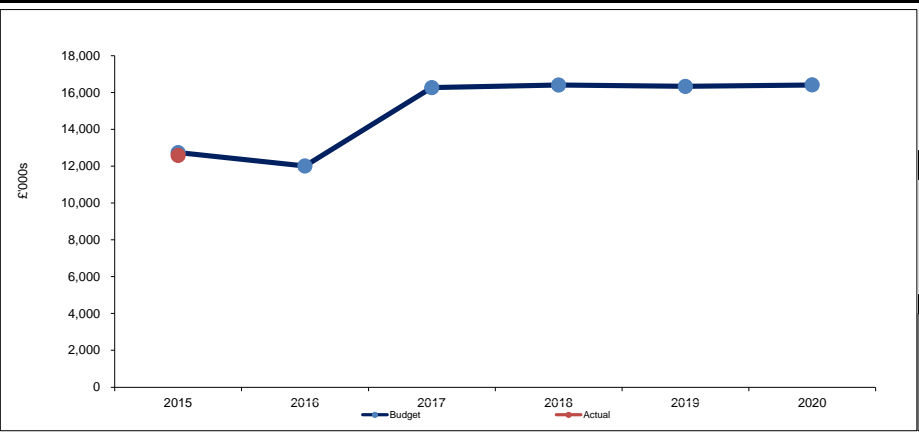
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Development and Building Control										
PROJECT DESCRIPTION					MAJOR PROJECT BENEFIT			Risk		
								Likelihood	Impact	Score
Project 1		Project Title: Project Details:	Commercialisation of Building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

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

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	16,001	15,465	15,271	191	19,861	19,999	19,928	20,009
Employees	2,638	2,762	2,504	31	2,354	2,535	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	6,442	6,442	6,543	0	11,012	11,012	11012	11012
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	3,265	2,882	3,262	(127)	3,597	3,597	3,597	3,597
Government grants	67	67	0	0	1	1	1	1
Reimbursements	1,017	1,137	970	(177)	1,198	1,198	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
Council Funded Net Budget	12,736	12,583	12,009	64	16,264	16,402	16,331	16,412



