### **Second Draft Service Plans.**

Attached are our 21 First 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 31January 2018 and presented to Cabinet on 19 February and Full Council on 28 February 2018.

These plans will form part of our 2018/22 Business Plan.

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

### **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
	Libraries	Customer Services	Leisure & Cultural Development
	Merton Adult Education *	Human Resources	Parking
	Public Health	Infrastructure & Transactions	Parks & Green Spaces*
		Resources	Property
		Shared Legal Services	Regulatory Services Partnership
			Safer Merton
			Transport
			Waste Management and Cleansing *

<sup>\*</sup>Commissioning Plan

# **Children Schools & Families**

# Children's Social Care & Youth Inclusion Clir Katy Neep: Cabinet Member for Children's Services Enter a brief description of your main activities and objectives below

Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, children with disabilities care leavers & young offenders, as well as wider services for families.

CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education & life chances.

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

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

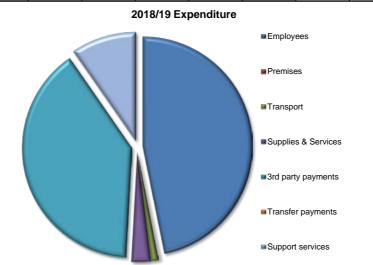
Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending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

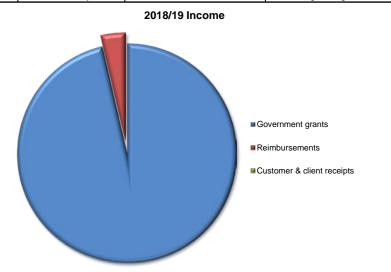
Access to resources for looked after children/external placement provision Recruitment of in house foster carers.

			Planning Assum	ptions				The Corporate strategies your
	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	service contributes to
	Population growth - looked after children & Care leavers		15-30					Looked after Children & Care Leavers Strategy
	Population growth - Child Protection Plans		30-60					Safeguarding Children's Board Annual Plan
	Increase in 0-19 population		3,210					Children and Young People's Plan
	UASC - increased numbers and impact on resources		30-32					
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
'	Staff (FTE)	209	216	218	211	211	211	
	(FTE subject to change as a result of restructures)							
			<u> </u>					

	(FTE subject to change as a result of restructures)										
	Performance indicator (LBC2020 indicators highlighted in purple)	Actual P	erformance (	A) Performa	nce Target (1	Γ) Proposed	Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	(LBC2020 indicators migningmed in purple)	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				met
	% single assessments completed within agreed timescales	91	92	93				High	Monthly	Business critical	Safeguarding issues
	Care application average duration (national target 26 weeks)	26	26	26				Low	Quarterly	Quality	Safeguarding issues
	Number YJS first time entrants	64	50	50				Low	Monthly	Outcome	Social exclusion
'	% LAC (2.5 years or over) in same placement for 2 years	71	66	65				High	Monthly	Outcome	Safeguarding issues
	% LAC experiencing 3 or more placements moves	16	12	11				Low	Monthly	Outcome	Social exclusion
	% fostered LAC in independent agency FC placements	44	42	40				High	Quarterly	Business critical	Increased costs
	Number of in house foster carers recruited	15	15	15				High	Quarterly	Quality	Increased costs
	Care Leavers who are ETE (17-21 year olds)	63	68	70				High	Quarterly	Outcome	Social Exclusion
	% children subject of a timely safeguarding assessment	N/A	84%	84%				High	Quarterly	Outcome	Safeguarding issues
	Average duration for care and supervision (s31) applications	N/A	30	30				High	Quarterly	Business critical	Safeguarding issues
	% of care leavers in touch (17-21 year olds)	86						High	Quarterly	Outcome	Social exclusions
	% of care leavers (aged 19-21) in suitable accommodation	87	91%	91%				High	Quarterly	Outcome	Safeguarding issues

	DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22						
Expenditure	23,239	26,242	23,185	2,127	23,900	24,222	24,284	24,435						
Employees	11,281	11,639	10,846	727	11,189	10,861	10,862	10,864						
Premises	48	76	54	15	55	56	57	57						
Transport	249	284	245	4	244	248	251	255						
Supplies & Services	1,045	1,119	678	181	669	679	689	699						
3rd party payments	8,318	10,841	9,063	1,198	9,444	10,080	10,126	10,262						
Transfer payments	0	0	0	2	0	0	0	0						
Supp services	2,298	2,283	2,299	0	2,299	2,299	2,299	2,299						
Depreciation	0		0	0	0	0	0	0						
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22						
Incom	1,806	2,211	988	(352)	1,127	1,127	1,127	1,127						
Government grants	1,110	1,330	947	81	1,086	1,086	1,086	1,086						
Reimbursements	697	838	41	(292)	41	41	41	41						
Customer & client receipts		43	0	(141)	0	0	0	0						
Reserves														
Capital Funded														
Council Funded Net Budget	21,432	24,030	22,197	1,774	22,772	23,095	23,156	23,308						
	Final Budget	Actual	Original	Forecast	Budget	Budget	Budget	Budget						

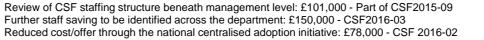


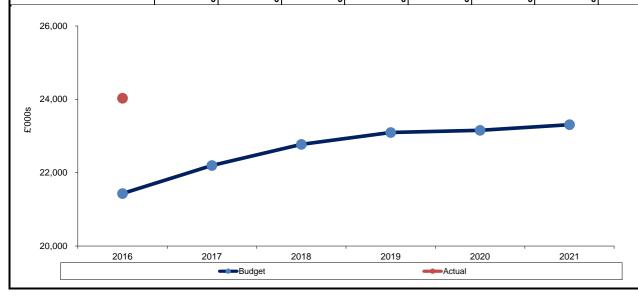


Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
	0	0	0	0	0	0	0	0

## Summary of major budget etc. changes

### 2018/19





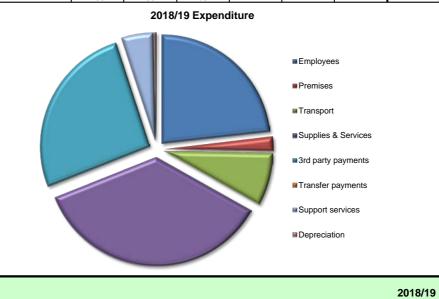
### 2020/21

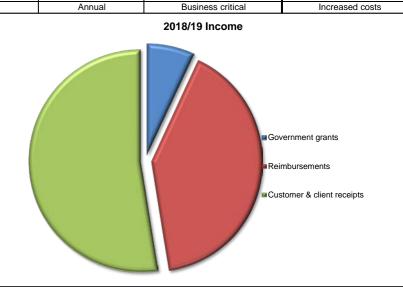
Delivery of preventative services through the Social Impact Bond: £45,000 - CSF2017-05 South London Family Drug and Alcohol Court commissioning: £45,000 - CSF2017-06

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCURE	MENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			Children's Social Ca	re & Youth Inclusion			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Well Being Model - CSC & CYPWB/TOM	Improved effectiveness		·	
Start date	2016-17	Project Details:	The review of the well being model is now complete, the next phase is to embed agreed structure changes 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		4	3	12
End date	2019-20		strategy; restructuring of central teams; Flexible working; Care proceedings as outlined in the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.				
Pro	oject 2	Project Title:	Continuous Improvement and Inspection Readiness	Improved effectiveness			
Start date	2013-14	Project Details:	Delivery of key priorities: Early Help, Think Family and Neglect. To improve data quality, filing & retention, case records & management oversight Embed SMART targets & strengthen reporting to provide improved and easily accessible information. To continually improve the day to day management across our services, delivery of improvement plans and embedding our revised QA		4	3	12
End date	2018-19		framework. Continue to utilise all data sources to inform best practice sources include; JTAI's,YJ,EY's,SEND, QA framework and Ofsted Action Plan.				
Pro	oject 3	Project Title:	MOSAIC (CYPWB & TOM) Phase 1 and 2.	Improved efficiency (savings)			
Start date	2013-14	Project Details:	Cross-cutting project to provide system for both CSF & C&H including financial aspects; the new system has full casework management capability to deal with statutory requirements, management information & reporting for both case management and inspection purposes. Implementation phase		3	3	9
End date	2016-19	·	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.				
Pro	oject 4	Project Title:	Workforce development	Improved staff skills and development			
Standate	2015-16	Project Details:	We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this this		4	3	12
Pad date	2019-20		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.				
Pro	oject 5	Project Title:	Innovation work streams	Improved effectiveness			
Start date	2016-17		Regionalisation of Adoption. The government requires Local Authorities will establish regional arrangements for some elements of adoption services. Merton is part of the developing Pan London Approach approved by Cabinet (Sept 2016). The Social Impact Bond (SIB) will provide upfront social capital to deliver services, designed to keep young people out of care, using the Multi-Systemic (MST) and Functional Family Therapy (FFT) methodologies. The Council will repay the investors for their initial investment plus a return for the financial risks taken. 48 referrals to be provided within the first 3		3	2	6
End date	2019-20	Project Details:	years of the contract. Longer term savings to the council will be made through avoidance of care costsLeanne to provide narrative. The Family Drug and Alcohol Court (FDAC) is a specialist problem-solving court approach to improving outcomes for children involved in care proceedings. it offers an alternative way of supporting parents overcome the sunstance misuse, mental health and domestic abuse which have put their chidren at serious risk of harm. The Transforming Families (TF) is moving to the next phase in it's Maturity Model development and is planning to bid as part the 'Earned Autonomy' initiative.				

Education				Planning A	Assumption	าร					The Corporate strategies your
Cllr Katy Neep: Cabinet Member for Children's Services	Anticipated demand	2016/1	7	2017	7/18	201	8/19	2019/20	2020/21	2021/22	service contributes to
Cllr Caroline Cooper-Marbiah: Cabinet Member for Education	Forecast increase in population 0-4					7	80				Children and Young People's Plan
Enter a brief description of your main activities and objectives below	Forecast increase in population 5-19					24	400				SEN and Disabilities Strategy
Merton School Improvement (MSI)	Raise in Participation age 16-18					1	60				School Expansion Strategy
· monitor, analyse & evaluate pupil & school performance	Forecast increase in Children & Y/P with EHCP					200	-400				ial Educational Needs and Disabilities
· working with schools to reduce inequality & improve achievement for vulnerable groups											
strengthening partnership working and school to school support	Increased demand for secondary school (total across all schools)	1 foe		2 foe (cum	nulative)	6 foe (cu	mulative)	8 foe (cumulative)			School Expansion Strategy
building early help capacity in schools & settings, families & the community	Increased demand for special school places (total across all schools)			`	100 m	ore SEN pla	ces by 19-20	· · · · · · · · · · · · · · · · · · ·			School Expansion Strategy
· monitor, analyse & evaluate 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) 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	Anticipated non financial resources	2016/1	7	2017	7/18	201	8/19	2019/20	2020/21	2021/22	·
Specialist placement provision for pupils with SEN.	Staff (FTE subject to change as a result of restructures)	297		28	6	2	85	283	283	283	
Specialist placement provision for pupils with SEN.  Early Years Services 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 yulnerable families	Performance indicator (LRC2020 indicators highlighted in purple)	Actual perfo	ormance (A	) Performan	ce Target (T	Γ) Proposed	Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator no
□working with the early years sector to improve quality, reduce inequality and improve outcomes for	(LBC2020 indicators highlighted in purple)	2016/17(A) 20	017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				met
Eworking 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 Education Inclusion.	Merton pupil average Attainment 8 score	53	50	51				High	Annual	Outcome	Reputational risk
Education Inclusion  • providing universal & targeted in house & commissioned services for VP & schools	Merton pupil Average Progress 8 score	0.28	0.51	0.51				High	Annual	Outcome	Reputational risk
providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance	% outcome of Ofsted school inspections good or outstanding	91	89	91				High	Monthly	Outcome	Inspection outcomes
edveloping alternative education offerings to enable YP to stay in ETE  leading on the council's partnership with the police & CAMHS for education	% secondary school attendance	95.5	95.2	95.6				High	Annual	Outcome	Increased costs
· improving attendance and reduce P Excl in Merton schools	% primary school attendance	96.2	96.1	96.2				High	Annual	Outcome	Breach statutory duty
School Organisation	% of new EHCP requests completed within 20 weeks	21	55	55				High	Quarterly	Outcome	Safeguarding issues
Education Inclusion  Providing universal & targeted in house & commissioned services for YP & schools  providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance developing alternative education offerings to enable YP to stay in ETE  leading on the council's partnership with the police & CAMHS for education  improving attendance and reduce P Excl in Merton schools  My Futures Service  School Organisation  Rupil place planning, & schools admissions  School expansion & capital programme management.  SEN Transport commissioning	% Good or Outstanding children's centres per Ofsted	100	100	100				High	Quarterly	Outcome	Inspection outcomes
	% reception year surplus places	3.5	7.7	8				Low	Annual	Business critical	Parental choice
Service Planning, Performance Information and Performance Management, Policy and Communications	%secondary school Yr7 surplus places Inc. Academies	6.5	9	5				Low	Annual	Business critical	Parental choice
MSCB - is responsible for agreeing local child protection procedures and for monitoring the	reaching the expected standard at Key Stage 2 in reading, writing and mat	57	58	58				Low	Annual	Outcome	Inspection outcomes
performance of local agencies' arrangements for safeguarding children	5 .	Ŭ.	~~					High	Annual	Business critical	<u>'</u>

DEPARTMENTAL BUDGET AN	D RESOURCES	<del></del>		<del> </del>	<del></del>	<del></del>		
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	46,499	45,854	51,857	(600)	52,305	52,325	52,445	52,564
Employees	12,150	11,421	12,337	(412)	12,144	12,045	12,045	12,046
Premises	1,077	819	1,030	(209)	1,083	1,100	1,117	1,133
Transport	3,965	4,268	4,116	162	4,106	4,167	4,227	4,288
Supplies & Services	14,433	13,497	18,002	(341)	18,740	18,775	18,810	18,845
3rd party payments	12,470	13,422	13,736	200	13,595	13,602	13,609	13,616
Transfer payments	10	10	10		10	10	10	10
Support services	2,248	2,271	2,460		2,460	2,460	2,460	2,460
Depreciation	146	146	167		167	167	167	167
Revenue: '000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	5,338	5,440	5,227	153	5,319	5,319	5,364	5,364
Government grants	484	327	232	71	368	368	368	368
Reimburcements	2,127	2,207	2,033	(252)	2,154	2,154	2,154	2,154
Customer & client receipts	2,727	2,906	2,962	334	2,796	2,796	2,841	2,841
Interest								
Reserves								
Capital Funded								
Council Funded Net Budget	41,162	40,414	46,630	(447)	46,987	47,006	47,081	47,200
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Primary Schools	3,799	4,382	1,030		650	650	650	650
Secondary Schools	7,798	7,447	5,077		8,847	5,781		
Special Schools	317	215	1,655		7,304	1,000		
Other	129	463	469		104	105		
	12042.55	12,507	8,231	0	16,905	7,536	650	650





Review of non-staffing budgets across the department: £28,000 - Part of CSF2017-01

46,000 - 44,000 - 42,000 - 40,000 - 36,000 - 36,000

2020

----Actual

2021

48,000

2016

Review of CSF staffing structure beneath management level: £100,000 - Part of CSF2015-09  $\,$ 

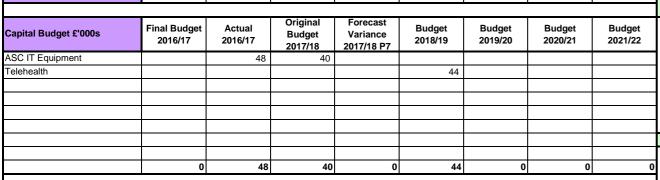
2020/21

Review schools trade offer, raise charges or consider ceasing services from 2020: £45,000 - Part of CSF2017-07

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD				
			Education	MA IOD DDO IFCTO DENIFFITO		Risk	
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Impact	Score
Pr	oject 1	Project Title:	Well Being Model - CSC & CYPWB/TOM	Improved effectiveness			
Start date	2016-17	Project Details:	The review of the well being model is now complete, the next phase is to embed agreed structure changes 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		4	3	12
End date	2019-20		the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.				
Pr	oject 2	Project Title:	Improving pupil outcomes at KS2 & KS4 (Edn TOM) & School Improvement through partnership (Edn TOM)	Improved effectiveness			
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including implementation of Support and Challenge Groups. Training and briefings on Ofsted, assessment, curriculum and improving teaching. Maintenance of outstanding teacher courses for primary and secondary teachers. Ongoing support for all schools on the basis of the new School Improvement Strategy from Merton Education Partners. The development of strengthened school to school support through the School Improvement Steering Group, ongoing support for the Merton Education		2	3	6
End date			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.				
Project 3	3	Project Title:	Transforming Early Years (EY's TOM)	Improved effectiveness			
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded early education places for 2, 3 and 4 year olds responding to national policy and the new national funding framework and Merton's local priorities to include new 30 hour offer and support for children with SEND. Deliver the reshaped Children's Centre and early help services and programmes in accordance with local service practice standards and evidence based practice. Continue to secure good and above outcomes for all directly managed Ofsted inspected services. Maximise opportunities for external funding through program and prog		2	3	6
End date	2019-20		funding through ongoing review of charging structures and use of buildings by external agencies. Develop an "e strategy" and associated action plan for early years transactional services.  Continue to promote use of self serve and publicise the range of directories managed within the service in partnership with key stakeholders. (Directories of Local Services)				
Pr	Project 4 Project Title		Implementation of requirements of Children & Families Act (Edn TOM & CYPWB) & Education TOM/CYPWB Model & Personal Budgets (Education TOM/C+F Act)	Improved customer experience			
Start date	2013-14	Project Details:	Continue to strengthen collaboration between parents forum and partner agencies. further strengthen the Education, Health & Care Plan, and widen the Local Offer. Preparation for adulthood pathways are being developed by ASC, CWD and SEN Teams. Procurement for an SEN recording and reporting system is in the first stage. Addressing new statutory duty for age 19-25 a joint commissioning group across Health and Social Care has been developed to strengthen the tri-parte panel to support and process cases within available funding streams. Develop and		3	3	9
En <del>d d</del> ate	2019-20		deliver the Education TOM & CYPWB Model across CSF Services. Progress further rollout of Personal Budgets for families of children subject to education, health and care plans. 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.				
(D	oject 5	Project Title:	Development of Adolescent offer including My Futures (NEET's) & linked provision	Improved customer experience			
Starte Starte	2013-14	Project Details:	Refocus ETE support and advice to ensure effective support and provision to SEN 16-25 years old.		2	3	6
End date	2018-19						
Pr	oject 6	Project Title:	Implementation of Secondary & Special School (SEN) Places Strategy (EducationTOM)	Infrastructure renewal			
Start date	2015-16	Project Details:	Continue liaison with the Education and Skills Funding Agency and Harris Federation and manage related projects to deliver the opening and permanent build for the new Harris Academy Wimbledon School, and implement any further secondary school expansion required to ensure the council provides sufficient secondary places to meet growing demand. Implement agreed		4	3	12
End date	2018-19	,	expansions of Cricket Green and Perseid Special Schools to provide additional in-house SEN places in Merton, and complete a strategic needs assessment of SEN provision and, on the basis of this evidence, consider further initiates to commission and provide cost effective SEN provision to meet rising demand.				
Pr	oject 7	Project Title:	Workforce development	Improved staff skills and development			
Start date	2015-16	Project Details:	We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this this with a programme to deliver both Systemic Practice and		4	3	12
End date	2019-20		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.				