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

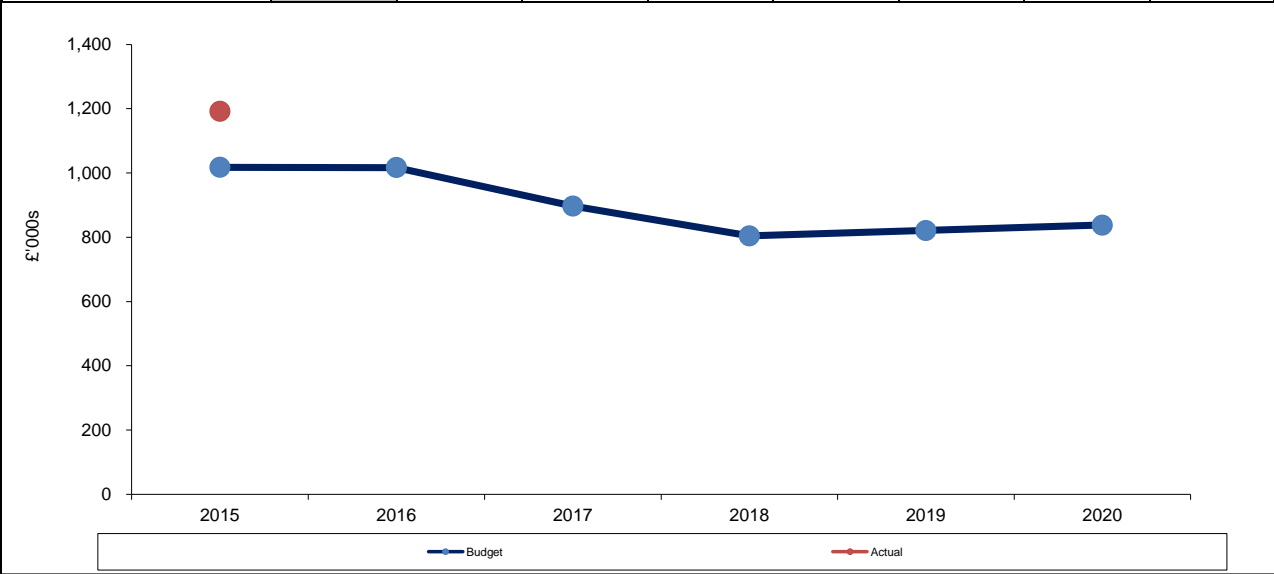


Summary of major budget etc changes	
2017/18	
ER23 = (£214k)	E&R41 = (£80k)
ENV24 = (£10k)	E&R32 = (£5k)
E&R34 = (£30k)	E&R35 = (£25k)
E&R37 = (£50k)	ENV15 = (£148k)
ENV16 = (£65k)	ENV17 = (£30k)
ERG1 (Growth) = £757k	
EDS reserve adjustment = (£75k)	
EDS2 reserve adjustment = (£362k)	
2018/19	
ENV16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

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

Leisure & Cultural Development	Planning Assumptions							The Corporate strategies your service contributes to				
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21					
Enter a brief description of your main activities and objectives below	Population	211,569	214,229	216,806	219,316	213,497	212,180	Asset Management Plan				
Main Activities: Engage local people in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer.	No. of Children & Young People aged 8-17 in west of borough	7,900	8,050	8,200	8,700	12,407	12,445	Children & Young person's Plan				
	Population of most disadvantaged wards	126,850	127,540	128,100	104,155	100,227	99,841	Cultural Strategy				
	Users of Merton's Leisure Centres	832677	841004	878105	942,592	970,026	999,078	Community Plan				
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Open Spaces Strategy				
Main Objectives: - Build a new Morden Leisure Centre by 2018, - Negotiate contract changes with GLL to operate Morden Leisure Centre and make contract savings - Demolish existing Morden Park Pools and re-landscape site - Develop and implement plans to de-silt and mitigate flood risk at Wimbledon Park Lake - Commence plans to implement Wimbledon Park Master Plan - Develop options appraisal for Wimbledon Park Watersports and implement agreed option - Commission culture and sports services - Deliver borough participation in Ride London, Mini Marathon, etc. - Manage leisure centres, New Wimbledon Theatre agreements; Polka and Attic grants and Morden Assembly Hall - Increase income and reduce costs - Increase participation and engagement	Staff (FTE)	14.25	13.6	7.8	7.8	7.8	7.8	Social Inclusion Strategy				
	Accommodation	7	7	7	7	7	7	Voluntary Sector Strategy				
	Volunteers	20	20	20	20	20	20					
	Staff seasonal	30	30	30	30	30	30					
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2015/16(A)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)					
		Income £ from Merton Active Plus	53,460	60,000	60,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
		Income £ from Watersports Centre	358,661	387,000	397,000	402,000	402,000	402,000	High	Monthly	Business critical	Loss of income
		14-25 yr old Fitness Centre Participation at leisure centres	114,122	106,000	106,000	106,000	108,120	109,546	High	Monthly	Output	Reduced uptake of service
		% residents rating facilities Good to Excellent	n/a	45.5	46.0	48.0	48.0	48.0	High	Quarterly	Output	Reduced customer service
		Total Number of Users of Merton's Leisure Centres	830,790	841,004	878,105	942,592	970,026	999,078	High	Annual	Outcome	Reduced customer service
		Total Number of Users of Polka Theatre	92,609	93,916	94,600	95,000	89,500	97,000	High	Quarterly	Output	Reduced uptake of service