# **Community & Housing**

	Ac	dult Social Care	)								Pla	anning Assur	nptions					The Corporate strategies your
Cllr	Tobin Byers: Cab	inet Member fo	r Adult Social	Care			Anticipate	ed demand	20	16/17	_	17/18		8/19	2019/20	2020/21	2021/22	service contributes to
Enter a bri	ef description of	your main activ	ities and object	ctives below			No. of people re	equiring services	3	307	3	278	3:	252	3191	3170		Health & Wellbeing Strategy
	-		-				People a	iged 85-89		375	-	358	3	35	315	293		
The Care Act 2014 is the legis	lation that undern	ins the statutor	v function of AS	SC: the Act came	in to force		People	aged 95+		195		190		85	180	175		
on 1 April 2015. ASC works v			,	,		No.	of people age	d 65+ with dementia		395		407		19	431	448		
sets a new national eligibility						Ant	icipated non f	inancial resources	20	16/17	20	17/18	201	8/19	2019/20	2020/21	2021/22	
safeguarding with a greater of	emphasis on protec	cting the most v	ulnerable peop	le in our society f	from abuse		Staff	(FTE)	33	35.26	32	24.50	33	8.59	338.59	338.59	338.59	
or neglect. The Act also puts	•	heart of the wo	rk we undertak	e and we are wel	ll placed with			,		.0.20	1			-	000.00	000.00	555.55	
our reablement team in fulfil	ling this duty.																	
Our annuage to the and	. af aomis:			ma oo maaallala C														
Our approach to the redesign possible in their own home.							Performan	ce indicator	Actual P	Performance	e (A) Performa	ance Target (	) Proposed	Target (P)	Polarity	Reporting cycle	Indicator to the	Main impact if indicator no
network around them and or						(LBC20	020 indicators	highlighted in purple)	2016/17(A)	2017/18(7	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)	Polarity	Reporting cycle	Indicator type	met
independence with the use of						No of carers red	ceiving a servic	ce	1016	1000	1010	1020	1040		High	Monthly	Business critical	Breach statutory duty
isolation and loneliness, wor				•		% Older people	still at home for	llowing Reablement	76.5	78.8	78.8	78.8	78.8		High	Annual	Outcome	Increased costs
are met keeping people heal	thy and out of hos	oital. We will v	vork with our p	artners in health	and the	% People receiv	ing 'long term'	Community Services	78	72	72	72	72		High	Monthly	Business critical	Increased costs
,	ntary sector to integrate services where possible and limit duplication. We aim to complete our					% of MASCOT calls answered in 60 seconds			97.5	97.5	97.5	97.5	97.5		High	Monthly	Quality	Increased waiting times
by putting the customer at the									37.5	31.5	37.0	57.5	57.5		1 11911	Worlding	Quanty	moreased waiting times
ensure that they are enabled	to be as independ	lent as possible	with minimum,	or no, support fr		The rate of Dela (both NHS and I		of care from hospital	7.1	7	7	7	7		Low	Monthly	Business critical	Increased costs
council.						Social care-relate	,	· Δ	N/A	18.5	18.5	18.5	18.5					
								services who feel safe	N/A	68%	68%	68%	68%					
		DEDART	MENTAL BUID	SET AND RESOU		1 Toportion of pe	opie wilo use s	Services who leer sale	IN/A	00%	0070		00 /0					
		DEI AKTI	Original	Forecast	1						2018/19 Ex	kpenditure					2018/19 Income	
Revenue £'000s	Final Budget	Actual	Budget	Variance	Budget	Budget	Budget	Budget									1	
	2016/17	2016/17	2017/18	2017/18 P7	2018/19	2019/20	2020/21	2021/22		1			■Er	nployees				
xpenditure	73,987	83,617	80,343			78,036	78,104											
mployees	13,309	14,176	13,560		13,515	13,515	12,916	12,917					■Pr	emises				
remises	392	368	346 1,445			356 1,338	361 1,360											
ransport Supplies & Services	1,419 6,305	1,454 6,636	1,445 3,688		1,317 3,294	1,338 3,349	3,405			1/				ansport				
Brd party payments	36,189	44,528	45,828		45,592	42,535	42,669			1			- In	апъроп				-0
ransfer Payments	9,773	9,758	9,514	(1,047)	10,405	10,855	11,306	12,208		_ \								■Government grants
Support services	6,501	6,600	5,885		6,010	6,010	6,010						■Sı	upplies & Services	;			-5
epreciation	98	98	78	-	78	78	78	78	14									■Reimbursements
	Final Budget	Actual	Original Budget	Forecast	Budget	Budget	Budget	Budget					■3r	d party payments				
Revenue 1'000s	2016/17	2016/17	2017/18	Variance	2018/19	2019/20	2020/21	2021/22										■Customer & client receipts
מ				2017/18 P7									/ □ Tr	ansfer Payments				
ncon	22,465	22,763	20,943	\ ' '	21,298	21,298	21,298	<del></del>					/					■Recharges
	28	336	17	(331)	17	17	17	17							1			
overrent grants eimbursements	9.024		9.203	(602)	9.203	9.203	9.203	9.203						innort services				



17 9,203 9,141

2,582

59,401

1,162

9,203 9,372

2,706

56,738

9,203 9,372

2,706

59,141

9,372

2,706

56,806

9,203 9,372

2,706

59,262

28 9,024

10,453

2,960

51,521

Reimbursements
Customer & client receipts

Council Funded Net Budget

Recharges Reserves

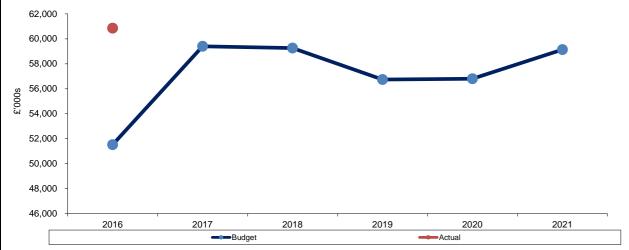
Capital Funded

336 8,827

10,817

2,783

60,854



Growth for Concessionary fares increase - £0.450m Growth in Placement budget - £0.252m.

Total Savings £3,128, deferred £ 548k to 2019/20
Total Savings - £2.198m (CH71,CH72,CH73,CH74,CH75&CH55 - a further £382k to be identified)

■Support services

■ Depreciation



Summary of major budget etc. changes

2018/19

Growth for Concessionary fares increase - £0.450m Reduction of growth in placement budget - £2.6m due to the improved Better Care Fund Total Savings - CH70 £301k plus new savings of CH81- £500k

## 2020/21

Growth for Concessionary fares increase - £0.450m Savings identified

### 2021/22

Growth for Concessionary fares increase - £0.450m

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Adult Social (									
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score					
Pr	oject 1	Project Title:	Assessment & Care Management Processes	Improved effectiveness			555.5					
Start date	On-going	Project Details:	Build on the implementation of MOSAIC to review and enhance day to day practice by all front line		2	2	4					
End date			teams.									
Pr	oject 2	Project Title:	Front Door	Improved sustainability								
Start date	01/04/2018	Project Details:	Develop a new integrated 'front door; for Community & Housing that addresses the needs of adults outside of divisional silos, works with the voluntary sector and supports people to find solutions.		4	2	8					
End date	31/03/2020		outside of divisional silos, works with the voluntary sector and supports people to find solutions.									
Pr	oject 3	Project Title:	Integrated OP services	Improved efficiency (savings)								
Start date	01/04/2018	Project Details:	Seek to integrate services for older people that are physically frail or have mental health issues across health and social care, creating a one-stop service for the most vulnerable older people.		3	2	6					
End date	31/03/2020		across health and social care, creating a one-stop service for the most vulnerable older people.									
Pr	oject 4	Project Title:	Mental Health	Improved efficiency (savings)								
Start date	01/04/2018	Project Details:	Undertake a fundamental review of adult mental health pathways and service arrangements, to		3	2	6					
End date	31/03/2019	,	ensure that our response meets our statutory duties and is financially sustainable.									
Project 5  Start date 01/04/2018		Project Title:	Direct Provision	Improved efficiency (savings)								
Start date	01/04/2018	Project Details:	Review the offer of directly provided services to people with a learning disability to ensure that they are fit for purpose and meet the needs of older service users with an established pattern of support		4	2	8					
End date	31/03/2020	r rojoci Botano.	and younger people coming through transition.									
Pr	oject 6	Project Title:	Transitions	Improved efficiency (savings)								
Start date	01/04/2018	Project Details:	Work closely with CSF and families to support young people coming into adulthood from an earlier stage, setting realistic expectations and creating a wider range of options to support the transition to		3	3	9					
End date	31/03/2020	,	maximum independence. This will include developing transition specific services.									
Pr	oject 7	Project Title:	Complex needs & crisis	Improved efficiency (savings)								
Start date	Started	Project Details:	Develop a model and provision for complex needs, challenging behaviours and crisis for adults with a learning disability.		2	2	4					
End date	31/03/2019		isa.i.i.g accounty.									
Pr	oject 8	Project Title:	Supported Living opportunities	Improved customer experience								
Start date	Started	Project Details:	Work with partners and stakeholders to develop a framework for supported living for people with		2	3	6					
End date	31/03/2019	r rojour Butanio.	physical and learning disabilities and mental health issues, to promote choice and independence.									
Pr	oject 9	Project Title:	Direct Provision	Improved effectiveness								
Start date	Started	Project Details:	Implement new Mascot Telecare platform.		2	2	4					
End date	31/07/2018	i Tojoot Details.	mplement new madder rollouid platform.									
Pro	oject 10	Project Title:	Commissioning	Improved efficiency (savings)								
Start date	01/02/2018	Project Details:	Develop an adults commissioning model following a peer review scheduled for February		3	2	6					
End date	31/03/2019	i Toject Details.	Dovolop an additio commissioning model following a peer review scheduled for rebluary									

Housing Needs and Enabling Services				Pla	nning Assun	nptions					The Corporate strategies your
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing	Anticipated demand	201	6/17	201	7/18	201	8/19	2019/20	2020/21	2021/22	service contributes to
Enter a brief description of your main activities and objectives below	Housing advice, options, private tenants & landlords advice	11	000	11	000	11	250	11250	11250	11250	Homeless Placements Policy (Interim)
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary	Housing register applicants	81	100	96	600	10	250	10900	11550	12200	Homelessness Strategy
accommodation.	Housing options casework	10	000	10	000	13	350	1350	1350	1350	Housing Strategy
	Demand for temporary accommodation	4	20	4	35	4	00	420	440	460	
To plan services in response to changes in national policies and in the housing market, and to	Anticipated non financial resources	201	6/17	201	7/18	201	8/19	2019/20	2020/21	2021/22	
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)	21	.79	20	).30	19	9.50	19.50	19.50	19.50	
Services that minimise costs to the council.	Environmental Health (Housing)	5.	.03	5.	.03	5	.03	5.03	5.03	5.03	
The purpose of this service is to	TOTALS	26	5.82	25	5.33	24	1.53	24.53	24.53	24.53	
- Prevent homelessness in accordance with statutory housing law											I
- Provide homes to people in housing need	Performance indicator	Actual Pe	erformance (	A) Performai	nce Target (1	<ul><li>Γ) Proposed `</li></ul>	Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
- Plan for the future delivery of housing via general conformity with the London Housing Strategy - Formulate and deliver statutory housing strategies for the borough	(LBC2020 indicators highlighted in purple)	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)	1 old ity	reporting cycle	indicator type	met
Maintain the housing register and choice based lettings process and nominate households to	Homelessness / HRA Prevention and Relief	458	450	450	450	450	450	High	Monthly	Business critical	Increased costs
vacant housing association homes	No. of households in temporary accommodation	185	230	230	230	240	250	Low	Monthly	Business critical	Increased costs
- Maximise supply of affordable homes with registered providers and private landlords	Highest no. of families in B&B	4.3	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
- Provide care and housing support to vulnerable adults	Highest no. of adults in B&B	2.6	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
- Relationship management between the council and stock transfer housing associations	Affordable Homes delivered	9	70	80	40	40	40	High	Annual	Outcome	Reduced service delivery
Carry out a statutory duty to enforce Environmental Health (Housing) legislation     Provide grant assistance for improvements and adaptations	Social housing lets	260	360	320	310	310	310	High	Quarterly	Outcome	Increased waiting times
- Fronce grant assistance for improvements and adaptations	Rent deposit - new tenancies	51	40	40	40	40	40	High	Annual	Outcome	Increased waiting times
	No. of enforcement/improvement notices	72	70	70	60	60	60	High	Quarterly	Outcome	Reduced enforcement

60

64

60

60

60

		DEPARTM	IENTAL BUDG	ET AND RESO	URCES			
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	4,541	6,184	4,418	1,689	4,542	4,573	4,475	4,551
Employees	1,132	1,082	1,014	54	953	953	953	953
Premises	39	24	39	(15)	40	40	41	42
Transport	28	24	29	(2)	29	30	30	31
Supplies & Services	219	138	186	(35)	189	192	194	200
Transfer Payments	2,262	3,553	2,296	979	2,475	2,501	2,399	2,468
3rd party payments	570	1,088	570	709	571	571	571	571
Transfer Payments	0	0	0	0	0	0	0	0
Support services	292	276	284	0	287	287	287	287
Depreciation								
Revenue '000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Incom 🕰	2,198	3,202	2,198	(1,426)	2,342	2,334	2,198	2,198
Govern <b>ob</b> ent grants	0	0	0	-	144	136	0	0
Reimbursements	2,020	2,725	2,020	(793)	2,020	2,020	2,020	2,020
Custome & client receipts	178	477	178	(633)	178	178	178	178
Recharges Reserves	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	2,343	2,982	2,220	263	2,200	2,239	2,277	2,353
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Disabled Facilities Grant	1,043	782	962		629	280	280	
Affordable Housing Projects	760	760						
<u> </u>	7.00							

962

2018

Budget

2019

629

2020

----Actual

1,803

3,500

3,000

2,500

1,500

1,000

500

2016

2,000

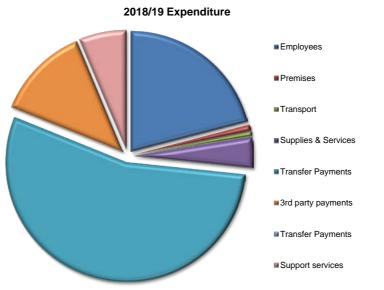
1,542

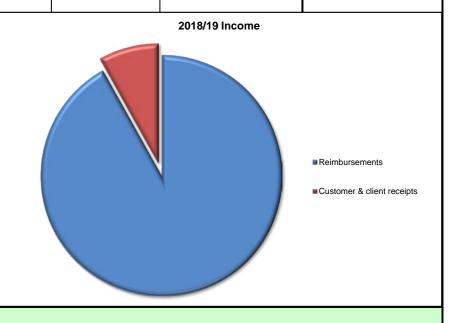


280

2021

Number of Disabled Facilities Grants approved





Outcome

Customer hardship

Quarterly

# Summary of major budget etc. changes 2018/19

2019/20

High

CH43 Savings -£62k Further Staff reductions (Any areas of HNES & EHH) (CH43)
Savings-£118k Staff reduction - savings to be transferred to Adult Social Care and deferred to 2019/20
New Homelessness reduction grant with new responsibilities £144k

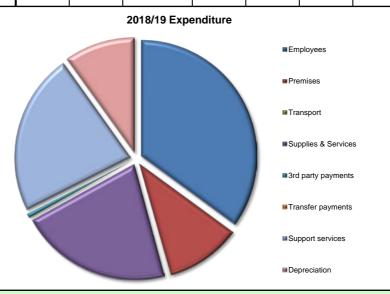
Homelessness reduction grant with new responsibilities £136k

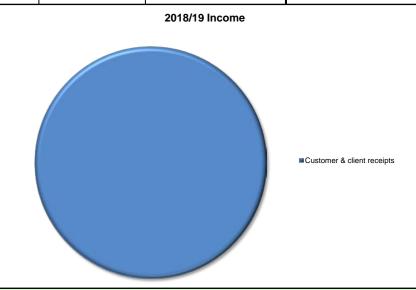
2020/21

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Housing Needs and Enab	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MA IOD DDO IECTS DENIETITS	Likelihood	Risk	Score
Pr	oject 1	Project Title:	Homeless Reduction Act - Service Planning	Risk reduction and compliance	Likeiiilood	Impact	OCOTE
Start date	2017-18	Project Details:	Prepare service for implementation of Homelessness Reduction Action in April 2018. This will include new processes, new IT, increased staffing capacity, training. Will also include internal and external		2	2	4
End date	2018-19		stakeholders.				
Pr	oject 2	Project Title:	Service re-structure	Improved efficiency (savings)			
Start date	2016-17	Project Details:	Develop and implement a service re-structure to reflect the implementation of Homelessness Reduction Act and to meet savings targets		2	3	6
End date	2018-19						
Pr	oject 3	Project Title:	Public ProtectionTechnology Review	Improved effectiveness			
Start date	2016-17	Project Details:	Work with IT / E&R on re-procurement / replacement of M3PP.		2	1	2
End date	2018-19						
Pr	oject 4	Project Title:	Refreshed Housing Enforcement Policy	Improved effectiveness			
Start date	2017-18	Project Details:	Refresh the policy to ensure the Council is acting fairly in dealing with housing conditions on both a reactive and proactive basis.		2	1	2
End date	2018-19						
Pr	oject 5	Project Title:	EDRMS Workflow	Improved effectiveness			
Start date	2016-17	Project Details:	Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly		2	2	4
Eco date	2018-19		accordingly				
N Pr	oject 6	Project Title:	Review and re-brand Floating Support	Improved efficiency (savings)			
St <b>&amp;</b> Ødate	2017-18	Project Details:	Re-brand floating support and supported housing to better fit the homelessness prevention agenda		2	1	2
End date	2018-19						
Pr	oject 7	Project Title:	TOM Re-fresh	Improved effectiveness			
Start date	2017-18	Project Details:	Any actions arising from TOM Re-fresh in 2018.		2	2	4
End date	2018-19						
Pr	oject 8	Project Title:		Improved effectiveness			
Start date		Project Details:					0
End date							
Pr	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		Troject Details.					

Anticipated demand Active users Stock issues Registered members Visitor figures Anticipated non financial resources Staff (FTE) Accommodation (Libraries) Equipment (PC's)	56 950 133 1,20 <b>20</b> °	0,000 0,000 5,000 00,000 10,000 16/17 3.71 7	2017/ 56,00 950,0 135,0 1,200,1 2017/ 33.3 7	000 000 000 000 ,000 7/18	31.	000 000 000 000 0,000 3/19	2019/20 56,000 900,000 135,000 1,200,000 2019/20 31.35 7	2020/21 56,000 900,000 135,000 1,200,000 2020/21 31.35 7	2021/22 56,000 900,000 135,000 1,200,000 2021/22 31.35 7	Service contributes to Customer Contact Strategy Children and Young People's Plan Community Plan Equality Strategy Health & Wellbeing Strategy Heritage Strategy Procurement Strategy
Stock issues Registered members Visitor figures  Anticipated non financial resources Staff (FTE) Accommodation (Libraries)	950 133 1,20 <b>20</b> 43	0,000 5,000 10,000 16/17 3.71	950,0 135,0 1,200,1 <b>2017/</b> 33.3	000 000 ,000 7/18	900, 135, 1,200 2018 31.	,000 ,000 0,000 3/19	900,000 135,000 1,200,000 <b>2019/20</b>	900,000 135,000 1,200,000 2020/21	900,000 135,000 1,200,000 2021/22	Children and Young People's Plan Community Plan Equality Strategy Health & Wellbeing Strategy Heritage Strategy Procurement Strategy
Registered members Visitor figures Anticipated non financial resources Staff (FTE) Accommodation (Libraries)	139 1,20 20 43	5,000 0,000 <b>16/17</b> 3.71	135,0 1,200,0 <b>2017/</b> 33.3 7	000 ,000 <b>7/18</b> 30	135 1,200 2018 31	000	135,000 1,200,000 <b>2019/20</b>	135,000 1,200,000 <b>2020/21</b>	135,000 1,200,000 <b>2021/22</b>	Community Plan Equality Strategy Health & Wellbeing Strategy Heritage Strategy Procurement Strategy
Visitor figures  Anticipated non financial resources  Staff (FTE)  Accommodation (Libraries)	1,20 20 4:	00,000 1 <b>6/17</b> 3.71	1,200,1 <b>2017/</b> 33.3 7	,000 <b>7/18</b> 30	1,200 2018 31	0,000 B/19	1,200,000 <b>2019/20</b>	1,200,000 <b>2020/21</b>	1,200,000 <b>2021/22</b>	Equality Strategy Health & Wellbeing Strategy Heritage Strategy Procurement Strategy
Anticipated non financial resources Staff (FTE) Accommodation (Libraries)	20'	1 <b>6/17</b> 3.71 7	<b>2017/</b> 33.3 7	<b>7/18</b> 30	2018 31.	3/19	2019/20	2020/21	2021/22	Health & Wellbeing Strategy Heritage Strategy Procurement Strategy
Staff (FTE) Accommodation (Libraries)	43	3.71 7	33.3 7	30	31.					Heritage Strategy Procurement Strategy
Accommodation (Libraries)		7	7	,	7	35	31.35 7	31.35 7	31.35 7	Procurement Strategy
(	1	7	7 144	4	1	7	7	7	7	0,
Equipment (PC's)	1	44	144	4						
		144		144		52	152	152	152	Volunteering Strategy
										Workforce Strategy
Performance indicator	Actua	Performance	(A) performance	ce target (T)	T) Proposed Target (P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator n
(LBC2020 indicators highlighted in purple)	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)	Folality	Reporting cycle	illulcator type	met
mber of visitors accessing the library service online	233,134	210,000	220,000	230,000	230,000	240,000	High	Monthly	Quality	Reduced uptake of service
Active users - peoples network terminal	70,268	56,000	56,000	56,000	56,000	56,000	High	Monthly	Outcome	Reduced uptake of service
% self service usage for stock transactions	96	97	97	97	98	98	High	Monthly	Business critical	Increased costs
Active volunteers in libraries	336	220	230	230	230	230	High	Monthly	Business critical	Reduced service delivery
Maintain Income	£359,684	£346,000	£376,000	£376,000	£376,000	£376,000	High	Monthly	Unit cost	Increased costs
Visitor figures - physical visits to libraries	1,120,417	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	High	Monthly	Quality	Reduced service delivery
% customer satisfaction (ARS)	100%	95%	95%	95%	95%	95%	High	Annual	Perception	Reduced customer service
mber # %	r of visitors accessing the library service online Active users - peoples network terminal self service usage for stock transactions Active volunteers in libraries Maintain Income Visitor figures - physical visits to libraries	r of visitors accessing the library service online  233,134  Active users - peoples network terminal     70,268     self service usage for stock transactions     Active volunteers in libraries     Maintain Income     £359,684  //isitor figures - physical visits to libraries     1,120,417	r of visitors accessing the library service online 233,134 210,000  Active users - peoples network terminal 70,268 56,000  self service usage for stock transactions 96 97  Active volunteers in libraries 336 220  Maintain Income £359,684 £346,000  //sitor figures - physical visits to libraries 1,120,417 1,200,000	r of visitors accessing the library service online 233,134 210,000 220,000 Active users - peoples network terminal 70,268 56,000 56,000 self service usage for stock transactions 96 97 97 Active volunteers in libraries 336 220 230 Maintain Income £359,684 £346,000 £376,000 /isitor figures - physical visits to libraries 1,120,417 1,200,000 1,200,000	r of visitors accessing the library service online 233,134 210,000 220,000 230,000 Active users - peoples network terminal 70,268 56,000 56,000 56,000 self service usage for stock transactions 96 97 97 97 Active volunteers in libraries 336 220 230 230 Maintain Income £359,684 £346,000 £376,000 £376,000 fisitor figures - physical visits to libraries 1,120,417 1,200,000 1,200,000 1,200,000	r of visitors accessing the library service online 233,134 210,000 220,000 230,000 230,000 Active users - peoples network terminal 70,268 56,000 56,000 56,000 56,000 self service usage for stock transactions 96 97 97 97 98 Active volunteers in libraries 336 220 230 230 230 Maintain Income £359,684 £346,000 £376,000 £376,000 £376,000 fisitor figures - physical visits to libraries 1,120,417 1,200,000 1,200,000 1,200,000 1,200,000	r of visitors accessing the library service online 233,134 210,000 220,000 230,000 230,000 240,000 Active users - peoples network terminal 70,268 56,000 56,	2016/17(A)   2017/18(T)   2018/19(P)   2019/20(P)   2020/21(P)   2021/22(P)   202	### C2020 Indicators highlighted in purple   2016/17(A)   2017/18(T)   2018/19(P)   2019/20(P)   2020/21(P)   2021/22(P)	### C2020 Indicators highlighted in purple   2016/17(A)   2017/18(T)   2018/19(P)   2019/20(P)   2020/21(P)   2021/22(P)   2021/22(P)

		DEPARTM	ENTAL BUDGE	T AND RESOU	RCES			
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	3,364	3,269	3,051	35	3,053	3,067	3,081	3,111
Employees	1,368	1,312	1,083	41	1,070	1,070	1,070	1,070
Premises	494	503	504	0	322	327	333	343
Transport	4	4	4	0	5	5	5	
Supplies & Services	488	440	453	(5)	648	658	666	68
3rd party payments	22	22	18	0	18	18	19	19
Transfer payments	0	0	0	0	0	0	0	(
Support services	688	687	688	0	688	688	688	68
Depreciation	301	301	301	0	301	301	301	30
Revenue 9 000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
ncom(c)	461	456	390	(30)	405	491	491	49 <sup>-</sup>
Govern <b>g</b> nt grants	0	0	0	0	0	0	0	-
Reimbursements	113	95	81	(5)	66	66	66	6
Custome client receipts	348	361	309	(25)	339	425	425	42
Rechar <b>s</b>	0	0	0	0	0	0	0	
Reserves	0	0	0	0	0	0	0	-
Capital Funded	0	0	0	0	0	0	0	(
Council Funded Net Budget	2,903	2,813	2,662	5	2,648	2,576	2,591	2,620
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Library Buildings	95	72	799			200	350	
Library IT					100			



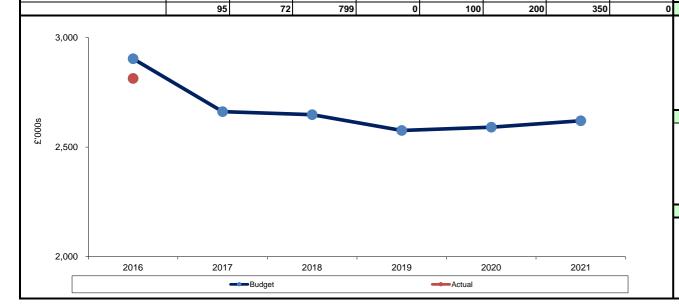


# Summary of major budget etc. changes

2018/19

2019/20

Total savings £78k CH68/69 of which £48k was deferred to 2019/20 Savings - Letting of space for coffee shop franchise in libraries - £30k



Savings CH68/69 deferred until 2019/20 -£48k Savings CH67 Merton Art Space £38k

2020/21

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - N Libraries	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Partnership development	Improved customer experience	Lincilliou	ппраос	00010
Start date	2015-16	Project Details	Continue to develop partnership approach to delivering services in libraries. Increase health partnerships. Refine outcomes in partnership agreements.		2	1	2
End date	2018-19		partitional partition and a second control of the partition of the partiti				
Pro	oject 2	Project Title:	Heritage Strategy	Improved effectiveness			
Start date	2015-16	Project Details	Promote the Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding and improve income streams.		3	1	3
End date	2019-20						
Pro	oject 3	Project Title:	London Libraries Consortium	Improved effectiveness			
Start date	2015-16	Project Details	Implement actions in the LLC Strategy and procure a new library management system.		3	2	6
End date	2018-19						
Pro	oject 4	Project Title:	Children & Young People's projects	Improved customer experience			
Start date	2013-14	Project Details	Embed the Schools and Libraries Membership schemes for primary and high schools. Embed outcomes from 'My Library' project.		3	1	3
End date	2019-20		outcomes from My Library project.				
Pro	oject 5	Project Title:	Customer consultation, marketing and promotion	Improved customer experience			
Start date	2016-17	Project Details	Undertake customer surveys 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		2	1	2
Eco date	2020-21		Library Connect.				
	oject 6	Project Title:	Income Generation	Improved efficiency (savings)			
St <del>art</del> date	2016-17	Project Details	Implement agreed savings from the rollout out of coffee shops in libraries and further develop income sources such as Merton Arts Space whilst identifying new opportunities.		3	2	6
End date	2019-20		sealines each ac mentin have opened minor techniques opportunities.				
Pro	oject 7	Project Title:	Assisted digital support	Improved customer experience			
Start date	2013-14	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives and the Customer Contact project.		2	2	4
End date	2018-19		mational initiatives and the outsomer contact project.				
Pro	oject 8	Project Title:	Security services contract	Improved efficiency (savings)			
Start date	2015-16	Project Details	On-going monitoring of performance. Develop security guard services to play a more active role in		3	2	6
End date	2018-19	,	service transformation and to support with new lone working arrangements.				
Pro	oject 9	Project Title:	Library redevelopments	Improved customer experience			
Start date	2015-16	Project Details	Continue to develop the new Colliers Wood Library and maximise the use of space in existing		3	2	6
End date	2018-19		libraries. Work with other departments to identify new development opportunities.				
Pro	ject 10	Project Title:					
Start date		Project Details					0
Projects							

Cllr Nick Draper Cabinet Me	dult Learning ember for Con Providers:	ılture	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.											
	ames College vork London			The service courses.	will continue to	o provide popu	ılar courses w	vhilst expand	ing provisio	on for families and enhand	ing our range of maths	s, English and employability		
				Plar	ning Assumpt	ions						The Corporate strategies the		
Anticipated demand		2016	6/17	201	7/18	2018	3/19	2019	9/20	2020/21	2021/22	service contributes to		
Total number of learners		32	85	32	85	328	85	328	85	3285	3285	Culture and Sport Framework		
Number of accredited learner	S	14	67	14	67	1467		140	67	1467	1467	Employment and Skills Action Plan		
Total number of enrolments		39	64	39	64	3964		3964		3964	3964	al Educational Needs and Disabilities S		
												Medium Term Financial Strategy		
Anticipated non financial resou	irces	2016	6/17	201	7/18	2018	3/19	2019	9/20	2020/21	2021/22	Community Plan		
Staff (Commissioning Team)		3.6	66	3	.8	3.7		3.7	75	3.75	3.75	Equality Strategy		
Staff (LDD Curriculum manage		1	1	·	1	0		C	)	0	0			
South Thames College							esources to pro							
Groundwork London							esources to pro	ovide service						
Performance indicator		2016/17(A)	2017/18(T)	(A) Performano 2018/19(P)	2019/20(P)	roposed Target 2020/21(P)	2021/22(P)	Pola	rity	Reporting cycle	Indicator type	Main impact if indicator not met		
Number of enrolments per ann	um	n/a	3964	3964	3964	3964	3964	Hig	jh	Quarterly	Outcome	Reduced uptake of service		
Number of new learners per and (not registered as learners in previous		n/a	50%	45%	40%	40%	40%	Hig	jh	Quarterly	Outcome	Reduced uptake of service		
Number of completers (% retention rate		n/a	93%	94%	95%	95%	95%	Hig	jh	Annual	Outcome	Reduced service delivery		
% overall success rate of accredited cours		n/a	85%	86%	88%	90%	90%	Hig	jh	Annual	Outcome	Reduced uptake of service		
of end of course evaluations where teach is rated as good or above	ing and learning	n/a	95%	95%	95%	95%	95%	Hig	jh	Annual	Perception	Reduced service delivery		
% of enrolments from deprived w	<i>r</i> ards	n/a	27%	30%	32%	35%	35%	Hig	jh	Quarterly	Quality	Reduced uptake of service		
Average cost per learner		n/a	£247	£247	£247	£247	£247	Lo			Annual Unit cost	Unit cost	Reduced uptake of service	
		Financ	cial Informati		•					Additio	nal Expenditure Info	ormation		
Revenue	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22						
Expenditure	3,107				1,427	1,443	1,459	1,491						
Old Service Contractor's Fee	2,062 660		1,038	-68	0 1,052	1,070	1,085	1,116						
Employees (Commissioning Team)	112					229	229							
Employees (LDD Curriculum Manager)	63		123			77	77							
Support Service Other Costs	179 32		28 38		28	28 40	28 40	-						
Revenue	Final Budget 2016/17	Actual 2016/17	Original Budget	Forecast Variance	38  Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22						
Income	3,133		2017/18 1,381	2017/18 P7 -36		1,381								
Adult Education Block Grant	2312		1,347		1,347	1,347	1,347							
Adult Apprenticeships Grant	17	0	27	-23	27	27	27							
Other Income	803		7	-13		7	7	7						
Council Funded Net Budget  Capital Expenditure	-26 Final Budget 2016/17	465 Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	46 Budget 2018/19	62 Budget 2019/20	78 Budget 2020/21	110 Budget 2021/22						

Description of main activities and objectives

**Commissioned Service** 

			DETAILS OF MAJOR PROJECTS  Merton Adult Learning				
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	ject 1	Project Title:	Improve Ofsted status	Improved effectiveness	Entomiood	impuot	00010
Start date	2016/17	- Project Details:	Implement agreed actions in Post Ofsted Improvement Action Plan (PIAP) ready for re-inspection with the view to achieving a 'Good' status		3	2	6
End date	2018/19		the view to define virig a Good Status				
Pro	ject 2	Project Title:	Embed employability, maths and English strands in courses where applicable	Economic outcomes			
Start date	2016/17	- Project Details:	Embed key threads around employability, maths and English into courses delivered by new providers.		2	1	2
End date	2018/19						
Pro	ject 3	Project Title:	Develop new apprenticeschip scheme	Economic outcomes			
Start date	2016/17	- Project Details:	Increase the number of apprenticeships in Merton working with local employers.		2	1	2
End date	2019-20						
Pro	ject 4	Project Title:	Expand provision in deprived areas of the borough and / or amongst deprived communities	Improved effectiveness			
Start date	2016/17	- Project Details:	Deliver a range of community and family learning initiatives in the borough to increase take up and proactively market services to residents with the greatest needs.		3	1	3
End date	2018/19		productively market convides to residente with the greatest needs.				
Pro	ject 5	Project Title:	Embed new evidence base and overhaul course provision	Improved customer experience			
Start date	2017/18	- Project Details:	Make more effective usage of learner and community data to inform the future commissioning of adult learning courses whilst retaining a healthy breadth of provision.		2	1	2
En <b>Q</b> late	2018/19		ioanning coances minor rotaining a ricaian or provision.				
No Pro	ject 6	Project Title:	Embed new commissioning arrangements across all services	Improved effectiveness			
Start date	2016/17	- Project Details:	Undertake regular contract reviews and identify improvement plans to embed and improve the quality of the new adult learning services		3	2	6
End date	2019/20						
Pro	ject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	ject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		,					
Pro	ject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		,					
Pro	ject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		1 Tojout Details.					

		Public Health										P	anning Assu	ımntions					The Corporate strategies your
Clir	Tobin Byers:Cab		r Adult Social	Care			Anticipate	ed demand		201	6/17		7/18		8/19	2019/20	2020/21	2021/22	service contributes to
Enter a brie	f description of	your main activ	rities and object	ctives below				l health			705		856		,007	21,158	21,309	21,460	Sexual Health Strategy
Public Health services curre							•	& alcohol			280 Alcohol		340 alcohol	<u> </u>	340 alcohol	TBC	TBC	TBC	Health & Wellbeing Strategy
Services to improve heal     (including the following me)						Sup	•	of PH staff capa	acity)		)%	40			)%	40%	40%	40%	
(including the following m 5 services, National Child			uui, indo neal	ui checks, Hea	aitriy Child U-	<b></b>	NHS Hea	Ith Checks			300		180		600	2600	TBC	TBC	
<ul> <li>Commissioning support f</li> </ul>	unction to the C	CG (mandator	y)and council	;		Nati	onal Child Meas	urement Program	mme		Cohort : 2,468 hort: 2,029		Cohort : 2528 hort: 2,119		Cohort : 2541 hort: 2,174	Reception Cohort: 2,555 Year 6 Cohort: 2,229	Reception Cohort: 2568 Year Six Cohort: 2,285	Reception Cohort: 2,582	
<ul> <li>Health protection oversig</li> </ul>								. (750)								•		Year Six Cohort: 2,340	
Health intelligence includ	ling JSNA (man	datory)				Hoolth Vio		vement (TBC) /isits: estimated	I now hirths		BC 246		BC 222		BC 176	TBC 3130	TBC 3085	TBC	
Our vision for public healt	th in Merton ov	er the next fiv	ve vears is to	:		nealth vis	iting inew birtin	visits. estimateu	Triew births	32	240	32		3	170	3130	3000	3039	
<ul> <li>Protect and improve physical</li> </ul>	sical and mental	I health outcon	nes for the wh	ole population															
throughout the life course					est and	An	ticipated non fi	inancial resour	ces	201	6/17	201	7/18	201	8/19	2019/20	2020/21	2021/22	
<ul> <li>East of the borough, with</li> <li>Fulfil our statutory PH du</li> </ul>		financiai enve	iope available					(FTE)		15	i.93	16	.56		3.66	18.66	18.66	18.66	
<ul> <li>Contribute to Merton bec</li> </ul>		best council in	n 2020				Staff (T	rainees)		:	2		2		2	2	2	2	
										A . ( 1		(A) D. (	T	T) D	F(D)				
Our strategic objectives a Objective 1: Service transform		or East Marton	Madal of Has	olth and Wallha	ing and	/I BC2	Performant	ce indicator highlighted in p	nurnia)	2016/17(A)	2017/18(T)		2019/20(P)	T) Proposed 2020/21(P)	2021/22(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Wilson health and communi					ilig allu			oop. (excl. Chlamyo		. ,		· '	. ,	` '	· /	High	Annual	Output	Detrimental to public health
transformation		·	Ü							N/A	1141.7	1181.6	1222.9	1265.7	TBC	High		Output	Detrimental to public health
Objective 2: Embedding b	alth & wallhair -	into council L	usinosa Frak	and hanlth ar-	wollbain~		•	/ test at first atte		N/A N/A	80% 73%	86% 79%	92% 84%	97% 90%	TBC	High High	Annual Annual	Outcome Outcome	Reduced quality of service
Objective 2: Embedding he as relevant outcome across								f drug treatment		N/A N/A	9%	9.0%	9.0%	90%	TBC 9.0%	High	Quarterly	Outcome	Failure to meet PHOF target
ealth as marker for good g	overnment and							n of alcohol trea	,	N/A	60%	60%	60%	60%	60%	High	Quarterly	Outcome	
ision of best London counc	il							ldren age 10 - 1		34.4%	34.7%	34.2%	33.7%	TBC	TBC	Low	Annual	Outcome	Increase prevalence of long term conditions
Objective 3: Strengthening	commissioning	and commission	oning support	– Develon nuh	lic health	Reduce % gap	in age 10-11 obe	sity between East 8	& West Merton	N/A	9.2%	8.0%	8.0%	TBC	TBC	Low	Annual	Outcome	COTIGINOTIS
strategic commissioning (er	nd-to-end) & pub	olic health supp	ort to commis	ssioning for hea	alth and	Health Visiting	- % of New Birth	Reviews within 1	14 days of birth		[ ]			1				1	
vellbeing outcomes using a				porative commi	ssioning					96.2%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Poor childhood outcomes
approaches for developmer	nt and delivery o	r integrated se	rvice models																
						% participation	in National Chil	d Measurement	Programme of	07.004	050/	0501	0507	050/	050/	Lliab	Annual	Outcom -	Drooph statute
							Year 6		-	97.8%	95%	95%	95%	95%	95%	High	Annual	Outcome	Breach statutory duty
		DEPART	MENTAL BUDG	GET AND RESO	URCES							2018/19 Ex	penditure					2018/19 Income	
					-	_												_	
evenue £'000s	Final Budget	Actual	Original Budget	Forecast Variance	Budget	Budget	Budget	Budget							■Employees				
Wellue 2 0003	2016/17	2016/17	2017/18	2017/18 P7	2018/19	2019/20	2020/21	2021/22											
xpenditure	10,888	11,025	10,948	1	10,099	9,297	9,297	9,297				Ш			■Premises				
nployees	1,047	1,148				1,177	1,177	1,177											
emises ansport	2	2	2	2 0	3	3	3	3											
ansport upplies & Services	7,868	7,918	3,194	1 4	2,893	3 2,621	2,621	2,621							■Transport				
d party payments	1,801	1,801	6,483				5,343	5,343											■Government grants
ansfer payments	0	0	(	0	(	0	0	0							-0 " 0				
upport services epreciation	167	155 0	151		151	151	151 0	151 0				1		_	■Supplies &	Services			■ Reimbursements
	Final Budget	Actual	Original	Forecast	Budget	Budget	Dudget	Budget											Reimbulsements
evenue £'000s	Final Budget 2016/17	Actual 2016/17	Budget	Variance	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22							■3rd party pa	yments			
come	11,219		2017/18 10,948	2017/18 P7 3 (114)			10,397	10,397											
overnment grants	10,998		10,727		10,448		10,176	10,176											
eimbursements	221	358	221	(114)	251	221	221	221							■Transfer pa	yments			
ustomer & client receipts echarges	0	0	(	0 0		0	0	0											,
eserves	0	0		0 0		0	0	0							■Support ser	vices			
apital Funded	0	0	(	0	<u> </u>	0	0	0							=оаррон оол				
ouncil Funded Net Budget	(331)	(331)	Original	Forecast		(1,100)	(1,100)	(1,100)											
apital Budget £'000s	Final Budget	Actual	Budget	Variance	Budget	Budget	Budget	Budget							Summary	of major budget etc.	changes		
	2016/17	2016/17	2017/18	2017/18 P7	2018/19	2019/20	2020/21	2021/22								004040	_		
	+		-						F- 0015	\ 4b	-1 - :				alabe e	2018/19	L- MTCO :	- 4b - 04 ·····	OOF 9 00001 00111 1111
	+					<del> </del>			For 2018/19 is no other of	tne nation	ai grant rem	nains the sa ilable for D	arne and the	ere are no a 7 7 m	idditional trai	nsrer requirements in t	ne MIFS over an abov	ve the £1 million (£400k	CSF & £600k C&H). if there
	+			1	-				10 110 011101 0	a.iyo iiid	-aagai ava								
	1								Donondont	on Covers	mont areas	ovact fire	no to bo a	nfirmed (CC	D in Nov 00	15 apparanced: Dine C	ongo romovadi franco	010/10 Doourroat C 00/	savings (2015/16) plus 2.2%
									in 2016/17 p	on Governr olus 2.5% ir	neni grani, n 2017/18 n	lus additio	อง เบ ม <del>ูย</del> เป nal 2.6% in	2018/19)	IX III INOV 20	io announced: King F	ence removed; mom 20	NOTE NECUTETION	saviriys (2015/16) plus 2.2%
									]		P			/					
	0	0	(	)  0	(	0	0	0								2019/20			
_									Erom 0040"	20 tha'	anal sublic	hoolth	ا ما النبيد ا	and from all a	ا - ان مطالفیر	ool business ==t== 144	lork io un domuce +	tional regional	المريمام بمطمعه المريما
2016	1	1	2018	2019	1	2020	2021		implications	of this cha	nge on the	neann grar PH budget	ıı wııı end a . Contributi	ind Tunding on of £400k	to CSF & £1	icai pusiriess rates. W I.1m to C&H.	ork is uniderway at ha	uonai, regional and loca	al levels to understand the
2010	20		2010	2019		2020	ZUZ I			Uniu	g- 0 uio			~ 100K					
-200 -									l										
		1																	
-400 -																2020/21			
20003																			
- <del>600</del> -									Public Healt	th budget w	vill be funde	d from loca	l business	rates. Contr	ibution of £4	00k to CSF & £1.1m to	o C&H.		
-800 -																			
																2021/22			
-1,000																2021/22			
4.000																			
-1,200 J																			
					•	hual		——————————————————————————————————————											
		Budget			<b>─</b> Ac	tual		1											