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



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

Page 185

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

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

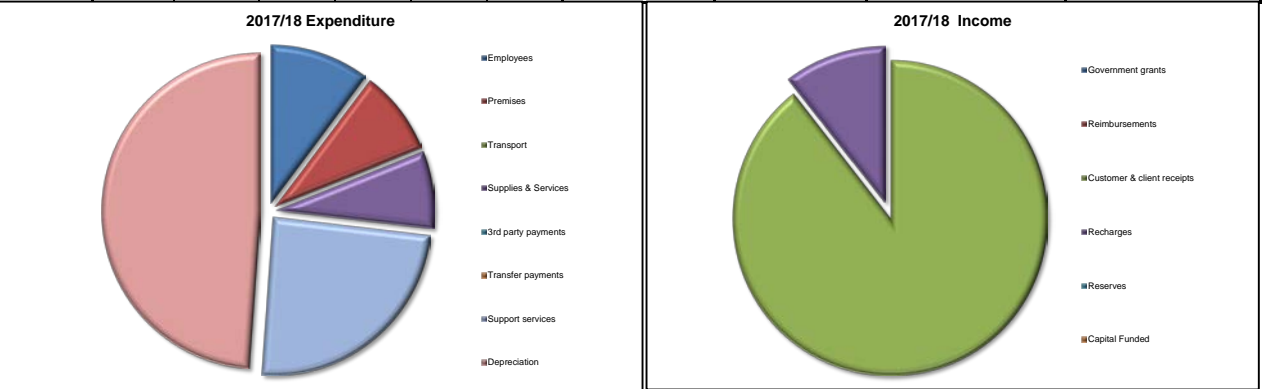
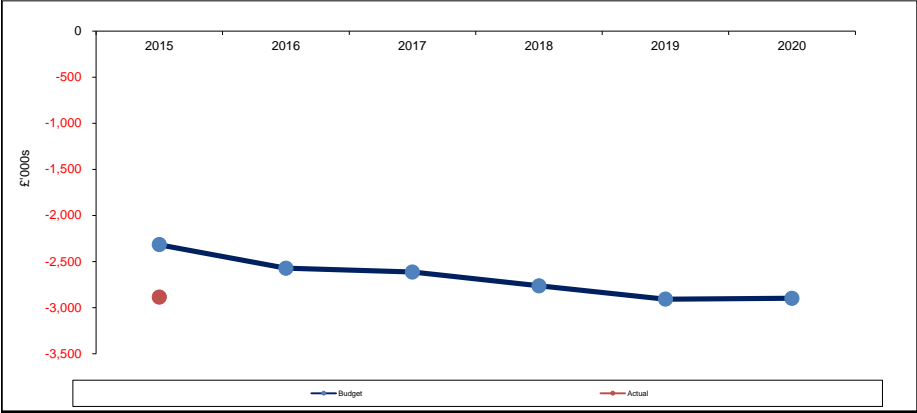
Commissioned Service					The service maintains and develops Merton's parks & open spaces including the management of a cemetery service, and a varied programme of outdoor events from small community to large commercial ones. There are currently in excess of 100 separate sites																		
Parks & Green Spaces																							
Select your Cabinet Member & Portfolio																							
Service Providers:																							
Idverde UK Ltd																							
Planning Assumptions										The Corporate strategies the service contributes to													
Anticipated demand		2015/16		2016/17		2017/18		2018/19				2019/20		2020/21									
Increased sports pitch demand (Total number of bookings)		1%		1%		1%		1%		1%		1%		Open Space Strategy									
Attendance at major community outdoor events (No. of people		55,000		55,000		60,000		60,000		60,000		60,000											
Number of funerals at LBM cemeteries		210		215		220		240		260		260											
Anticipated non financial resources		2015/16		2016/17		2017/18		2018/19		2019/20		2020/21											
Idverde UK Ltd		Sufficient resources to provide service																					
Performance indicator		Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met												
		2015/16(T)		2016/17(T)		2017/18(P)						2018/19(P)		2019/20(P)		2020/21(P)							
Residents % satisfaction with parks & green spaces		73		74										High		Annual		Perception		Reputational risk			
Young peoples % satisfaction with parks & green spaces		72		73										High		Biennial		Perception		Reputational risk			
Number of Green Flags		5		5										High		Annual		Quality		Reputational risk			
Number of outdoor events in parks		130		130										High		Monthly		Perception		Reputational risk			
Financial Information						Additional Expenditure Information																	
Revenue		Budget 2017/18		Budget 2018/19		Budget 2019/20		Budget 2020/21															
Expenditure		0		0		0		0															
Revenue		Budget 2017/18		Budget 2017/18		Budget 2017/18		Budget 2017/18															
Income		0		0		0		0															
Capital Expenditure		Budget 2017/18		Budget 2017/18		Budget 2017/18		Budget 2017/18															
Parks Investment		201		308		295		300															
Other		34		28																			
		235		336		295		300															