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YE Public Health	AR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	East Merton Model of Health and Wellbeing/Wilson (TOM URN: PH 5)	Improved effectiveness	Likomioou	mpaot	000.0
Start date  End date	2018/19	Project Details:	TOM TRANSFORMATION DELIVERY PLAN - EAST MERTON MODEL AND WILSON 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. There are some key programmes of work that sit under this, including Social Prescribing, and a Whole System Approach to Diabetes: SOCIAL PRESCRIBING: Social prescribing is part of the programme 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. WHOLE SYSTEM APPROACH TO DIABETES: Develop a whole systems approach to Diabetes, as agreed by the Health and Wellbeing Board in June 2017. This will be an exemplar for future work, is a pivotal opportunity as it connects the HWBB (as systems leaders) with health professionals, local place shapers (Clirs and GPs) and community 'connectors' to develop systems leadership and build a social movement to identify ideas and ways to tackle diabetes together. This will in turn inform the developing East Merton Model of Health and Wellbeing.  PH Lead: Amy Potter		3	3	9
Pro	oject 2	Project Title:	Embed Health and Wellbeing in all policies (TOM URN: PH2; PH3; PH4)	Improved effectiveness			
Start date	2018-19	Project Details:	TOM TRANSFORMATION DELIVERY PLAN - HEALTH IN ALL POLICIES  Embed "health in all policies" (HIAP)as a relevant outcome across the whole council business (and partners) incl establish health as marker for good government and as investment rather than expenditure; work in partnership with HR to deliver Healthy Workplace Programme; engage in growth and regeneration agenda, including optimising health improvement through the planning process, working with Comms around advertising and sponsorship policy. Key priorities in this programme include implementation of the multi-agency Merton Child Healthy Weight Action Plan and delivery of the Merton Dementia Action Alliance, and development of the Local Plan. PH lead: Clarissa Larsen; Julia Groom; Amy Potter		2	2	4
Pr	oject 3	Project Title:	Sexual Health Strategy and Integrated sexual health services (TOM URN: PH6)	Improved effectiveness			
Start date	2018-19	Project Details:	TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT  Development of a Sexual health strategy that takes a liefcourse approach and focuses on priorities for prevention; embedding and furtther developing integrated		3	3	9
End date	2021-22		sexual health services; and suport for vulnerable groups. Mobilisation of co-commissioned integrated sexual health services, with joined up Level 2 CaSH services and Level 3 GUM services in a seamless provision. PH Lead: Julia Groom				
Pr	oject 4	Project Title:	Redesign of Adult substance misuse treatment services (drugs and alcohol) (TOM URN: PH6)	Improved effectiveness			
Start date	2018-19	Project Details:	TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT  Mobilise and embed the newly commissioned Integrated adult substance misuse service based on a preventative and recovery orientated model, working in conjunction with CCG and other stakeholders. Deliver the outcomes identified within the comprehensive substance misuse prevention framework through the		3	3	9
End date	2020-21		Substance Misuse Partnership Board (SMPB). PH Lead: Amy Potter				
Standate  Standate  25  Endbate	1	Project Title: Project Details:	Development of collaborative commissioning approaches to adult services (TOM URN: PH7)  TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (ADULTS)  Explore development of new cross-team and cross-organisational (PH, ASC and other parts of C&H, and CCG) strategic approaches including defining Core Offer to CCG, and identifying opportunities for long term joint commisioning. Particular priority areas include:  - Mental Health pathways and substance misuse  - Falls prevention and strategic approach to active ageing  - Disability strategy  - Supported Housing	Improved effectiveness	2	2	4
Pre	oject 6	Project Title:	- Approach to healthy lifestyles services post 3/2019 (break clause in current commissioning)  Development of integrated Children's Services (TOM URN: PH7)	Improved effectiveness			
Start date  End date	2016-17	Project Details:	TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (CYP)  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 of services including 0-19 Healthy Child and Children's Centres, to provide seamless care pathways for children and young people. Continue to develop a CYP joint commissioning function between PH, CSF and MCCG. PH Lead: Julia Groom		2	3	6
Pre	oject 7	Project Title:	Joint Strategic Needs Assessment Plus/Intelligence Hub (TOM URN: PH11)	Improved effectiveness			
Start date	2018-19	Project Details:	TOM TRANSFORMATION DELIVERY PLAN - JSNA PLUS/INTELLIGENCE HUB  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		2	2	4
End date	2021-22		outcomes; and Information management including sharing /linkages of data across the council/CCG and through the development of a Merton Intelligence Hub. PH Lead: Amy Potter				
Pro	oject 8	Project Title:		Improved effectiveness			
Start date		Project Details			2	2	4
End date		Project Details:					
Pro	oject 9	Project Title:		Improved efficiency (savings)			
Start date		Project Details:			2	2	4
End date							
Pro	oject 10	Project Title:		Improved effectiveness			
Start date		Project Detailer			2	2	4
End date		Project Details:					

# **Corporate Services**

Business Improvement			Planning Assu	mptions				The Corporate strategies your
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	service contributes to
Enter a brief description of your main activities and objectives below	Core IT Systems support and management (days)	5000	5720	5720	5720	5720	5720	Customer Contact Strategy
Continuous Improvement and Corporate Change will:	Continuous improvement & Corporate Change (days)	880	880	880	880	880		IT Strategy and Implementation Plan
- Support DMTs to embed a culture of continuous business improvement within the organisation	Policy, Strategy & Partnerships	770	770	770	770			Information Management Strategy
through the provision of tools, techniques, advice and support – including but not limited to Lean.  - Ensure change is effectively planned for and managed across the organisation, embedding	Comms & Engagement	1120	1120	880	880	880	880	Voluntary Sector Strategy
change management principles and methodologies.								Equality Strategy
- Drive and faciliate the Targeting Operating Models (TOM) refresh process	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Community Plan
- Quality assure the Improvement Portfolio on behalf of Merton Improvement Board (MIB), DMTs and CMT.	Staff - CI & CC (FTE & fixed term)	5.3	4.8	4.8	3.0	2.0	2.0	Communications Strategy
	Staff - Policy, Strategy & Partnerships	4.8	4.8	4.8	4.8	3.8	3.8	
Business Systems team will work with the organisation to establish and deliver the IT Strategy	Staff - Business Systems Team (FTE + projects)	26.5	28.7	28.7	26.2	26.2	26.2	
and associated implementation plan. Through the Technical Design Authority (TDA) they will	Comms & Engagement	7.0	7.0	5.5	5.5	5.5	5.5	

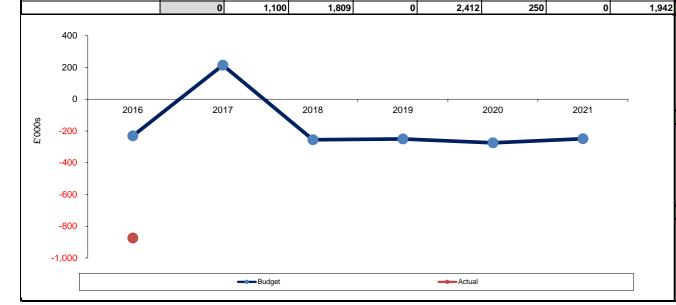
and associated implementation plan. Through the Technical Design Authority (TDA) they will ensure a coordinated and planned approach is adopted for the implementation and support of technology, complying with the agreed corporate strategy, standards and supportability. They will proactively provide advice and opportunities to fully exploit existing and emerging technologies to the business to leverage investments and improve business efficiency and service.

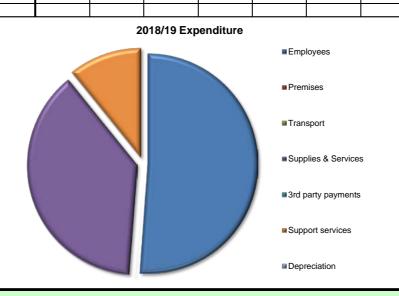
The **Policy, Strategy and Partnerships team** supports the Council's approach to partnership working, including the Merton Partnership, and its annual Conference. It provides advice on equalities and the Council's approach to Equality Assessments. It has the lead role on the Council's Prevent duties and is the key liaison point. It manages the relationship with the voluntary sector, leading on the Voluntary Sector and Volunteering Strategy and the Merton Compact

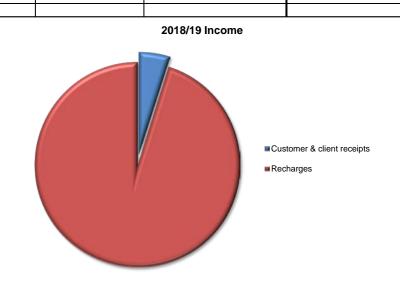
The **Communications team i**s responsible for promoting and protecting the reputation of the council by communicating with Merton's key stakeholders using a range of channels including media relations, My Merton, social media, campaign marketing as well as corporate events.

7, 0,			1		1			1		
Staff - Business Systems Team (FTE + projects)	26	6.5	28	3.7	28	3.7	26.2	26.2	26.2	
Comms & Engagement	7	.0	7	'.0	5	5.5	5.5	5.5	5.5	
Performance indicator	Actual P	erformance (	A) Performa	nce Target (F	P) Proposed	Target (T)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
(LBC2020 indicators highlighted in purple)	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)	Polarity	Reporting cycle	indicator type	met
Systems availability	99.73%	99%	99%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery
% positive and neutral coverage tone	88.47%	92%	92%	92%	92%		High	Monthly	Perception	Reputational risk
No. of new volunteers recruited	n/a	350	350	350	350	TBC	High	Quarterly	Outcome	Reduced customer service
% who agree people from different backgrounds get on (ARS)	93%	90	90	90	90	90	High	Annual	Perception	Reputational risk
% agree Merton is making the area a better place to live (ARS)	76%	N/A	TBC	N/A	TBC	N/A	High	Annual	Perception	Reputational risk
% of residents who feel informed about council services (ARS)	81%	N/A	TBC	N/A	TBC	N/A	High	Annual	Perception	Reputational risk
% of residents who agree the council involves them in making decisions	62%	N/A	TBC	N/A	TBC	N/A	High	Annual	Perception	Reputational risk

		DEPARTM	IENTAL BUDG	ET AND RESOL	JRCES			
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	3,481	4,263	3,244	125	2,810	2,835	2,810	2,836
Employees	2,149	2,823	1,244	165	1,437	1,437	1,387	1,387
Premises	0		0	1	0	0	0	(
Transport	3	2	3	(3)	2	2	2	2
Supplies & Services	1,011	1,107	1,693	(38)	1,068	1,093	1,119	1,14
3rd party payments	0				0	0		(
Support services	317	331	303	-	303	303	303	303
Depreciation								
Revenue 1000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Incom(C)	3,712	5,137	3,030	(179)	3,065	3,085	3,085	3,085
Government grants								
Reimbursements		893		35				
Customer & client receipts	114	46	114	(189)	149	169	169	169
Recharges	3,598	4,198	2,916	(25)	2,916	2,916	2,916	2,910
Reserve						0		
Capital Funded								
Council Funded Net Budget	(231)	(874)	214	(54)	(255)	(250)	(275)	(249
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Customer Contact Programme		420	1,006		1,050	250		1,900
IT Systems Projects		89	405		1,012			42
Social Care IT System		591	398		350			
•								
					-	+	-	
					-	-	-	







## Summary of major budget etc. changes

## 2018/19

CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k

CS2015-02 Expiration of salary protection 16k

CSREP 2018-19 (13) Maintenance and Support reduction £10k

CSREP 2018-19 (14) M3 support to Richmond/Wandsworth £20k

CSREP 2018-19 (15) Street Naming and Numbering Fees/Charges Review  $\,\pm 15k$ 

CSREP 2018-19 (16) Operating cost reduction  $\pm 11k$ 

2019/20

 $\textbf{2018-19 CS14} \; \textbf{M3} \; \text{support to Richmond/Wandsworth} \, \textbf{£20k}$ 

2020/21

2018-19 CS15 Policy & Partnerships - reduce headcount £50k

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Business Improv				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Customer Contact programme	Improved customer experience	LIKEIIIIOOO	impact	Score
Start date  End date	2013-14	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	3	2	6
Pr	oject 2	Project Title:	Electronic document and records management system	Improved efficiency (savings)			
Start date  End date	2013-14	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
Pr	oject 3	Project Title:	Social Care Information System - phase 2	Improved efficiency (savings)			
Start date  End date	2018/19	Project Details:	Further enhancements and functionality to the Mosaic system.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	3	3
Pr	oject 4	Project Title:					
Start date		Project Details:					0
End date							
Pr	oject 5	Project Title:	Strategic Partner Programme				
Start date	2017-18	Project Details:	Selecting new strategic partners from the voluntary sector to provide Information, Advice and Guidance plus support and advice to the sector as a whole. This will involve co-producing specifications with the voluntary sector and statutory partners. The new programme will start in April	Improved Information, Advice and Guidance will improve prevention/early intervention and defer the need for expensive acute interventions. As the range of public sector services reduce and thresholds are raised, the voluntary sector is an increasingly important provider of services to residents. It is vital that			0
E date	2018-19		2019.	there is support and advice to enable the sector to grow and adapt.			
⊕ N Pr	oject 6	Project Title:	4Ps				
St <b>&amp;</b> Ddate	2017-18	Project Details:	Procure and implement M3LP and M3PP hosted environment through CCS framework and migrate all content from current on-premise systems.	Renewal of contract to comply with procurement regulations, migration to managed hosted (cloud) solution, precursor for provision of system for shared services with Wandsworth and Richmond and	2	2	4
End date	2018/9		Content from current on promise systems.	upgrade path to new product version Asure.			
Pr	oject 7	Project Title:					
Start date		Project Details:			0	0	0
End date							
Pr	oject 8	Project Title:					
Start date		Project Details:			0	0	0
End date							
Pr	oject 9	Project Title:					
Start date		Project Details:			0	0	0
End date		,					
Pro	oject 10	Project Title:					
Start date		Project Details:			0	0	0
End date		,					

	Corp	orate Governa	ince										nning Assum					The Corporate strategies your
	Allison: Deputy L							ted demand		2016		2017		2018/19	2019/20	2020/21	2021/22	service contributes to
	f description of y	•	vities and object	tives below		4		sidents	———	205,7	,722	207,4		208,607	209,771	210,902	<del></del>	Information Governance Policy
Corporate Governance is made	·				,	<del></del>		fficers	<del>+</del>		<u> </u>	1	-	+		+		Equality Strategy Risk Management Strategy
<u>Information Governance</u> - mar requests, ensuring organisation	nages complair	nts, MP & Mer	nber enquiries,	Freedom of Inf	formation	<del></del>		ections	<del></del>	2		1		1		+ 1		Procurement Strategy
agenda, including maintaining	g the Publication	on Scheme. Als	Stection Act and	a the Transpart e Local Land C	ency harges	Ar	nticipated non fi		irces	2016		2017	7/18	2018/19	2019/20	2020/21	2021/22	1 Toodromen enalegy
function. GDPR - General Dat	ta Protection Re	egulation						ff (FTE)		30.7 (excl. lr			8.9	28.9	28.9	28.9		
Democracy Services - maintai				o Councillors a	nd Mayor &	f	Staff -	- Election		130		80		800	0	500	500	
ensures council has robust de								- Canvas		150		15		150	150	150	150	
Electoral Services - Electoral S	Services carrie	s out the state	utory maintenar	nce of the regis	ster of	(1,00)		nce indicator						T) Proposed Targets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
electors, administers elections electoral reviews. The move t	ns and referendu	ums and under	ertakes the work	k needed on ὄοι	oundary and	•	2020 indicators		1 1 / 20					2) 2020/21(P) 2021/22(P)			,	met
challenges to the way the UK's	's electoral offic	ces work and	nas resulted in	a significantly i	new increased		it actions implem	, ,		90%	90%	90%	90%	90%	High High	Quarterly Quarterly	Business critical Business critical	Increased fraud Increased fraud
work load.					,			eted against plan dealt with in time		93%	90% 85%	90% 85%	90% 85%	90%	High	Monthly	Perception	Reduced customer service
Internal Audit and Investigation	ons- Merton ha	as joined the a	udit and fraud r	artnership with	ก its		Complaints prog			6%	9%	9%	9%	9%	High	Quarterly	Perception	Reduced customer service
Internal Audit and Investigatio neighbouring authorities. Inter and Investigations covered by Kingston, Richmond, Sutton a appraisal of risk management planned & unplanned audits. I	rnal Audit cover	ed by SWLAF	' (South West	London Audit F	Partnership)			dealt with in time		85%	85%	85%	85%	85%	High	Monthly	Perception	Reduced customer service
Kingston, Richmond, Sutton a	and Wandswort	h). The servir	ce provides inde	ependent, obje	ctive		nber of suppleme			24	20	18	16	14	Low	Quarterly	Perception	Government intervention
appraisal of risk management	i, governance & Investigates all	internal contr	of processes ar	nd fraud risks in	ncluding rest Co-		ncillors who agre			75	80	75	80	80	High	Annual	Perception	Poor decision making
ordinates the Annual Governa practice/weak controls to mem	ance Statement	. Reviews and	Jupdates anti f	raud polices. R	eports poor	Omb	oudsman complai	aints answered	in time	90%	90%	90%	90%	90%	High	Monthly	Quality	Rework
•	ŭ						dsman complaint			7%	40%	40%	40%	40%	Low	Quarterly	Perception	Government intervention
There is also the shared Lega and Kingston; this service has			rough of Richm	iond, Wandswo	orth, Sutton		FOI refusal notice			0%	4%	4%	4%	4%	Low	Quarterly	Perception	Government intervention
and Kingston, this service has	, its own oervior					No. of nev	w electors added	d to the register	r of electors	N/A	25,000	25,000	25,000	25,000	High	Annual	Perception	Reduced customer service
		DEPARI	MENTAL BUDG		JRCES				4		2	2018/19 Exp	nenditure	•			2018/19 Income	
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22		4		10,10 = 11,1	0.10.12.	■ Employees				
Expenditure	3,588		3,044	1 209														
Employees	1,557				1,193	3 1,193	1,194	4 1,194	<u>1</u>									
Premises Transport	0 21	12 20		14 -16		1 1 2 22	23	1 1 3 23						■Premises				<u> </u>
Supplies & Services	1,170																	
3rd party payments	493	439	9 460	-27	417	7 424	431	1 438	8									
Support services	347	434	4 308	0	308	308	308	8 308	킬 🌆			4		■Transport				
Depreciation			Original	Forecast		<del></del>	<del></del>	+	-									■Recharges
Revenue '000s	Final Budget 2016/17	2016/17	Budget 2017/18	Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22						■ Supplies & Services				
Covernment grants	2,535	2,672	2 1,776	(303)	1,776	1,776	1,776	6 1,776	킬 ▼									
Government grants Reimbursements	+	. <del> </del>	+	$\overline{}$		+	<del></del> '	+	-  "	1				■3rd party payments				
Customer & client receipts	<u> </u>		<u> </u>		0	<del>ا</del> ار	0	<u> </u>	<b>5</b>	1		\ \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\						
Recharges	2,535	2,672	2 1,776	(303)	1,776	1,776	1,776	6 1,776	<u>3</u>									<u> </u>
Reserve Capital Funded		<del></del>	+	<del></del>	'		<del></del> '		4				-	■ Support services				
Council Funded Net Budget	1,053	1,056	6 1,268	3 (94)	1,240	1,222	1,254	4 1,287	<del>,</del>									
	Final Budget		Original	Forecast	Budget	Budget	Budget	Budget						O	f landaydest at			
Capital Budget £'000s	2016/17	2016/17	Budget 2017/18	Variance 2017/18 P7	2018/19	2019/20	2020/21	2021/22						Summary	of major budget etc	. changes		
			70177		ı										2018/19			
			<u> </u>			<u> </u>			CSD43 Share	FOI and	Information	ก Governar	ice policy 1	10k				
<u> </u>		4	'	<u> </u>	<u>-</u> '	<u> </u>	<u> </u>		CS2015-16 Del	elete audit	itor post and	d fees £50k	k					1
		4	<u> </u> '		<b>└──</b> ′	<u> </u>	<b></b> '		CSREP 2018-19 (9)	•								1
		4	<u> </u> '		<b>←</b> ——'	4	<b></b> '		CSREP 2018-19 (11	. <b>1)</b> Audit an	nd investigation	ວns - Reducti	ion in servic	∴e £50k				1
			<del>                                     </del>		<b>←</b> ——'	4	<b></b> '		4									1
ı ————————————————————————————————————			+	<del>                                     </del>		+	<del></del> '	+	4									
<u> </u>	-	<u>,                                     </u>	<u></u>	, <del>     </del>	الم	· <del>                                     </del>	' <del>ے</del>	<u>,                                    </u>							2019/20			
· <del></del>								1	2018-19 CS13 Aud	-lit and inve	- stigations	O advertion in a	ico CEOk		2010.20			
1,500 ¬									2010-15 C313 Auu	JIL dilu ilive	Sligations - iv	20000001111134	SLAICE TOOK					
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1,000 -															2000/04			
· I															2020/21			
£,000s																		
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**─**Budget