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

Property	Planning Assumptions							The Corporate strategies your service contributes to		
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
Enter a brief description of your main activities and objectives below To ensure that all property transactions provide value for money and comply with statute To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts.(Section 151) To manage the councils investment portfolio to maximise income, managing the councils asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford. To support regeneration, deal with occupation of council land by Gypsies and Travellers and lead the Integrated Project Team to deliver a programme of property sales to maximise capital receipts. Community Right to Bid -to manage applications for community assets to be listed and claims for compensation. To maintain publicly available list of property assets as required by transparency agenda under Localism Act 2011.TOM will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts. Objectives • complete Asset Valuations to timetable agreed with Director of Corporate Services • drive programme of property disposals to maximise capital receipts and exceed target • critically examine operational property to ensure the council has the minimum necessary to support the business plan • maximise revenue income by letting vacant property • provide timely advice to inform regeneration projects • ensure team is arranged to support objectives.	The number of proposed disposals	4	TBC	TBC	TBC	TBC		Corporate Asset Management Plan		
	The number of proposed lettings.	8	8	8	8	8		Economic Development Strategy		
	The number of proposed rent reviews	21	21	21	21	21		Medium term Financial Strategy		
	The number of commercial properties	394	394	394	394	394				
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Staff (FTE)	5.60	4.85	4.60	4.60	4.60				
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)				
% Vacancy rate of prop. owned by council	0.33	3.5	3.3	3.3	3.3		Low	Quarterly	Outcome	Loss of income
% Debt owed to LBM by tenants Inc. businesses	6.43	8.0	8.0	8.0	8.0		Low	Quarterly	Outcome	Loss of income
Asset Valuations	97	150	150	150	150		High	Annual	Business critical	Breach statutory duty
									</	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Forecast Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Expenditure	2,250	2,136	1,985	75	2,059	2,049	2,055	2,063
Employees	275	229	226	4	211	213	215	218
Premises	283	193	176	48	178	163	165	168
Transport	1	1	1	0	1	1	1	1
Supplies & Services	158	217	159	23	163	166	168	170
3rd party payments	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	471	434	500	0	500	500	500	500
Depreciation	1,062	1,062	923	0	1,006	1,006	1,006	1,006
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	4,566	5,021	4,557	(424)	4,672	4,812	4,961	4,961
Government grants	0	0	0	0	0	0	0	0
Reimbursements	5	57	5	0	0	0	0	0
Customer & client receipts	4,059	4,489	4,060	(424)	4,180	4,320	4,469	4,469
Recharges	502	475	492	0	492	492	492	492
Reserves								
Capital Funded								
Council Funded Net Budget	(2,316)	(2,885)	(2,572)	(349)	(2,613)	(2,763)	(2,906)	(2,898)

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
Wimbledon Scouts		25						
	0	25	0	0	0	0	0	0



Summary of major budget etc. changes	
2017/18	ER23 = (£18k) E&R5 = (£82k) ENV34 = (£8k)
2018/19	E&R6 = (£18k) ENV14 = (£100k) ENV34 = (£40k)
2019/20	ENR8 = (£150k)
2020/21	

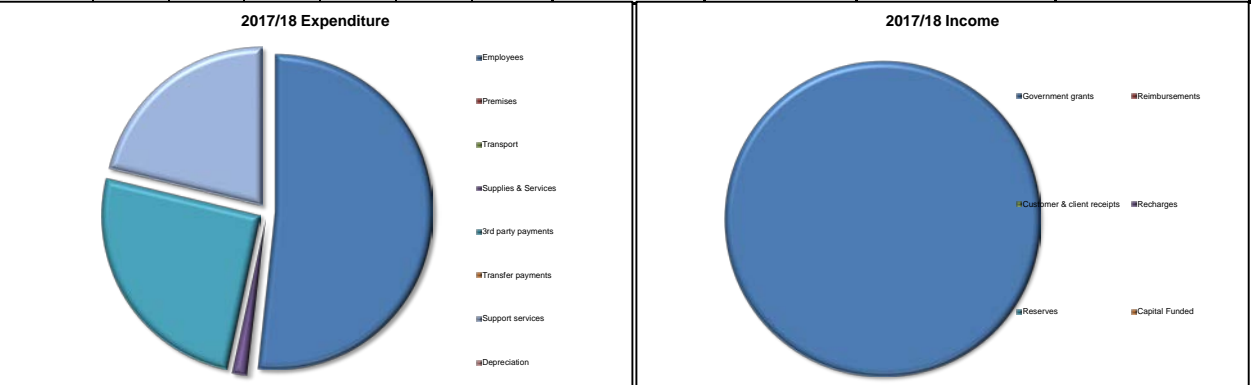
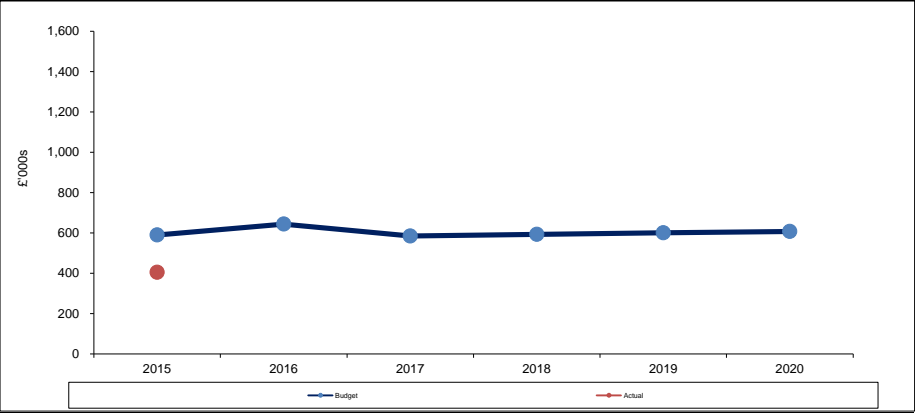
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Property									
PROJECT DESCRIPTION					MAJOR PROJECT BENEFIT			Risk	
								Likelihood	Impact
Project 1		Project Title: Project Details:	New secondary school Land acquisition and granting of new leases.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