----Actual

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Corporate Governance	10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Support new intake of councillors	Improved customer experience	Enemiood	impuot	00010
Start date  End date	01/12/2017 31/03/2022	Project Details:	To prepare for and then support new intake of councillors following May 2018 council elections and support to councillors who are in new roles (Cabinet, Mayorm committee chairs). To ensure a smooth introduction of any consequent changes to decision making structure or process. Project plan to prepare for May 2018 to be drafted October 2017.		2	2	4
Start date	01/05/2015 31/03/2019	Project Title: Project Details:	Efficiency programme in Mayor's Office  To monitor and review the impact of the Service Level Agreement in the Mayor's Office, particularly in relation to spend on drivers, and negotiate further changes as required to achieve manageable levels of activity and further reduction in spend. To maintain reduction in spend on petrol due to SLA and purchase of hybrid car. To promote online event booking to save staff time and provide improved service for customers.	Improved efficiency (savings)	3	1	3
Pr	oject 3	Project Title:	Committee report workflow	Improved effectiveness			
Start date	01/06/2014	Project Details:	To improve workflow through implementation of features within new software system. Consolidate electronic submission of reports - 2015/16 rolled out to Cabinet and Council. Autumn 2017 rolled out to scrutiny and Standards & General Purposes Committee. Team PI to be used and reported to DMTs		2	1	2
End date	01/10/2018		from January 2018.				
Pr	oject 4	Project Title:	Scrutiny Improvement Programme	Improved customer experience			
Start date	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the Overview		2	1	2
End date	31/03/2018	,	and Scrutiny Commission each year when it receives the Annual Member Survey. Increase public involvement and use of external expert witnesses.				
Pr	oject 5	Project Title:	Creation of centralised Local Land Charges Register	Improved customer experience			
Start date	2014-15	Project Details:	Review of LLC service delivery; dependent on national directive		3	1	3
E date	2017-18						
N Pr	oject 6	Project Title:	2018/22 Administer statutory elections, referendums and ballots.	Risk reduction and compliance			
St <del>art</del> date	01/04/2018	Project Details:	Administer full borough council elections in 2018 and 2022, Mayor of London and London Assembly elections in 2020, and the next parliamentary General Election (currently scheduled for 2022) together with any other referendums and ballots that may be required.		3	3	9
End date	31/03/2022						
Pre	oject 7	Project Title:	Work with Local Government Boundary Commission on planned Electoral Review of Merton	Infrastructure renewal			
Start date	2019-20	Project Details:	Work with Local Government Boundary Commission to produce proposals on new ward boundaries		3	2	6
End date	2020-21						
Pr	oject 8	Project Title:	General Data Protection Regulation (GDPR)	Risk reduction and compliance			
Start date	01/04/2017	Project Details:	To ensure the council is prepared for 25 May 2018 when the new Data Protection Regulations come		4	3	12
End date	31/03/2019		into force, and to ensure compliance thereafter.				
Pr	oject 9 I	Project Title:		Select one major benefit			
Start date		Project Details:			0	4	0
End date							
Pro	oject 10	Project Title:		Risk reduction and compliance			
Start date		Project Details:			0	3	0
End date							

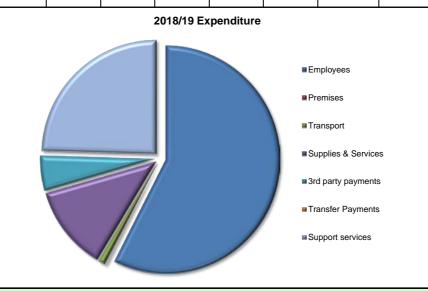
Customer Services			The Corporate strategies your					
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	service contributes to
Enter a brief description of your main activities and objectives below	Benefit/Council Tax support claimants	15,400	14,500	14,000	14,000	13000	13000	Channel migration
	Telephone callers	500,000	450,000	400,000	375,000	350,000	350000	Customer Contact Strategy
There are 5 core services:	Face to face customers	85,000	80,000	70,000	65,000	60,000	55000	Medium term Financial Strategy
Local Taxation - responsible for Council Tax & Business Rates collection and Debt Recovery.	Council tax properties	83,500	84,000	85,000	85,500	86,000	86,500	
Housing Benefit - responsible for administering housing and council tax benefit schemes &	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
identification and prevention of fraud;	Staff (FTE)	143	142	141	137	137	137	
Merton Link - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes;								
Registrars - responsible for registration of births & deaths, marriages & civil partnerships								

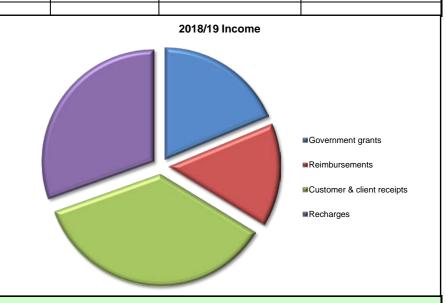
citizensi Bailiffs areas es	<ul> <li>collect</li> </ul>	ion of	outstan	ding wa	rrant	s in a	sha	red se	ervice bet	ween	Sutt	on 8	k Mer	ton	for a	ıll
												_			_	

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

		Actual performance (A) Perform								
Performance indicator	Actual p	erformance	(A) Performa	nce Target (	T) Proposed	Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
(LBC2020 indicators highlighted in purple)	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)	Folarity	Reporting cycle	illulcator type	met
% of Merton Bailiff files paid in full (exc parking & misc debt)	52%	58%	58%	52%	52%	52%	High	Monthly	Outcome	Loss of income
Business Rates collected	97.91%	97.50%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
Council Tax Collected	97.64%	97.25%	97.25%	97.25%	97.25%	97.25%	High	Monthly	Business critical	Loss of income
First contact resolution	75%	75%	75%	75%	75%	75.00%	High	Monthly	Perception	Reduced customer service
Event income (Marriages, Civil Partnerships etc.)	535,193	425,000	440,000	450,000	460,000	460,000	High	Monthly	Business critical	Loss of income
% of on-line transactions (HB Claims)	70%	62%	63%	64%	65%	66%	High	Monthly	Business critical	Reduced customer service
Time taken to process Housing Benefit COC	8 days	10 days	9 days	8 days	8 days	8days	Low	Monthly	Business critical	Customer hardship
Time taken to process new Housing Benefit claims	15 days	16 days	15 days	14 days	14 days	13 days	Low	Monthly	Business critical	Customer hardship

Separatiture			DEPART	MENTAL BUDG	ET AND RESO	URCES				1
Section   Sect	Revenue £'000s			Budget	Variance				-	
Permises 36 25 29 33 24 24 24 24 25 Fransport 78 92 80 3 81 82 83 84 50 50 50 50 50 50 50 50 50 50 50 50 50	Expenditure	9,160	9,429	9,084	423	8,886	8,689	8,713	8,737	
Paramsport   78   92   80   3   81   82   83   84	Employees	5,234	5,288	5,152	268	5,103	4,947	4,947	4,947	ĺ
Supplies & Services	Premises	36	25	29	33	24	24	24	25	ĺ
Strain   Party payments   153   81   431   (79   438   444   445   451   457   457   458   444   451   457   458   458   458   61   0   0   0   0   0   0   0   0   0	Transport	78	92	80	3	81	82	83	84	1
Company   Comp	Supplies & Services	1,466	1,748	1,048	199	1,061	1,012	1,028	1,044	ĺ
Comparison   Com	3rd party payments	153	81	431	(79)	438	444	451	457	ĺ
Comparison   Com	Transfer Payments	45	61		0	0	0	0	0	ĺ
Final Budget   2016/17   2016/17   2016/17   2016/17   2016/17   2016/17   2016/17   2016/17   2016/17   2016/17   2016/17   2016/17   2016/17   2016/17   2016/17   2017/18   2018/19   2018/19   2019/20   2020/21   2021/22	Support services	2,148	2,134	2,343	0	2,180	2,180	2,180	2,180	ĺ
Revenue F1000s	Depreciation	0		0						1
Covernment   1,232   1,259   1,232   15   1,211   1,	Revenu <u>e 5'</u> 000s			Budget	Variance					
Reimbuld ments	Income			6,479	(643)		6,583	6,604	6,619	ı
Customer & client receipts 2,288 2,457 2,308 (319) 2,318 2,433 2,453 2,468 Recharges 2,283 2,176 1,969 (10) 1,969 1,969 1,969 1,969 1,969 1,969 Reserver 2 Capital Funded Net Budget 2,327 2,306 2,604 (221) 2,418 2,106 2,109 2,118 Capital Budget £'000s Final Budget 2016/17 2016/17 2016/17 2017/18 P7  Westminster Coroners Court 460 CC	Government grants	1,232	1,259	1,232	15	1,211	1,211	1,211	1,211	ı
Recharge 2,283 2,176 1,969 (10) 1,969 1,96		1,030	1,231	970	(330)	970	970	970	970	
Capital Funded   Council Funded Net Budget   2,327   2,306   2,604   (221)   2,418   2,106   2,109   2,118	Customer & client receipts		2,457		(319)			2,453		
Capital Funded   Council Funded Net Budget   Capital Funded Net Budget   Capital Budget £'000s   Final Budget 2016/17   Capital Budget 2016/19	Recharges	2,283	2,176	1,969	(10)	1,969	1,969	1,969	1,969	ı
Council Funded Net Budget         2,327         2,306         2,604         (221)         2,418         2,106         2,109         2,118           Capital Budget £'000s         Final Budget 2016/17         Actual 2016/17         Budget 2017/18         Forecast Variance 2017/18 P7         Budget 2018/19         Budget 2019/20         Budget 2019/20         Budget 2019/20         Budget 2019/20         2021/22	Reserves Capital Funded									
Capital Budget £'000s         Final Budget 2016/17         Actual 2016/17         Budget 2016/17         Variance 2017/18         Budget 2018/19         Budget 2019/20	Council Funded Net Budget	2,327	2,306		(221)	2,418	2,106	2,109	2,118	
	Capital Budget £'000s			Budget	Variance				-	
	Westminster Coroners Court			460						
										С
										c

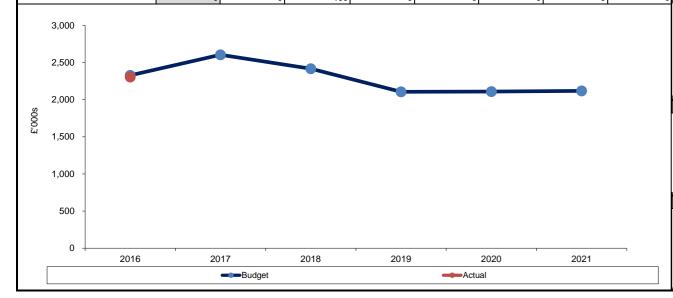




# Summary of major budget etc. changes

2018/19

CSD19 Communications staff savings 49k CSREP 2018-19 (6) Reduction in running costs budgets £9k CSREP 2018-19 (7) Increase in translations income £10k



CS2016-02 Restructure of Housing Benefits section due to roll out of Universal Credit £66k CS2016-05 Increase income through translations £15k

CS2016 -07 Cash Collection Reduction £30k

CS2016 -06 Merton Link - efficiency savings £30k

2018-19 CS08 Increase in income from Enforcement Service  $\pm 100 k$ 

2018-19 CS09 Reduction/rationalisation in running costs budgets across multiple budgets £35k

2020/21

2018-19 CS08 Increase in income from Enforcement Service £20k

2021/22

2018-19 CS08 Increase in income from Enforcement Service  ${ t £}15k$ 

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Customer Services	10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Universal Credit Implementation	Economic outcomes	Enemiood	impuot	00010
Start date	2015-16	Project Details:	Implement the role out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice. Process has been delayed by Central Government - All job centres in		2	1	2
End date	2019-20		Merton will implement UC for new claims by April 18				
Pr	oject 2	Project Title:	Implement an Outside Wedding Venue	Economic outcomes			
Start date	2013-14	Project Details:	Planning permission approved for outside wedding venue at Morden Park House. Funding has identified		2	2	4
End date	2018-19		identified				
Pr	oject 3	Project Title:	Council Tax support scheme	Economic outcomes			
Start date	2017-18	Project Details:	During 18/19 options for a revised scheme will be reviewed for Council decision and possible implementation for 19/20. Moving forward we will review our discretionary rate relief for		2	1	2
End date	2018-19		implementation in 2019/20				
Pr	oject 4	Project Title:	Review Debt Collection Processes	Improved effectiveness			
Start date	2015-16	Project Details:	With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.		2	1	2
End date	2018-19		debt collection processes will be undertaken as part of the system implementation.				
Pr	oject 5	Project Title:	Redesign of Merton Link	Improved customer experience			
Start date	2015-16				2	_	2
<del>P</del> කු Eල date	2018-19	Project Details:	Implement the re-design of Merton Link area to improve the customer experience and increase self service		2	1	2
N Pr	oject 6	Project Title:		Select one major benefit			
St <b>&amp;v</b> )date							
End date		Project Details:			0	0	0
	oject 7	Project Title:		Select one major benefit			
		Froject Title.		Select one major benefit			
Start date		Project Details:			0	0	0
End date		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					
Pr	roject 8	Project Title:		Select one major benefit			
Start date					0	0	0
End date		Project Details:					
		Decised Title		Calast and mainth anofit			
	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	0
End date		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					
Pro	oject 10	Project Title:		Select one major benefit			
Start date							
		Project Details:			0	0	0
End date							

												BI.	•						The Comparete etwateries was w
Clly Mork	Allison: Deputy	man Resource		y Finance			Auticina	ed demand		201	6/17		nning Assun 17/18	•	8/19	2019/20	2020/21	2021/22	The Corporate strategies your service contributes to
	of description of					Employees in		, payroll, advice,	I&D_FAP.etc		100		200		000	3800	3800	3800	Workforce Strategy
	•					Linployees ii		to be appointed	Lab, L/II cio.	16			50		40	145	140	142	Economic Development Strategy
1) Support effective peopl	le managemen	t across the	organisation	through	ľ			es to be appointed	ed		3		33		33	33	33	33	Equality Strategy
Support effective peopl development of a workford by Implement and maintain data, payroll, performanc provide HR advice and Produce HR metrics, and produce HR metrics, and by Produce HR metrics, and produce HR metrics	ce strategy/TO	M people lay	er	nt industice	omplovos			financial resou		201		201			8/19	2019/20	2020/21	2021/22	
data, payroll, performanc	in efficient HK t ce managemen	ransactions i t. appraisal. I	or recruitment	nt, induction, e	mpioyee			f (FTE)	1003		35		35		31	31	31	31	
3) Provide HR advice and	d consultancy s	upport acros	s the Council	1				(- ()		†									
<ul><li>4) Produce HR metrics, at</li><li>5) Produce HR strategies,</li></ul>	nalyse people-	related probl	ems and take	<ul> <li>appropriate a</li> </ul>	actions					1									
management	s, policy framew	orks and sys	items to supp	on enective p	eople					1									
<ol><li>Support and develop ca</li></ol>	apacity building	g in Members	3		ľ		Performa	nce indicator		Actual Pe	erformance	(A) Performa	nce Target (	T) Proposed	Target (P)				Main impact if indicator not
					ľ	(LBC		highlighted in	purple)		2017/18(T)		2019/20(P)			Polarity	Reporting cycle	Indicator type	met
					ľ	,		hire (days)	,	91	90	90	90	90	90	Low	Monthly	Outcome	Increased costs
					ľ	No. of wor		sickness, exclu	iding schools	9.5	7.5	7.5	7	7	7	Low	Monthly	Outcome	Increased costs
					ľ			als completed		96%	98%	98%	98%	98%	98%	High	Annual	Outcome	Poor decision making
					ľ		% Members	L&D satisfaction		95%	83%	83%	90%	90%	90%	High	Quarterly	Outcome	Poor decision making
					ľ	No. of	Apprentices (Gov	t Apprenticeship Le	vy Scheme)	N/A	35	46	46	46	46	High	Quarterly	Outcome	Increased costs
					ľ	The le	evel (%) of staff	engagement (Sta	aff Survey)	87%	N/A	87%	N/A	87%	N/A	High	Biennial	Outcome	Reputational risk
					ľ	% of staff who	would recomme	end Merton as a	place to work	90%	N/A	90%	N/A	90%		High	Biennial	Perception	Select impact
					ľ			esignation rate		N/A	12%	12%	12%	12%		Low	Quarterly	Outcome	Select impact
							•												
		DEPART	MENTAL BUD	GET AND RESO	URCES							2018/19 Ex	nondit					2018/19 Income	
			Original	Forecast					1		4	EU 10/13 EX	henairai 6					2010/19 I/ICOIIIE	
Revenue £'000s	Final Budget	Actual	Budget	Variance	Budget	Budget	Budget	Budget				_							
	2016/17	2016/17	2017/18	2017/18 P7	2018/19	2019/20	2020/21	2021/22											
Expenditure	3,177	3,105	2,984		2,811	2,822	2,834	2,845											
Employees	2,252	2,065												■Em	ployees				
Premises	47	2,003							1										
Transport	2	5	(3	3) (1)	(3)	(3)	(3)	(3)						■Pre	emises				
Supplies & Services	495	545							/										<b>1</b>
3rd party payments Support services	381	455	290		2 294 398				- /					■ Tra	ansport				■ Reimbursements
Depreciation	301	400	390	4	390	390	390	390	4			•			·				
	Final Budget	Actual	Original	Forecast	Budget	Dudmet	Budget	Dudget						■Su	pplies & Service	es	,		■Customer & client receipts
Revenu <u>e £</u> '000s	Final Budget 2016/17	Actual 2016/17	Budget	Variance	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22		-					.,				
. 0			2017/18	2017/18 P7										■ 3rd	party payment			1	■Recharges
Income On grants	3,333	2,900	2,953	69	2,953	2,954	2,954	2,953	'					- 510	party payment				= Noonargos
Reimbutsements	79	70	79	9	79	79	79	79						- 2	nnort convices				
Customer & client receipts	391	368												■ Su	pport services				
Rechardes Reserves	2,863	2,462			2,315														
Reserve																			
Capital Funded Council Funded Net Budget	(156)	205	31	1 (3)	) (142)	(131)	(120)	(108)											
Council Funded Net Budget	,		Original	(-)	<u> </u>	1	<b>`</b>	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \											
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Budget	Variance	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22							Summary	of major budget etc	c. changes		
	2010/17	2010/17	2017/18	2017/18 P7	2010/13	2013/20	2020/21	2021/22								2018/19			
				+												2010/19			
				+					CSREP 2018-19	<b>9 (12)</b> Reducti	ion in posts a	across the dep	partment £1	85k					
				+					1										
				+	<del> </del>				1										
				+	<del>                                     </del>				1										
				+	<del>                                     </del>				1										
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	0	0		0 0	0	0	0	0								2019/20			
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100 -																2020/21			
% 50 -																			
55 50 -																			
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2016	20	17	2018	2019	,	2020	2021	Actual											
-50 -																			
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-150 -																			
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			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM O Human Resources	F 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	Score
Pr	oject 1	Project Title:	Workforce Strategy	Improved staff skills and development	Likeliilood	IIIIpact	Score
Start date	2014-15	Project Details:	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change		3	3	9
End date	2018-19		organisational onango				
Pr	oject 2	Project Title:	Establishment and workforce	Improved staff skills and development			
Start date	2015-16	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff		3	4	12
End date	2018-19						
	oject 3	Project Title:	Review HR policies	Improved effectiveness			
Start date	2015-16	Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development		3	3	9
End date	2018-19						
	oject 4	Project Title:	Review and retender key HR contracts	Improved effectiveness			
Start date	2016-17	Project Details:	Commission Occupational Health, Agency contract, Eteach and Kingston/Sutton SLA and Schools SLA		3	3	9
End date	2018-19	Desired Title		Out of a constant and fit			
	oject 5	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	0
ච පුල්date ල		,					
ဂိ	oject 6 	Project Title:		Select one major benefit			
St <b>&amp;T</b> date		Project Details:			0	0	0
End date		,					
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	0
End date		Troject Details.					
Pr	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	0
End date		Project Details.					
Pr	oject 9	Project Title:		Select one major benefit			
Start date					0	0	0
End date		Project Details:					-
Pro	pject 10	Project Title:		Select one major benefit			
Start date							_
End d-+-		Project Details:			0	0	0
End date							

### Enter a brief description of your main activities and objectives below Infrastructure & Transactions Division (I&T) is a support service made up of six functions

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

**IT Service Delivery** - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.

Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.

Transactional Services - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed, Providing training and support for all users of the systems required for payments or invoicing

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

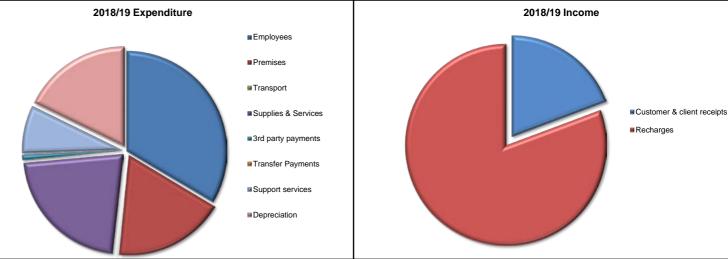
Client Financial Affairs - Act as court appointed deputies for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in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

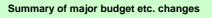
Commercial Services & Procurement - Are the strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits,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

		Planning Assump	ptions				The Corporate strategies your
Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	service contributes to
Repairs & Maintenance of Corporate Buildings (Revenue)	740,000	740,000	700,00	600,00	600,00	600,000	Civic Centre Accommodation Strategy
IT Service Calls	28,500	28,500	27,800	25,500	25,000	25,000	IT Strategy and Implementation Plan
Health & Safety Statutory Inspections	100	100	100	100	100	100	Risk Management Strategy
Transactions requested by departments	115,000	85,000	80,000	80,000	80,000	80,000	Local Plan
Number of Client Affairs cases being managed	250	250	250	250	250	250	Procurement Strategy
Procurement Support (Number of projects)	45	50	42	42	42	42	Workforce Strategy
Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Medium Term Financial Strategy
FM (FTE)	32.9	32.9	35.5	33.5	33.5	30.5	
Transactional Services (FTE)	13.3	13.3	13.3	10.3	10.3	10.3	
IT Service Delivery (FTE)	30	29	27	27	27	27	
Safety Services (FTE)	5.5	5	4	4	4	4	
Client Financial Affairs (FTE)	7	7	7	7	7	7	
Commercial Services & Procurement (FTE)	5	5	9	9	9	7	
Management	2	2	2	2	2	2	
Performance indicator	Actual Performance Targe	t (A) Performance Target	t (T) Proposed Target (P)				Main impact if indicator not

Management	2			2		2	2	2	2	
Performance indicator	Actual Perfor		` ,		` ' '	• , ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
(LBC2020 indicators highlighted in purple)	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)		1,11 3 1,11	31	met
Customer Satisfaction - IT incident resolution	95%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	83%	72%	75%	75%	75%	75%	High	Monthly	Outcome	Reduced service delivery
Health and Safety workplace inspections completed on time	36	60	50	50	50	50	High	Quarterly	Outcome	Breach statutory duty
Income - External Fees	261,286	320,000	320,000	320,000	320,000	320,000	High	Quarterly	Output	Loss of income
Invoices paid within 30 days from invoice date	91%	95%	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%	95%	High	Monthly	Business critical	Reduced service delivery
Number of staff working from Civic Centre	1,189	1,400	1,200	1,300	1,400	1,400	High	Quarterly	Outcome	Underused resource
Repairs & Maintenance ratio of Reactive to Planned	34/66	30/70	30/70	30/70	30/70	30/70	High	Annual	Outcome	Increased costs
New referrals processed within 21 days	94%	93%	94%	95%	95%	95%	High	Monthly	Outcome	Reduced customer service
Client Post Office voucher acc't balance falls below £2.5K	1	0	0	0	0	0	Low	Monthly	Outcome	Customer hardship
% of influencible spend published on contracts register	N/A	70%	85%	95%	100%	100%	High	Quarterly	Outcome	Reputational risk
% of suppliers accounting for the 20% of influencible spend	N/A	70%	60%	50%	40%	40%	Low	Annual	Output	Increased costs
CO2 emissions from corporate buildings (tonnes)	6,924	7739.84	7434.32	7128.8	6914.94	6800	Low	Annual	Output	Environmental issues

		DEPARTMI	ENTAL BUDGE	T AND RESOU	RCES			
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	13,824	12,585	12,844	(194)	12,045	11,734	11,741	11,822
Employees	4,378	4,437	4,113	182	4,045	3,903	3,829	3,829
Premises	2,665	2,205	2,674	141	2,162	2,103	2,143	2,184
Transport	25	15	30	(9)	26	27	27	27
Supplies & Services	3,183	2,790	2,655	(392)	2,628	2,516	2,555	2,593
3rd party payments	0		312	(112)	98	99	101	103
Transfer Payments	9	18	9	(5)	9	9	9	Ç
Support services	1,423	979	911	0	936	936	936	936
Depreciation	2,141	2,141	2,140	0	2,140	2,140	2,140	2,140
Revenue £'000s	Final Budget 2016/17	et Actual Budget Varian		Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	12,207	12,557	12,638	(251)	12,397	12,587	12,587	12,587
Government grants								
Reimbursements					46	46	46	46
Customer & client receipts	2,351	1,935	2,674	(190)	2,387	2,577	2,577	2,577
Recharges	9,856	10,622	9,964	(61)	9,964	9,964	9,964	9,964
Reserves								
Capital Funded								
Council Funded Net Budget	1,617	28	206	57	(352)	(853)	(846)	(765)
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Capital Building Works		558	733		600	950	650	650
Invest to Save		401	1,479		2,010	300	300	300
IT Modernisation		903	2,268		1,085	630	1,060	970
Water / Fire Safety Works		183	447		350			
	0	2,045	4,927	0	4,045	1,880	2,010	1,92





2018/19

CS71 Deletion of two posts 43k (deferred by 6 months)

CSD2 Energy savings 150k

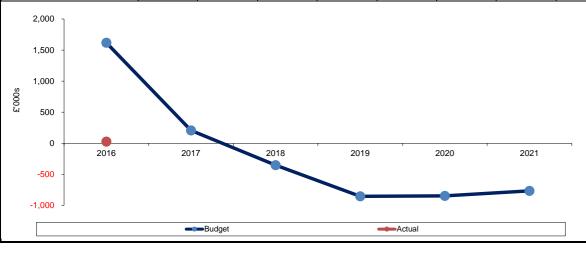
CS2015-09 Restructure of Safety Services and Emergency Planning 30k

CS2015-10 Facilities Management - Energy 'Invest to Save' Initiatives 465K

CSREP 2018-19 (1) Renegotiation of income generated through the corporate catering contract £20k

CSREP 2018-19 (2) Review the specification on the corporate cleaning contract and reduce frequency of visits £15k





CS2016-08 Income from letting two floors vacant space in Civic Centre £190 CS2015-03 Restructure of Transactional Services team 50k

CSD7 Restructure Print and Post service and delete two posts 23k

2018-19 CS01 Revenue Saving associated with current MFD contract £150k

2018-19 CS02 Reduction in the level of building repairs and maintenance undertaken on the corporate buildings £100k

2018-19 CS03 Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake the duties as part of their job description. £33k

#### 2020/21

CS2015-03 Restructure of Transactional Services team 50k

CSD7 Restructure Print and Post service and delete two posts 24k

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM Infrastructure and Transactions				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Implementation of IT Strategy & Plan	Improved efficiency (savings)	Likelinood	Шраст	Score
Start date	2016-17	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information		3	2	6
End date	2018-19	,	derived from departmental Target Operating Models.				
Pr	oject 2	Project Title:	Digital Archiving of existing paper records	Improved efficiency (savings)			
Start date	2014-15	Project Details:	Scanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact		1	1	1
End date	programme which includes the implementation of a new Electronic Documents and Records  Management System (EDRMS).						
Pr	oject 3	Project Title:	Upgrading of IT Disaster Recovery Arrangements	Risk reduction and compliance			
Start date	2013-14  Project Details:  Complete works to improve disaster recovery arrangements for the Councils main IT systems and minimum and project Details:				2	3	6
End date	2017-18	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	minimise any potential loss of service in the event of a major incident or IT equipment failure.				
Pr	oject 4	Project Title:	Replacement of PABX Equipment	Risk reduction and compliance			
Start date	2017/18	Project Details:	Replace obsolete PABX and associated telephony equipment.		2	3	6
End date	2018/19						
Pr	oject 5	Project Title:	Implement New Procurement Service Delivery Model	Improved effectiveness			
Start date	2016-17	Project Details:	Implement a new "Centre led" procurement operating model and embed catagory management across the Council.		4	2	8
Eco date	2018-19		the Council.				
	oject 6	Project Title:	Energy "Invest to Save" Initiatives	Improved efficiency (savings)			
Standdate	2017-18	Project Details:	Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum		3	2	6
End date	2018-19	ojeet 2 etalie.	financial pay back of between 7 and 10 years.				
Pr	oject 7	Project Title:	Undertake 'Make/Buy/Share' reviews of key service provision	Improved efficiency (savings)			
Start date	2017-18	Project Details:	Review of current operational service delivery models to ensure that the Council is utilising the most		3	2	6
End date	2018-19	,	cost effective and efficient means of providing services to both internal and external customers.				
Pr	oject 8	Project Title:	Review Departmental Business Continuity/Disaster Recovery plans	Risk reduction and compliance			
Start date	2016-17	Project Details:	Undertake a review and refresh of the Councils Business Continuity and Disaster Recovery plans and		2	2	4
End date	2017-18	1 Toject Details.	arrangements in order to ensure that they are robust and fit for purpose.				
Pr	oject 9	Project Title:	Upgrade to Office 365	Improved effectiveness			
Start date	2018/19	Project Details:	Complete works to upgrade from current version of Microsoft Office to Office 365 and implement		4	3	12
End date	Project Details:		cloud based services, including telephony.				

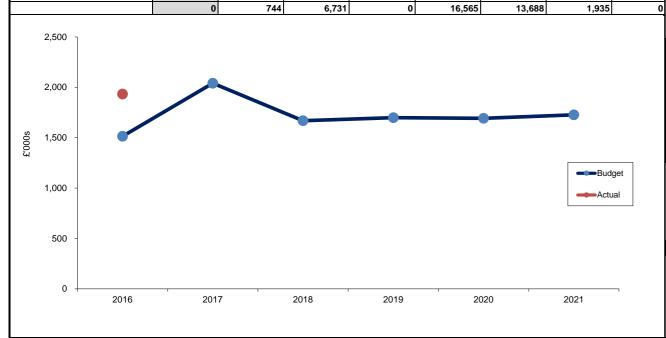
Resources				Pla	nning Assur	nptions					The Corporate strategies your
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2016/17	7	201	7/18	201	8/19	2019/20	2020/21	2021/22	service contributes to
Enter a brief description of your main activities and objectives below	Revenue/Capital Budget Managers	147/23		139	/23	139	9/23	139/23	139/23	139/23	Medium Term Financial Strategy
Resources is made up of four major areas of activity:	Voluntary Sector Organisations Supported	150+		15	0+	15	50+	150+			Capital Strategy
	Budget, Service, Performance & Risk Monitoring Reports	8	8 8 8			8	8	8	8 Equality Strategy		
Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling	Budget, Service, Performance & Risk Closing Reports	2	2 2		2		2	2 2		Procurement Strategy	
and reporting & monitoring. Over the next four years we will transform by improving use of	Anticipated non financial resources	2016/17		2017/18		2018/19		2019/20	<b>2020/21 2021/22</b> Risk		Risk Management Strategy
technology /reviewing processes /how information is stored in our financial systems.	Staff (FTE)	54.6		51	.6	48	8.6	47.6	47.6	47.6	Treasury Management Strategy
Rusiness planning - manage Financial Strategy & Capital Strategy/Monitoring Financial	Staff (Trainees)	4		2		2		2	2	2	Voluntary Sector Strategy
Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management. The team facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will	Staff (Apprentices)	0		(	)		0	0	0	0	Corporate Asset Management Plan
(PM) & Risk Management. The team facilitate multi-year planning, target resources, manage risk 8 integrate financial business 8 neutromance information. Over the next four years we will	Performance indicator	Actual Perfor	rmance (	A) Performar	ce Target (1	) Proposed	Target (P)	Polarity	Departing avale	Indicator type	Main impact if indicator not
improve robustness of our systems & projections, challenge services to improve their	(LBC2020 indicators highlighted in purple)	2016/17(A) 20	17/18(T)	2018/19(P)	2019/20(P)	2020/21(P) 2021/22(P)		Polarity	Reporting cycle	indicator type	met
improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management. The Team is also responsible for the development and maintenance of e5 in accordance with legislation and best practice.	Accuracy of P10 Revenue Forecast (compared to outturn)	91%	90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
legislation and best practice.	Accuracy of P8 Capital Forecast	91.5%	90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
				1							

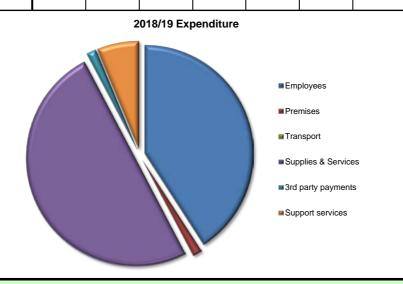
Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.

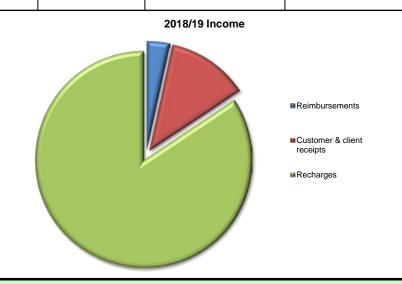
<u>Treasury and pensions</u> - to manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for

Budget, Service, Performance & Risk Monitoring Reports		8		8		8	8	8	8		Equality Strategy	
Budget, Service, Performance & Risk Closing Reports		2		2		2	2	2	2		Procurement Strategy	
Anticipated non financial resources	201	6/17	201	7/18	201	8/19	2019/20	2020/21	2021/22		Risk Management Strategy	
Staff (FTE)	54	4.6	5′	1.6	48	3.6	47.6	47.6	47.6	Tre	easury Management Strategy	
Staff (Trainees)		4		2		2	2	2	2		Voluntary Sector Strategy	
Staff (Apprentices)		0		0		0	0	0	0	Corp	oorate Asset Management Plan	
Performance indicator	Actual Po	erformance (	A) Performa	nce Target (1	(i) Proposed	Target (P)	Delevity	Demontinu evele	Indiantor time		Main impact if indicator not	
(LBC2020 indicators highlighted in purple)	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)	Polarity	Reporting cycle	Indicator type		met	
Accuracy of P10 Revenue Forecast (compared to outturn)	91%	90%	90%	90%	90%		High	Annual	Outcome		Poor decision making	
Accuracy of P8 Capital Forecast	91.5%	90%	90%	90%	90%		High	Annual	Outcome		Poor decision making	
Number of Adjustments to Draft Accounts	0	0	0	0	0		Low	Annual	Business critical		Government intervention	
Action plans in place for 'red' risks	100%	90%	90%	90%	90%		High	Quarterly	Outcome		Poor decision making	
% of Loans Paid on Time	N/A	92%	93%	94%	94%		High	Quarterly	Business critical		Reputational risk	
% of Claims Responded to within 5 Working Days	N/A	94%	95%	96%	96%		High	Quarterly	Outcome		Reduced customer service	
Delivery against current year MTFS savings target	N/A	100%	100%	100%	100%		High	Quarterly	Business critical		Poor decision making	

		DEPARTME	ENTAL BUDGE	T AND RESOUR	RCES			
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	7,931	8,142	7,715	364	7,471	7,501	7,494	7,530
Employees	3,387	3,524	3,229	293	3,054	3,024	3,024	3,024
Premises	101	105	103	2	104	106	107	109
Transport	2	5	2	1	2	2	2	2
Supplies & Services	3,971	3,943	3,807	68	3,735	3,793	3,783	3,815
3rd party payments	157	157	108	0	109	111	113	114
Support services	313	408	466	0	466	466	466	466
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	6,417	6,209	5,674	(143)	5,802	5,802	5,802	5,802
Government grants								
Reimbersements	54	396	54	(151)	198	198	198	198
Customer & client receipts	726	775	726	8	710	710	710	710
Recharges	5,637	5,038	4,894		4,894	4,894	4,894	4,894
<u> </u>								
Councing unded Net Budget	1,514	1,933	2.041	221	1.669	1,699	1.692	1,728
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Financial Systems		538	18					
ePayments			107				125	
Invoice Scanning SCIS/FIS			41					
Multi-Function Device			36		-	600		
Acquisitions Budget		206	5,580		5,792			
Capital Bidding Fund					1,186			
Housing Company			949		9,587	13088	1810	







# Summary of major budget etc changes

#### 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 75k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11) CSREP 2018-19 (3) Miscellaneous budgets within Resources £13k

CSREP 2018-19 (4) Recharges to the pension fund £128k

### 2019/20

2018-19 CS05 Reduction in permanent staffing £30k

### 2020/21

2018-19 CS06 Miscellaneous budgets within Resources £17k 2018-19 CS07 Retender of insurance contract £50k

### 2021/22

2018-19 CS07 Retender of insurance contract £25k

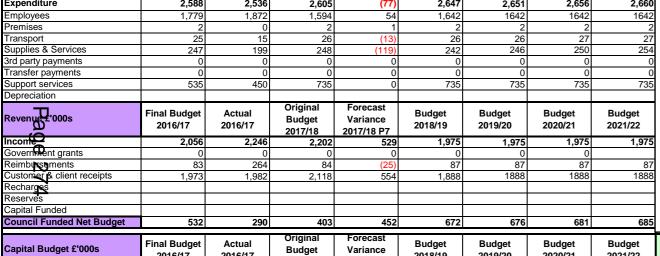
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Resources				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT		Risk	
Pro	oject 1	Project Title:	Evaluation of future funding levels	Risk reduction and compliance	Likelihood	Impact	Score
Start date	2017-18	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.	Requires considerable horizon spotting activity a performance indicator would be developed comparing the estimated grant levels compared to those actually received.	2	2	4
	- ' 1 0	Desired Title	, ,	Lucy and affective and			
Start date	2013-14 2018-19	Project Title: Project Details:	Financial systems re-engineering programme  Procurement of a single integrated financial system to replace the suite of products that are currently 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. The system went live on 06/02/17 and the accounts were closed using the new system. A post-implementation review has been completed with a system controls Internal Audit Review scheduled for 2018. A programme of development has been	Improved effectiveness  Lean reviews being undertaken on to areas of operation.	2	2	4
Lift date	2010-19		agreed and a permanent team of three people is being established within Business Planning to develop and maintain the system in accordance with legislation and best practice.				
Pro	oject 3	Project Title:	Develop and implement whole life costing for capital projects	Improved effectiveness			
Start date  End date	2018-19	Project Details:	This project will be undertaken in four stages  1) Develop a template to capture appropriate information  2) Pilot the template on two selected schemes  3) Amend the template  4) Apply the temple to selected schemes		3	2	6
Pro	oject 4	Project Title:	Improve joint finance and business planning	Improved effectiveness			
Start date	2016-17	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2017		2	2	4
End date	2018-19		information. Provision made this year to update financial information for Period 7 monitoring				
P Pro	oject 5	Project Title:	Pilot Early closure of Accounts 2 years of early closing of accounts was undertaken in preparation of 17/18 when the early close	Improved effectiveness			
Stan date  O  Encodate	2015-16	Project Details:	deadlines apply.  Work is currently underway to ensure the lessons learned from the 16/17 closedown process and external auditors comment are addressed and changes implemented for 17/18	Current performance indicators will be adjusted for this.	1	3	3
(O	2010-19						
							<u> </u>