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

Safer Merton	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Edith Macauley: Cabinet Member for Community Safety, Engagement & Equalities	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
Enter a brief description of your main activities and objectives below	Number of new, actionable, ASB cases	350	360	400	400	400		Safer & Stronger Strategic Assessment		
Safer Merton delivers the councils statutory Community Safety Partnership function to tackle crime and disorder. The team consists of eight officers working across several themes: 1) Tackling anti-social behaviour in non social housing 2) Protecting victims of Domestic Violence and Abuse and taking action against perpetrators 3) Managing and delivering a borough wide Neighbourhood Watch programme 4) 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 as ensuring that the Community Safety Partnership is compliant with legislation. Safer Merton is managed through the councils Public Protection service, and its work delivered in partnership with Police, London Fire Brigade, Probation services, alongside other statutory and non statutory partners The statutory duty for Safer Merton consists of the following: 1) A duty to establish a crime and disorder partnership and deliver an annual partnership plan 2) Completion of an annual strategic assessment governed by the Community Safety Partnership 3) Respond to and deal with crime and disorder through evidence based analytical work in a timely and effective manner	Population	211,569	214,229	216,806	216,806	216,806				
	No. Multi Agency Risk Assessment cases - domestic abuse)	160	162	170	170	170				
	of all residents actively engaged in Neighbourhood Watch schemes	38%	38%	40%	40%	43%				
	Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21			
	Staff (FTE)	18.83	9.10	7.99	7.99					
Performance Indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2015/16(A)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)					2020/21(P)
Number of Community Protection Warnings Issued	n/a	100	150	150	150		Low	Quarterly	Outcome	Reduced enforcement
Number of Community Protection Notices Issued	n/a	5	8	8	8		Low	Quarterly	Perception	Reduced enforcement
Multi Agency Risk Assessment cases - domestic abuse	278	153	153	153	153		High	Monthly	Business critical	Safeguarding issues
Number of new Neighbourhood Watch schemes	n/a	10	10	10	10		Low	Annual	Perception	Reduced service delivery
Reduction in residential burglary	n/a	884	850	850	850		Low	Quarterly	Perception	Customer hardship
Total Violence with Injury	n/a	1373	1373	1373	1373			Quarterly	Quality	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	790	567	799	(54)	661	669	677	684
Employees	360	270	377	(25)	342	345	350	353
Premises	2	0	2	(1)	0	0	0	0
Transport	6	1	7	(3)	1	2	2	2
Supplies & Services	62	50	21	1	10	11	11	11
3rd party payments	251	139	252	(26)	168	171	174	178
Transfer payments	0	0	0	0	0	0	0	0
Support services	109	107	140	0	140	140	140	140
Depreciation	0	0	0	0	0	0	0	0
Revenue £'000s	Final Budget 2015/16	Actual 2015/16	Budget 2016/17	Variance 2016/17 P7	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Income	200	162	155	(32)	76	76	76	76
Government grants	154	102	108	(27)	76	76	76	76
Reimbursements	46	60	47	(5)	0	0	0	0
Customer & client receipts	0	0	0	0	0	0	0	0
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	590	405	644	(86)	585	593	601	608

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
CCTV		86	514	0	0	0	0	0
	0	86	514	0	0	0	0	0



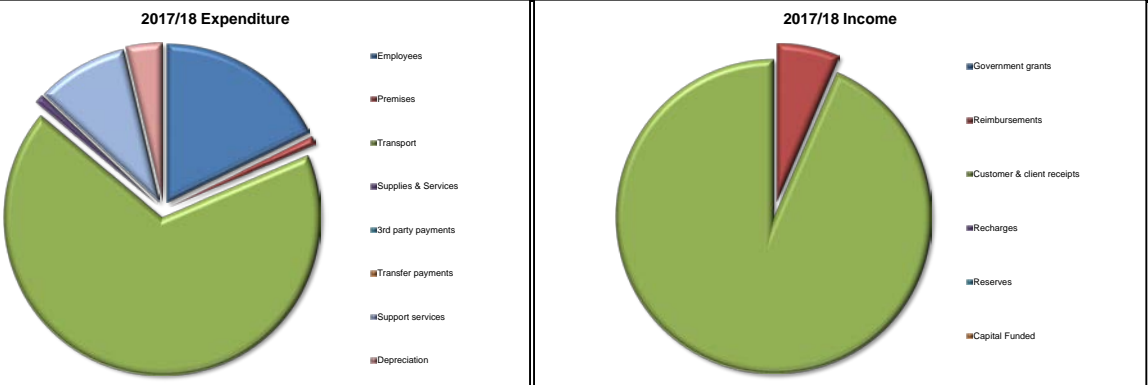
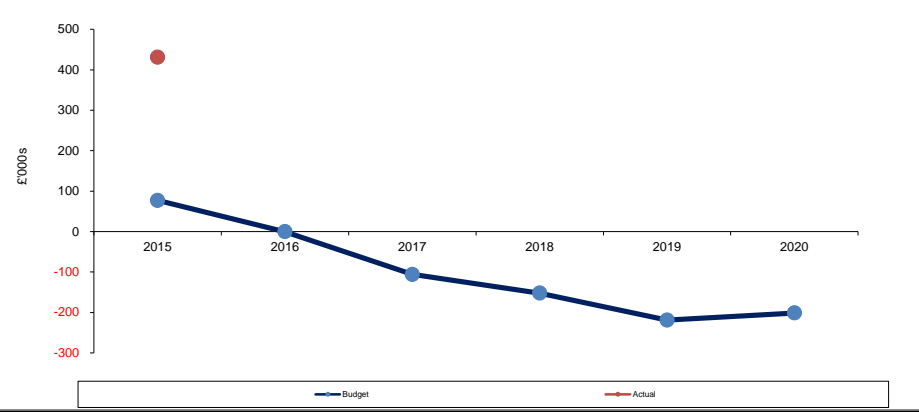
Summary of major budget etc. changes	
2017/18	E&R43 = (£70k)
2018/19	
2019/20	
2020/21	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD											
Safer Merton											
PROJECT DESCRIPTION					MAJOR PROJECT BENEFITS			Risk			
								Likelihood	Impact	Score	
Project 1		Project Title:	Merton says NO MORE			Improved customer experience			2	2	4
Start date	01/04/2017	Roll out of wider NO MORE campaign	Building on the success of the UK SAYS NO MORE launch in September 2016, where Merton was the second london borough to launch the campaign to 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					
End date	31/03/2018										
Project 2		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 3		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 4		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 5		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 6		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 7		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 8		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 9		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 10		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											

Transport	Planning Assumptions							The Corporate strategies your service contributes to	
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing	Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
Enter a brief description of your main activities and objectives below	CSF Passenger Journeys - In-House	70000	70000	70000	70000	70000	70000	Children and Young People's Plan	
	C&H Passenger Journeys - In-House	70000	70000	70000	70000	70000	70000	Special Educational Needs and Disabilities Strategy	
To provide a comprehensive and effective Home to School and Vulnerable Adults transport service, in support of the user departments such as Children Schools & Families and Community & Housing using the in-house fleet and taxi providers.									
To provide health & safety and vehicle related in-house training to all council staff and external organisations utilising the Councils fleet of vehicles.									

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

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



Summary of major budget etc. changes	
2017/18	ENV32 = (£30k) ENV37 = (£35k)
2018/19	
2019/20	ENR5 = (£76k) ENR7 = (£10k)
2020/21	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Transport									
PROJECT DESCRIPTION				MAJOR PROJECT BENEFIT		Risk			
						Likelihood	Impact	Score	
Project 1		Project Title:		Select one major benefit			0		
Start date		Project Details:							
End date									
Project 2		Project Title:		Select one major benefit			0		
Start date		Project Details:							
End date									
Project 3		Project Title:		Select one major benefit			0		
Start date		Project Details:							
End date									
Project 4		Project Title:		Select one major benefit			0		
Start date		Project Details:							
End date									
Project 5		Project Title:		Select one major benefit			0		
Start date		Project Details:							
End date									
Project 6		Project Title:		Select one major benefit			0		
Start date		Project Details:							
End date									
Project 7		Project Title:		Select one major benefit			0		
Start date		Project Details:							
End date									
Project 8		Project Title:		Select one major benefit			0		
Start date		Project Details:							
End date									
Project 9		Project Title:		Select one major benefit			0		
Start date		Project Details:							
End date									
Project 10		Project Title:		Select one major benefit			0		
Start date		Project Details:							
End date									