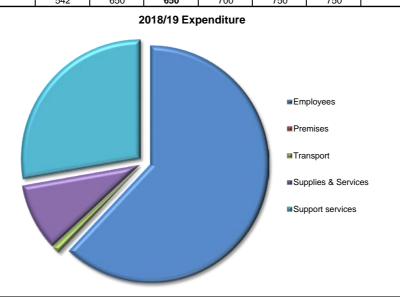
Silai	ed Legal Services										Pla	nning Assum	nptions					The Corporate strategies your										
Cllr Mark Allison: Deputy L		mber for Fin	nance			Anticipat	ted demand		201	6/17		7/18	201	8/19	2019/20	2020/21	2021/22	service contributes to										
Enter a brief description of y							nours for Merton			500		125		125	19125			Contribute to all Corporate Strategie										
u siloi doscription of y	Louvillos dil	32,000116			<del> </del>		ours for Richmond	i		895		828	13,		13828	+		2										
				'	<u> </u>		hours for Sutton	-	198			835	22,		22835	+												
The service delivers legal advice, support	rt and representation	ion to all se	services acr	oss the					113			329		329	11329	+												
The service delivers legal advice, suppo London Boroughs of Merton, Sutton, Ricl Kingston upon Thames, including to arm and currently ,Sutton Housing Partnershi The service also provides advice in relati	nmond, Wandswort	rth and the	e Royal Bor	rough of	,							Chargeable hours for Kingston Chargeable hours for Wandsworth		<u>~</u>		Chargeable hours for Wandsworth			11,			487		487	22487			
and currently .Sutton Housing Partnersh	s length delivery ve ip) and several loc	enicles (AC al authority	tv trading for	companies		Chargeable hours for Achieving for Chil						115	583		222	1 '	222	11222										
The service also provides advice in relat	on to the constitution	ion and ded	ecision mak	king		•	utton Housing Pa		25		1	516		516	2516	+												
processes in all councils and advice to m	embers in relation	to their rol	oles.	'	U		financial resource		201		201		201		2019/20	2020/21	2021/22											
				,			f (FTE)		92			8.3	10		108.3	108.3												
				,			rentices		32			2		2	2													
				,			<del>-</del>		<del>                                     </del>		<u> </u>		<u> </u>	<del> </del>														
				,		Performar	nce indicator		Actual	l performance	(A) Performa	nce Target (T)	Proposed Tar	get (P)	5.1.1	5		Main impact if indicator n										
				,		· On Onnial				-	2018/19(P)				Polarity	Reporting cycle	Indicator type	met										
				,		Charge	able hours		82,005	103,722	103,722	103,722	103,722	, ,	High	Monthly	Business critical	Loss of income										
				,		Income	e for SLLP		N/A	£100,000	£100,000	£100,000	£100,000		High	Quarterly	Outcome	Loss of income										
				,	1st draft S10	06 agreement se	ent to client dept v	within 10 days	N/A	90%	90%	90%	90%		High	Quarterly	Perception	Reputational risk										
				,			r of successful ou		N/A	80%	80%	80%	80%		High	Quarterly	Perception	Reputational risk										
				,			ws within 20 worki		N/A	80%	80%	80%	80%		High	Quarterly	Perception	Breach statutory duty										
				,												<del>                                     </del>	·											
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				,																								
	DEPARTMENTAL	L BUDGET	AND RESO	URCES							2018/19 Ex	nanditura					2018/19 Income											
Final Budget	Actual 1	- 1	Forecast	Budget	Budget	Budget	Budget				2010/13 EX	penanare					2010/13 111001116											
renue £'000s Final Budget 2016/17	2016/17 Buc		Variance	2018/19	2019/20	2020/21	2021/22				_																	
	201		2017/18 P7																									
spenditure         5,083           nployees         4,464	<b>8,362</b> 5,300	<b>6,740</b> 5,924	<b>179</b> 188																									
emises 4,464	5,300	5	100	5,030																								
ansport 14		14		14			<u> </u>						■Emp	oloyees														
ipplies & Services 415		556	(9)	603	603	3 603	3 603						■Prer	nicoc														
d party payments upport services 185	2,428 185	240		0 240	240	240	240						■ Pier	111303														
pport services 185 preciation	185	240		240	240	240	240				V		■Trar	nsport														
	Orig	iginal I	Forecast	<del></del>	<b>5</b> 14	<b>5</b> 1	<del>                                     </del>				N		= 0.00	nlina & Cantinga				■ Customer & client receipts										
even £'000s Final Budget 2016/17	Actual 1	- 1	Variance	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22						■Sup	plies & Services														
O	201		2017/18 P7									- 1	■3rd	party payments														
5,082	8,311	6,759	(179)	6,958	6,958	6,958	6,958																					
overnment grants eimbursements	2,428			<del></del>			+						■Sup	port services														
ustome & client receipts 5,082	5,883	6,759	(179)	6,958	6,958	6,958	6,958																					
echar <b>ges</b> 0		0		0	0	0 (	0																					
apital Funded		(00)		(66)	(66)	) (446)	) (446)																					
ouncil Funded Net Budget 1	51 Orio	(20) iginal l	Forecast	(66)	(66)	) (116	<del>'</del>																					
apital Budget £'000s Final Budget	Actual		Variance	Budget	Budget	Budget	Budget							Summary of n	najor budget et	c. changes												
2016/17			2017/18 P7	2018/19	2019/20	2020/21	2021/22																					
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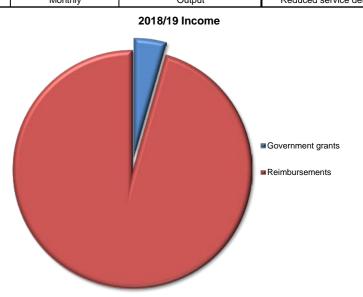
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Shared Legal Services	10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pr	roject 1	Project Title:	Increase 3rd party income	Economic outcomes			
Start date	2018-19	Project Details:	To increase income from fees and charges of 3rd parties by £150k (£25k per council)		4	2	8
End date	2018-19						
Pr	roject 2	Project Title:	Increase Productivity	Improved efficiency (savings)			
Start date	2018-19	Project Details:	To identify productivity improvements as a result of the implementation of workflows in debt, housing, property matters and prosecutions.		2	1	2
End date	2018-19		property memore and procedure.				
Pr	roject 3	Project Title:	Future Model	Improved sustainability			
Start date	2018-19	Project Details:	Subject to Governance Board approval to obtain a licence from the Solicitors Regulatory Authority to be an Alternative Business Structure		2	2	4
End date	2018-19		So any montante Basiness en astare				
Pr	roject 4	Project Title:	In House Advocates	Improved efficiency (savings)			
Start date	2018-19	Project Details:	The in house advocacy team to deliver £300k of savings on counsel expenditure on children's social care matters across Merton, Sutton, AFC and Wandsworth		0	0	0
End date	2018-19		Sale matters across worten, suiten, fill o and wandoworth				
Pr	roject 5	Project Title:		Select one major benefit			
Start date					0	0	0
<del>P</del> වූ Eල date		Project Details:					
N Pr	roject 6	Project Title:		Select one major benefit			
St <del>art</del> date		Project Details:			0	0	0
End date							
Pr	roject 7	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	0
End date							
Pr	roject 8	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	0
End date		0,000 2 01001					
Pr	roject 9	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	0
End date		Froject Details:					
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	0
End date		,					

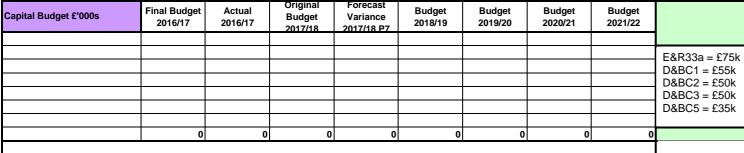
# **Environment & Regeneration**

	Developme	ent and Buildin	g Control									Pla	nning Assun	ptions					The Corporate strategies your
Cllr Martin Whelto	on: Cabinet Mem	ber for Regen	eration, Enviro	nment & Housi	ng		Anticipa	ted demand		201	6/17	201	7/18	201	18/19	2019/20	2020/21	2021/22	service contributes to
Enter a brie	f description of	our main activ	rities and object	ctives below			Enforce	ment cases		5.	20	5	10	5	000	500	500		Economic Development Strategy
Building Control						Plani	ning application	s (economy depe	ndant)	27	700	28	300	28	800	2850	2900		Merton Regeneration Strategy
Building Control competes w	ith Approved Ins	spectors.(AIS).	We provide a	Building Contr	ol Service in			economy dependa		15	550	16	600	16	650	1700	1750		Medium Term Financial Strategy
competition with AIS to delive	er high quality B	uilding Contro	l advice and re	egulation. We a	lso regulate		Tree a	pplications	-	6	00	6	00	6	000	600	600		
safety of structures and also	sports grounds						Pre ap	plications		1	115		120		25	125	125		
Development control Promote sustainable regener	ration by access	ing and deterr	ninina nlannin	a applications a	against the		Planning perfor	mance agreemen	ts	2	20	2	25		30	30	30		
adopted policies for the built							- 01	ermitted developm		6	20	6	40	6	40	640	650		
implement the Mayoral, Com							11 (1	financial resour	,	201	6/17	201	7/18	201	18/19	2019/20	2020/21	2021/22	
								ff (FTE)		3	38	3	34	3	35	35	35	35	
Objectives - continue to concentrate on	the commercia	liantion of the I	Quilding Contr	ol (BC) contino	and maintain		Performa	nce indicator		Actual Po	erformance	(A) Performance Target (T)		) Proposed	sed Target (P)				Main impact if indicator no
or improve the market share		isation of the t	bullaring Cortin	oi (bc) service	anu mamam	(LBC	2020 indicator	s highlighted in p	ourple)	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22	Polarity	Reporting cycle	Indicator type	met
-investigate formal sharing of	f BC with Kingst	on and Sutton				% Majo	r applications p	processed within 1	3 weeks	71	67	70	72	73	73	High	Monthly	Quality	Reduced customer service
- review the pre-application o	charging regime	for Developme	ent Control (Do	C) and to invest	tigate	% Mine	or applications	processed within 8	3 weeks	68	66	67	68	69	69	High	Monthly	Quality	Reduced customer service
whether additional income ge	eneration is pos	sible especially	nce	% Oth	er applications	processed within	3 weeks	87	85	85	85	85	85	High	Monthly	Quality	Reduced customer service		
Agreements implement mobile/flexible w	vorkina to improv	o officionav				Vo	lume of Planni	ng applications To	otal	4597	4450	4500	4500	4500	4500	High	Monthly	Quality	Reduced customer service
-as part of sustainable comm			nsive developr	ment managem	ent process	% appeals lost				35	35	35	35	35	35	Low	Quarterly	Perception	Reputational risk
to encourage regeneration.	idilities to criabi	c a comprene	ioive developi	nont managem	citt process	Income (Development and Building Control)				£1.9m	£2.11m	£2.11	£2.11	£2.11	£2.11	High	Monthly	Business critical	Loss of income
-establish a formal collaborat	tion regime with	Sutton and K	ingston borou	ghs.		9	6 Market share	retained by LA (B	(C)	47	54	56	58	60	60	High	Monthly	Perception	Loss of income
<ul> <li>re-procure the M3 database</li> </ul>						N	umber of enfor	cement cases clos	sed	524	450	450	450	450	450	High	Monthly	Quality	Reduced service delivery
- move away from expensive	and transient to	emporary staff	towards a mo	ore established	and reliable			nforcement cases		542	650	650	700	750	750	Low	Monthly	Output	Reduced service delivery
		DEPART	MENTAL BUDG	GET AND RESO	URCES							2040/40 5	!! (				,		•
			Original	Forecast								2018/19 Ex	penaiture					2018/19 Income	
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Budget 2017/18	Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22											
Expenditure	2,588	2,536	2,605	(77)	2,647	2,651	2,65	6 2,660											
Employees	1,779	1,872	1,594	54	1,642	1642	164	2 1642											
Premises	2	•	2		2	2		2 2						_					
Transport						26							- 3	■Em	nployees				
	plies & Services 247 199 248 (119) party payments 0 0 0 0					246		0 254						1					
Brd party payments	party payments 0 0 0 0					0		0 0						■Pre	emises				<b>\</b>
Support services					735	,		5 735											■Government grants
Depreciation	preciation preciation				733	750	,,	733						■Tra	ansport				
Revenue 2'000s	Venue 1000s Final Budget Actual Original Forecast Budget Variance 2018/17				Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22						■Su	pplies & Services				■ Reimbursements
	2010/17 2010/17 2017/18 2017/18 P7 2017/18 P						2018/19 2019/20 2020/21 2021/22 1,975 1,975 1,975 1,975					■Support services						-	

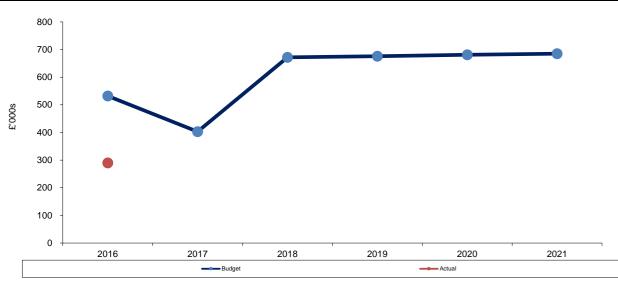








Summary of major budget etc. changes 2018/19

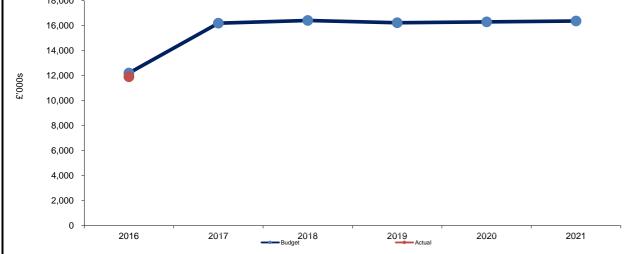


2019/20

2020/21

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT  Development and Buil				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk I Impact	Score
Pr	oject 1	Project Title:	Commercialisation of Building Control	Improved efficiency (savings)	Likeiiiioo	impaot	00010
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	Additional income generation	6	2	12
End date	2018-19						
Pr	oject 2	Project Title:	Improving the development management processes	Improved effectiveness		1	
Start date	2015-16		As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities	2	2	4
End date	2018-19						
Pr	oject 3	Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience			
Start date	2014-15	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	1	4
End date	2018-19						
Pr	oject 4	Project Title:	Lean review of pre-application process (part of TOM)	Improved effectiveness	†	+	
Start date	2016-17						
- Clart date	2010 11	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6
End date	2018-19	Decised Title					
Pr	oject 5	Project Title:	Re-procurement of M3 or equivalent IT system	Improved effectiveness			
Start date	2014-15				3	1	3
Pagdate	2018-19	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.			
2 Pr	oject 6	Project Title:	Further develop Planning Performance agreements potential	Economic outcomes			
St <b>&amp;Fi</b> date	2014-15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2
End date	2018-19						
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr	oject 8	Project Title:		Select one major benefit	†	†	
Start date		Project Details:					0
End date							
Pr	oject 9	Project Title:		Select one major benefit	+	+	
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:			0	0	0
End date							

	F	n 0 Tunff! !	Highway									D'		mutlar -					The Corporate strategies your
Cllr Martin Whe	Iton: Cabinet Men	n & Traffic and		nment & Housir	ng		Anticipate	d demand		2016	6/17	201	nning Assui 7/18		8/19	2019/20	2020/21	2021/22	service contributes to
	ief description of				ig		Popul			205.		207.			3,607	209,771	210,902	2021/22	Air Quality Action Plan
uture Merton is the council's											*		<u> </u>		,	· · · · · · · · · · · · · · · · · · ·	,		Climate Change Strategy
ong-term sustainability of the		ng we do is abo	out making Mer	rton a great plac	e and														Community Plan
3 . ,																			Economic Development Strategy
he team plans and monitors usinesses and jobs. We mar	the delivery of nev	housing in Mer	ton and suppo	orts the creation	of new	Anti	cipated non fir		urces	2016		201			8/19	2019/20	2020/21	2021/22	Employment and Skills Action Plan
orough's network of roads, fo	nage the council's lootways, cycleway	and street light	ting are well m	tracts and ensur	afe.		Staff (	FTE)		5	1	4	9	,	18	48	48	48	Health & Wellbeing Strategy
-		_	-																Local Plan
The team also manage major nfrastructure projects such as	s Crossrail 2. We a	state regenerati re responsible fo	on projects and or delivering lo	d lead on the co ocally, objective	s in the					-									Local TfL Implementation Strategy  Merton Regeneration Strategy
Mayor's London Plan and Mag	yor's Transport Str	ategy.	J				Performanc	e indicator		Actual Pe	rformance (	A) Performan	nce Target (	T) Proposed	Target (P)				<u> </u>
Future Merton contributes to t	the Merton Partner	ship via the activ	vities of the Su	stainable Comn	nunities &	(LBC20)	20 indicators h		n purple)			2018/19(P)				Polarity	Reporting cycle	Indicator type	Main impact if indicator not r
Fransport Partnership (SCTP)	), Economic Wellbe	eing Group, Hou	sing Group and	d Climate Chan	ge Steering	,	New hom	-	Par Par	688	411	411	411	411	2021/22(: )	High	Annual	Outcome	Loss of Government grant
Group. The team also service DRP)	s the Borough Pia	1 Advisory Comi	mittee (BPAC)	and Design Re	view Panei	Number of	public Electric	Vehicle Char	ging Points		30	30	30			High	Annual	Outcome	Reputational risk
,						Numb	per of business	premises imp	oroved		10	10	10			High	Annual	Outcome	Environmental issues
(ey service areas include: Regeneration, Economic Dev Safety Education, Flood Mitig	elopment, Traffic 8	Highways, Plar	nning Policy, Ti	ransport Plannii	ng, Road		Street light re	pairs (days)		2	3	3	3	3		Low	Quarterly	Quality	Reduced customer service
Safety Education, Flood Mitig he management of Vestry Ha	ation, Urban Desig	n, management	of the Commu	unity Infrastructu	ire Levy and		Road emerge			100	100	100	100	100		High	Monthly	Business critical	Reduced customer service
,		olyo etroemlin -	d processes fo	or project delice:	n, incressed	Fo	ootway & Carria	<u> </u>	ion	N/A	95	95	95	95		High	Annual	Quality	Increased costs
Service transformations identi mobile working, increasing on	line consultations	and interactive o	d processes in ligitisation and	mapping of hig	hway and		Streetwork i			36	36	37	37	38		High	Quarterly	Quality	Increased costs
traffic management records.		DED 4 DE 14	ENTAL BURG	ET AND DECO.	10050	Si	treetwork permi	tting (% issue	ed)	99	98	98	98	98		High I	Monthly	Output	Loss of income
		DEPARTM		ET AND RESOL	IRCES			1	4		:	2018/19 Ex	penditure					2018/19 Income	
Revenue £'000s	Final Budget	Actual	Original Budget	Forecast Variance	Budget	Budget	Budget	Budget											
	2016/17	2016/17	2017/18	2017/18 P7	2018/19	2019/20	2020/21	2021/22						■ E	mployees				
Expenditure	15,080	15,114	19,805			19,894	19,964												
Employees Premises	2,594 1,047	2,710 1,053	2,378 954			2434 982	2435 997	2436						■P	remises		< 1		
Transport	132	132	135			139	141					1							
Supplies & Services	3,153	3,176	2,222		2,301	2184	2217		1					■T	ransport				■Government grants
3rd party payments Transfer payments	396	423	1,285	2	1,305	1324	1343	1363	3	(/-				<b>N</b>					A
Support services	1,424	1,286	1,819	0	1,819	1819	1819	1819	<del>d</del> /					■ S	upplies & Service	ces			■Reimbursements
Depreciation	6,334	6,334	11,012	2 0	11,012	11012	11012	11012			- 1								
Revenue £'000s	Final Budget	Actual	Original	Forecast	Budget	Budget	Budget	Budget						■3	rd party paymer	ts			■Customer & client receipts
TT	2016/17	2016/17	Budget 2017/18	Variance 2017/18 P7	2018/19	2019/20	2020/21	2021/22	1 1										2 Guotomor di siloni reserpte
Income Government grants	2,870	3,199	3,602	(60)	3,560	3,660	3,660	3,660	1					<b> </b>	ransfer paymen	ts			/ 
Rein Sursements	16 947	281 1,173	1,199	(1)	1,193	1 1293	1293	1 1293	<del> </del>					/					■Recharges
Customer & client receipts	1,907	1,745	1,905			1869	1869	1869						<b>■</b> S	upport services				
Recharges	0	0	497	0	497	497	497	497	1										
_ <u>~</u>									4					■ D	epreciation				
Council Funded Net Budget	12,210	11,915	16,203	(35)	16,416	16,234	16,304	16,375	<del>,</del>					_					
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget	Forecast Variance	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22							Summary	of major budget e	etc changes		
liahuau Maisters	2010/17		2017/18	2017/18 P7					,							2040/40			
Highway Maintenance  Transport Improvement	-	5,192	4,567		3,641	3,127	3,127	3,127								2018/19			
Regeneration	+	1,172 3,254	1,632 2,829		1,000 3,032	3.301	1,000	1	ENV16 = (										
Other		53	2,829		3,032	3,301	1,000	35	ENV17 = (: E&R39 = £										
		33	12	-						owth) = £157	'k								
										2101									
									1										
									1										
	0	9,671	9,040	0	7,673	6,428	4,127	3,162								2019/20			
									E4 = (£100	)k)									
40.000									ERG1 (Gro	owth) = (£150	Ok)								
18,000						_	_			-									
16,000 -		_																	
14,000 -																			
14,000	_								1										
40.000																2020/2024			
\$ 12,000 -																2020/2021			



			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Future Merton & Traffic a	and Highways			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Local Plan: Estate Regeneration	Infrastructure renewal	Likeiiiioou	impaot	00010
Start date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also		3	2	6
End date	2024/25		working with Moat housing to coordinate investment in regenerating Pollards Hill.				
Pro	oject 2	Project Title:	Rediscover Mitcham	Infrastructure renewal			
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local		2	2	4
End date	Project 3 Project Title:  te 2014-15 Identifiying the investment a		businesses, and transport proposals, working closely with Transport for London.				
Pre	oject 3	Project Title:	Future Wimbledon & Crossrail 2	Economic outcomes			
Start date	2014-15	Project Details:	Identifiying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opprtunities linked to Crossrail 2 and improving the quality of		3	4	12
End date	2022-23	·	architecure, design and placemaking. Conference (2013) Ideas Competition (2014) Masterplan linked to Crossrail 2 (2017/18)				
Pro	oject 4	Project Title:	Wimbledon Stadium	Infrastructure renewal			
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>		3	1	3
End date	2017-18		for the site following the outcome of the sites and Policies Plan				
Pro	oject 5	Project Title:	Local Authority Property Company	Economic outcomes			
Start date	2016-17	Project Details:	Establish a Local Authority owned Property Company to develop sites to generate revenue income to		2	2	4
Egedate	2020-21	,	assist the MTFS				
N Pro	oject 6	Project Title:	Morden Town Centre Regeneration	Improved reputation			
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for		3	2	6
End date	2019-20	Project Details.	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				
Pro	oject 7	Project Title:	Smarter travel: road safety	Improved reputation			
Start date	date 2013-14 Project Details: Runn choic training	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		2	2	4	
End date			training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.				