Page 198

Commissioned Service			<div>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.</div> <div>These services are delivered through a combination of commissioned services and in-house engagement and enforcement activities.</div> <div>The key objectives of the service are:</div> <div>To fulfil the council’s statutory responsibilities and duties with respect to waste management, street cleaning, waste enforcement and the management of stray animals.</div> <div>To provide value for money services that meet the needs of the community</div> <div>To provide a safe and supportive environment for our community and all employees engaged in delivering services.</div> <div>To promote and encourage sustainable waste management activities, maximising resource efficiency and securing value from all waste streams as far as practicably possible</div>									
Waste Management and Cleansing												
Cllr Ross Garrod Cabinet Member for Street Cleanliness & Parking												
Cllr Martin Whelton Cabinet Member for Regeneration, Environment & Housing												
Veolia UK Ltd												
Viridor Waste Management Kingdom												
Noah's Ark (Re: stray dogs/Enforcement)												
Planning Assumptions										The Corporate strategies the service contributes to		
Anticipated demand	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21						
Housing Properties	81,400	81,800	82,100	82400	85000	85000						
Kilometers of Roads	375	375	375	375	375	375						
Population	211,569	214,229	216,806	218000	220000	220000			Waste Management Strategy			
Total household waste tonnage	71,000	71,000	71,000	71,000	71000	71000						
Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21						
Clienting and Commissioning Team	6.69	6.69	6.69	6.69	6.69	6.69						
Community Engagement and Enforcement	9	9	9	9	9	9						
Client Neighbourhood team	0	0	3	3	3	3						
Veolia UK Ltd	Sufficient resources to provide service											
Viridor	Sufficient resources to provide service											
Noah's Ark	Sufficient resources to provide service											
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	2020/21(P)						
% Residents satisfied with street cleanliness	56	57	57	57	58	60	High	Annual	Perception	Reputational risk		
% Sites surveyed below standard for litter	9.5	9	8.5	8	6	3	Low	Quarterly	Perception	Reputational risk		
% Sites surveyed below standard for Detritus	15	14.5	13	10	9	8	Low	Quarterly	Perception	Reputational risk		
% Sites surveyed below standard for graffiti	5.5	5.5	5.0	5.0	5.0	5.0	Low	Quarterly	Perception	Reputational risk		
% Sites surveyed below standard for weeds	13.50	12.00	12	11	10	9	Low	Quarterly	Perception	Reputational risk		
Number of fly tips reported	3700	3600	3600	3600	3500	3400	Low	Monthly	Outcome	Reputational risk		
% of fly tps removed within 24 hours	-	-	90%	90%	95%	95%						
% Sites surveyed below standard for flyposting	1	1	1	1	1	1	Low	Quarterly	Perception	Reputational risk		
% of FPNs issued that have been paid	65%	68%	68%	68%	69%	70%	High	Monthly	Output	Loss of income		
% Household waste recycled	38	38	42	46	48	50	High	Monthly	Business critical	Reputational risk		
% Residents satisfied with refuse collection	72	74	72	73	74	75	High	Annual	Perception	Reputational risk		
Residual waste kg per household pa	580	580					Low	Monthly	Outcome	Increased costs		
% Municipal solid waste landfilled	60	59	59	65%	10%	5%	Low	Monthly	Outcome	Increased costs		
Number of missed bins per 100,000	55	50	50	50	40	30	Low	Monthly	Outcome	Reduced customer service		
Total waste arising per household Kg	910	910	910	910	910	910	Low	Monthly	Outcome	Reputational risk		
% Residents satisfied with recycling facilities	73	74	70	72	74	75	High	Annual	Perception	Reputational risk		

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

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