Leisure & Cultural Development			Planning Assum	nptions				The Corporate strategies your
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	service contributes to
Enter a brief description of your main activities and objectives below	Population	205,722	207,410	208,607	213,497	212,180	213,198	Asset Management Plan
Main Activities:	No. of Children & Young People aged 8-17 in west of borough	8,050	8,200	8,700	12,407	12,445	12,604	Children & Young person's Plan
	Population of most disadvantaged wards	127,540	128,100	104,155	100,227	99,841	100,265	Cultural Strategy
Build infrastructure to enable local people to engage in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by	Users of Merton's Leisure Centres	912,002	1,028,879	1,092,592	1,100,026	1,115,078	1,124,265	Community Plan
working with partners to increase the number, scope and quality of facilities, programmes, activities	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Open Spaces Strategy
and events on offer.	Staff (FTE)	13.6	7.8	7.8	7.8	7.8	7.8	Social Inclusion Strategy
Main Objectives:	Accommodation	7	7	7	7	7	7	Voluntary Sector Strategy
- Build a new Morden Leisure Centre & open it for public use before end of 2018	Volunteers	20	20	20	20	20	20	
- Negotiate contract changes with GLL to operate Morden Leisure Centre & make contract savings	Staff seasonal	30	30	30	30	30	30	
- Demolish existing Morden Park Pools & re-landscape site - Develop and implement plans to de-silt & mitigate flood risk at Wimbledon Park Lake	Performance indicator	Actual Performan	ce (A) Performance Target (1	T) Proposed Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
- Develop & deliver Merton's - London Borough of Culture Bid (should it be successful)	renormance indicator	2016/17(A) 2017/18(T)	<b>2018/19(P)</b> 2019/20(P)	2020/21(P) 2021/22	Foldrity	Reporting cycle	mulcator type	met
- Commission works to determine the most effective management solution for the Watersports	Income £ from Merton Active Plus	57,252 60,000	<b>45,000</b> 46,000	47,000 48,000	High	Monthly	Business critical	Loss of income
Centre	Income £ from Watersports Centre	340,733 397,000	<b>365,000</b> 370,000	375.000 380.000	High	Monthly	Business critical	Loss of income

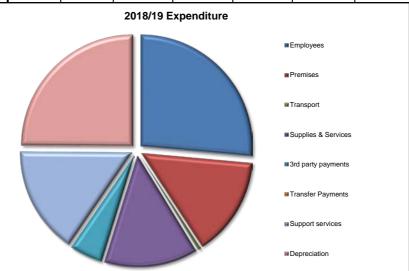
Centre	
- Implement the new approved	nanagement arrangements for the Watersports Centre

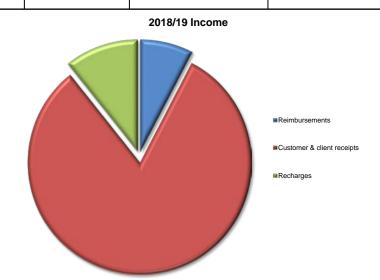
- Deliver the Commemorative WW1 Victoria Cross Stone Laying Ceremony
   Deliver the council's support to the national 'The Battle's Over ' initiative

- Deliver the council's support to the national The Battle's Over Tinitiative
   Commission culture, arts & sports services where funding allows or with external funding
   Deliver core functionality in Ride London, Mini Marathon, Fireworks, Tennis Car Parking, etc.
   Manage Leisure Centres contract & New Wimbledon Theatre lease
   Manage Polka & Attic Theatre grants
   Manage Morden Assembly Hall & Dudley Hall Lease
   Develop and deliver projects and programes based on invest to save principles

ate Morden Leisure Centre & make contract savings		Staff se	easonal		3	0	3	0	3	0	30	30	30	
ndscape site gate flood risk at Wimbledon Park Lake		Performan	ce indicator				` '		Γ) Proposed Ta	rget (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
of Culture Bid (should it be successful)		ronoman	oc indicator		2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22	rolanty	reporting syste	maioator type	met
ective management solution for the Watersports	Ir	ncome £ from M	lerton Active Pl	us	57,252	60,000	45,000	46,000	47,000	48,000	High	Monthly	Business critical	Loss of income
rangements for the Watersports Centre	In	come £ from W	atersports Cen	tre	340,733	397,000	365,000	370,000	375,000	380,000	High	Monthly	Business critical	Loss of income
oss Stone Laying Ceremony	14-25 yr old F	Fitness Centre F	Participation at I	eisure centres	103,003	98,448	104,000	106,120	108,546	109,626	High	Monthly	Output	Reduced uptake of service
The Battle's Over ' initiative	% resid	dents rating faci	lities Good to E	xcellent	79	n/a	80	n/a	80	n/a	High	Biennial	Output	Reduced customer service
here funding allows or with external funding in Marathon, Fireworks, Tennis Car Parking, etc.	Total Number of Users of Merton's Leisure Centres				912,002	1,028,879	1,092,592	1,100,026	1,115,078	1,124,265	High	Monthly	Outcome	Reduced customer service
bledon Theatre lease	Tota	Number of Us	sers of Polka Th	eatre	104,025	94,600	87,226	18,700	97,000	111,030	High	Quarterly	Output	Reduced uptake of service
_														
Lease based on invest to save principles														
based on invest to save principles														
DEPARTMENTAL BUDGET AND RESOURCES							2018/19 F	xpenditure					2018/19 Income	
Actual Original Forecast Budget Variance	Budget	Budget	Budget				2010/102						1	

Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Expenditure	2,329	2,320	1,977	83	1,982	1,992	1,972	1,981	
Employees	705	678	523	22	524	524	524	524	
Premises	277	336	282	86	285	290	294	298	
Transport	9	9	8	0	8	8	8	8	
Supplies & Services	456	438	269	43	269	272	247	251	//
3rd party payments	0	0	94	(68)	95	97	98	99	//
Transfer Payments	0	0	0	0	0	0	0	0	
Support services	389	366	308	0	308	308	308	308	
Depreciation	493	493	493	0	493	493	493	493	
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Inco <b>ti</b>	1,239	1,320	906	(172)	1,011	1,311	1,311	1,311	
Gove ment grants	0	0							
Reimbursements	148	123	77	0	77	77	77	77	
Customer & client receipts	733	844	721	(172)	826	1,126	1,126	1,126	
Recharges	358	353	108	0	108	108	108	108	
Resel <b>©</b>									
Capital Funded									
Council Funded Net Budget	1,090	1,000	1,071		971	681	661	670	
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Morden Leisure Centre	1,574	477	6,068	0	6,389	242			
Wimbledon Park Lake de-silting			107	0	1,250				E&R1 = (£4k)
Other	399	424	424	0	300	250	250	250	
									E&R4 = (£100k)
									, (1.11)
	1,973	901	6,599	0	7,939	492	250	250	
									ENID40 - (0200k)

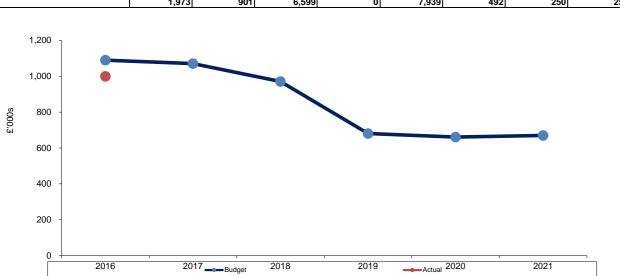




# Summary of major budget etc changes

2019/20

2018/19



ENR10 = (£300k)

2020/21 E3 = (£30k)

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)  Leisure & Cultural De				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	Score
	Project 1	Project Title:	Morden Leisure Centre	Improved customer experience	LIKCIIIIOOU	Impact	OCOIC
Start da		- Project Details:	Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools.	Brand new leisure facility providing a modern and increased range of leisure facilities with a family friendly appeal. Delivered against the outcomes of a public consultation.	2	2	4
	Project 2	Project Title:	Morden Park Pools	Risk reduction and compliance			
Start da		- Project Details:	Decommission and demolish the existing Morden Park Pools and reinstate the land to fit in with the Morden Park landscape	Once the Morden Park Pools becomes disused and derelict it will be an increased risk to break-ins and unlawful use. It is a building which contains a number of hazardous which increase once not in use.	2	2	4
End dat							
	Project 3	Project Title:	Leisure Centres Contract	Economic outcomes			
Start da	e <b>2017</b>	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre and any other variations that might be appropriate at this time. E.g Contract Length; Changes linked to Canons HLF	The new leisure centre will increase the income over expoenditure of the leisure centres operation, which will provide an increased income to the council.	2	1	2
End dat	e <b>2018</b>		bid; etc.				
	Project 4	Project Title:	Implement the Wimbledon Park Lake Flood Risk & De-silting Plans	Risk reduction and compliance			
Start da	Project Details: Development D		Develop solutions and plans to de-silt and implement flood risk requirements to deliver solutions for the lake. Procure and implement the solutions	There are a number of requirements on the council to address flood risks of this reservoir. It is also a facility that has been silting up for 300 years. Works to the lake to address the silt issues and flood risks will enhance our compliance for years to come.	4	3	12
End da		Drainet Title	Wimbledon Park Watersports and Outdoor Adventure Centre	Footomic suttomes			
			Willibledon Park Watersports and Outdoor Adventure Centre	Economic outcomes	-		
Start da	Project Details: Commist the solut		Commission works to determine the most effective management solution for this service. Implement the solution.	This service has not yet been market tested to determine its efficiency and effectiveness within its own market, nor has it been evaluated for alternative business models. The outcomes of this work will address this and give clarity on the possible economic benefits	2	2	4
N							
<u> </u>	Project 6	Project Title:	London Borough Of Culture - Merton	Improved customer experience			
Start da	Project Details: Delive partne		Deliver those elements of the London Borough of Culture Bid that are successful for Merton and in partnership where appropriate across London	This programme, if successful, will bring increased cultural activities primarly to the east of the borough, enhancing the lives of many of the community through culture.	2	2	4
	Project 7	Project Title:	WW1 Victoria Cross Commemorative Stone Laying	Improved reputation			
Start da	Project 7 Project Title:		Deliver an appropriate ceremony with key partners on the due date	Merton has had 2 recipients of the Victoria Cross in WW1. The first Commemorative Stone laying has already been completed and this year will see the second such ceremony, resulting in increased reputational significance for Merton.	2	2	4
End dat							
	Project 8	Project Title:	Wimbledon Park Watersports and Outdoor Adventure Centre	Infrastructure renewal			
Start da	e <b>2019</b>	- Project Details:	Develop proposals, gain approvals and funding for a new watersports centre. Construct new facility and demolish existing once completed.	The current Watersports and Outdoor Centre is becoming tired and deteriorating. If this service is to continue this facility will need to be replaced with a more economically and efficient structure that is fit for	3	1	3
End dat	e <b>2025</b>		and annual state of the state o	purpose for the next generation.			
	Project 9	Project Title:					
Start da	е				_	•	
End dat	e	Project Details:			0	0	0
	Project 10	Project Title:					
Start da					0	0	0
End da	е	- Project Details:					

Page 279

	Darkin	g & CCTV Serv	vices									Plai	nning Assum	ntions					The Corporate strategies your
Clir Ross Ga	arrod: Cabinet N			& Parking			Anticipa	ted demand		201	16/17		17/18	•	8/19	2019/20	2020/21	2021/22	service contributes to
Enter a brief	description of	your main activ	ities and object	ctives below		١	Number of resid	dent permits issu	ıed	20,	0041	21	,043	22,	,095	23,199	24,358		Transport Plan
The service is required to enfo	orce the parking	regulations to	ensure the th	rough flow of t	raffic can be		Number of visit	ors permits issu	ied	239	9,242	251	,204	263	3,764	276,952	290,799		Safer & Stronger Strategic Assessment
maintained and ensuring residual permit or badge for. Surplus	aents and blue l s income genera	badge nolders ated by traffic r	nave the abilit nanagement n	ly to park in bay nust be used fo	ys tney nave or transport														
related areas.	<b>J</b>	•	-		·	Α	aticinated non	financial resou	ireas	204	16/17	204	17/18	204	8/19	2019/20	2020/21	2021/22	
Objectives			o · -			Ar	•	f (FTE)	11003		3.27		3.57	84		84.57	84.57	2021/22 84.57	
<ul><li>enforce parking regulations</li><li>to implement measures to in</li></ul>	across the bord nprove traffic e	ough including nforcement eff	Controlled Pa iciency . speci	rking Zones an fically the intro	nd bus lanes oduction of			nsport			12		12		12	12	12	0 1.01	
Automatic Number Plate Reco	ognition (ANPR	) cameras at b	ous lane and n	noving traffic lo	cations. This														
<ul> <li>to maintain a survey of park</li> </ul>	ing needs, hou	rs of operation	the availabili	ity of parking s	paces and the					A	and a	(A) D= (	T	) Dr	Tours (D)				
<ul><li>charging structure</li><li>to monitor the borough 's pa</li></ul>	arking infrastruc	ture to ensure	that locations	subject to rea	ulatory		Performa	nce indicator				(A) Performa 2018/19(P)			2021/22	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
controls can be effectively er	nforced thus im	proving compli	ance and ultin	nately congesti	on	% of	parking permits	s issued within 5	i-7 davs	94.5%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Loss of income
<ul> <li>to take account in business legislation allowing business p</li> </ul>								TE (12 month re		9.5	8	8	8	8	8	Low	Monthly	Quality	Loss of income
increase in demand for parkin	g spaces in exi	sting CPZ's an	d pressure in	areas with no o	controlled	Number of L	ondon Tribunal.	Cases won by I	Merton Council	New	54%	54%	54%	54%	54%	High	Monthly	Outcome	Loss of income
parking to introduce CPZ's.						Percentaç	ge of Public Spa	ace CCTV came	eras working	98%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Since January 2016 Public Sp	pace CCTV car	mera team, wh	ose core activ	ity is to review	the														
operational structure, proces aim of achieving efficiencies	ses and numb	er of CCTV ca	ameras throug	hout the borou	gh with the					1		1	1		+				<del>-  </del>
our partners, was amalgamate			SCI VICE IO INÈ I	colucilito, custo	omers alla														
	J						•												
		DEDART	MENTAL BURG	ET AND DECC	LIBCES					1						1			
	I	l		Forecast	1				-		1	2018/19 Ex	penditure					2018/19 Income	
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Budget 2017/18	Variance	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22				1		■En	nployees				
Evnonditura				2017/18 P7					}										
Expenditure Employees	<b>6,060</b> 3,342		<b>6,043</b> 3,078	466 328		<b>6,153</b> 3,140			)					■ Pre	emises				
Premises	619	625	646	74	655	665	675	684											
Transport Supplies & Services	98 544	.00	82 477											■Tra	ansport				
3rd party payments	219		268	48										1					
Transfer payments	0	0	0	0	0	0	C	0 4 200						■Su	ipplies & Service	5			■Government grants
Support services Depreciation	1,126 112	1,119 112	1,380 112	0	1,380 112	1,380 112		1,380	2						-		1		
·	Final Budget	Actual	Budget	Forecast	Budget	Budget	Budget	Budget						■ 3rd	d party payments				■Reimbursements
Revenue £'000s	2016/17	2016/17	2017/18	Variance 2017/18 P7	2018/19	2019/20	2020/21	2021/22						. т	ansfer payments				
Income	17,311	16,010	16,302	(2,082)	16,966	17,066	17,066	17,066	\	1			11	118	anoror payments				/
Government grants Reimbur ments	117	0 77	0 118	0 45	0 118	0 118	118	118	0					■ Su	ipport services				,
Customer & client receipts	17,194		16,184	(2,127)	16,848				3	14//		1		_ 30					
Recharges Reserves			-						-	1				<b>■</b> De	epreciation				
Capital Funded				<del> </del>					†										
Council Funded Net Budget	(11,251)	(9,815)	(10,259)	(1,616)	(10,835)	(10,913)	(10,890)	(10,868)			_								
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Budget 2017/18	Forecast Variance	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22							Summary of	of major budget et	c. changes		
Parking Improvements		155				60										2018/19			
CCTV Investment		323	192						E&R7 = (£16	63k)									
				-					E&R10 = £8	0k									
									ENV06 = £4										
									ENV07 = (£6 ENR2 = (£4										
									ENR3 = (£17	7k)									
									ALT1 (replace		ing) = (£44)	0k)							
	0	478	192	0	0	60	0	)  0								2019/20			
0.000									END: ::	001:						2019/20			
-9,000	20	)17	2018	2019	1	2020	2021		ENR4 = (£1	00k)									
-9,500 -																			
																			1
800 -10,000 -																			1
ģi																2020/21			
-10,500 -																			
			-																
-11,000 -																			
																2021/22			
																			1
-11,500																			
11,000																			
		Budget			Actu	ıal													
		-																	

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Parking & CCTV Services	F 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
ı	Project 1	Project Title:	Review CEO Shift Patterns	Improved effectiveness	<u> </u>	impast	555.5
Start date	2016-17	Project Details:	Consult on the introduction of a more efficient shift patterns		2	1	2
End date	2018-19						
	Project 2	Project Title:	Review CCTV Shift Patterns	Infrastructure renewal			
Start date	2016-17	Project Details:	Consult on the introduction of a more efficient shift patterns		2	1	2
End date	2018-19						
	Project 3	Project Title:	Procurement of new PCN system	Improved effectiveness			
Start date	2017-18	Project Details:	Procuring of a new PCN system which maybe linked with Enforcement and Safer Merton		2	3	6
End date	2018-19						
	Project 4	Project Title:		Improved effectiveness			
Start date		Project Details:			2	1	2
End date							
	Project 5	Project Title:		Select one major benefit			
Start date		Drainat Dataila:					0
En date		Project Details:					
	Project 6	Project Title:		Select one major benefit			
St <u>art</u> date		Project Details:					0
End date		,,					
	Project 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
	Project 8	Project Title:		Select one major benefit			
Start date							0
End date		Project Details:					
	Project 9	Project Title:	<del> </del>	Select one major benefit			
Start date							0
End date		Project Details:					-
F	Project 10	Project Title:		Select one major benefit			
Start date							0
End date		Project Details:					

#### **Commissioned Service**

#### Parks & Green Spaces

**CIIr Nick Draper Cabinet Member for Community & Culture** 

## Service Provider:

idverde UK Ltd

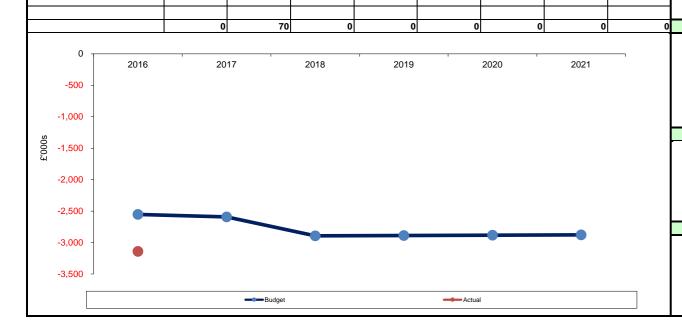
The service maintains and develops Merton's numerous parks & open spaces (more than 115 separate sites), including sports facilities (including pavilions), gardens, playgrounds (more than 40), the borough's highways verges, and the management of its cemetery and allotments services. The portfolio also includes support for, and the production of, a varied programme of outdoor events from small community to large commercial ones in parks, including the annual civic fireworks displays, Mitcham Carnival and elements of the Wimbledon (tennis) Championships. The service manages more than 50,000 Council-owned trees and several nature reserves. Greenspaces serves as the managing agent for Mitcham Common (for the Mitcham Common Conservators) and the Merton & Sutton Joint Cemetery (for the Merton & Sutton Joint Cemetery Board).

The grounds maintenance elements of the service are outsourced to idverde UK Limited, overseen by the Greenspaces client team who, in

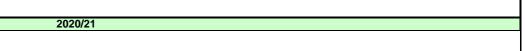
Young peoples % satisfaction with parks & green spaces   S			The ground	s maintenan	ce elements (	of the service	e are outsou	urced to <i>i</i> dv	erde UK Limited, over	seen by the Greensp	aces client team who, in	
Artendance at major community outdoor events (No. of people)  Number of funerals at LBM cemeteries  Anticipated non financial resources  Contractors  Performance indicator (LBC2020 indicators highlighted in purple)  % of residents rating parks & green spaces good or very good Young peoples % satisfaction with parks & green spaces  Number of Green Flag Awards Number of outdoor event-days in parks  1  Revenue £'000s  Final Budget 2016/17  Expenditure 5,053  Employees 7,622  Transport 251  Supplies & Services 479  3rd party payments 40  Transfer payments 0 0 Support services 918 Depreciation 332  Revenue £'000s  Final Budget 2016/17  Binal Budget 2016/17  Council Funded Net Budget 2016/17  According to the final Budget 2016/17  Customer 8 client receipts 2,053  Recenarges Reserves  Council Funded Net Budget 2,839			PI	anning Assum	ptions						The Corporate strategies the	
Attendance at major community outdoor events (No. of people)  Number of funerals at LBM cemeteries  Anticipated non financial resources  Contractors  Performance indicator (LBC2020 indicators highlighted in purple)  % of residents rating parks & green spaces good or very good Young peoples % satisfaction with parks & green spaces  Number of Green Flag Awards  Number of outdoor event-days in parks  1  Revenue £'000s  Final Budget 2016/17  Expenditure 5,053  Employees 2,271  Premises 762  Transport 251  Supplies & Services 479 3rd party payments 40  Transfer payments 0  Support services 918  Depreciation 332  Revenue £'000s  Final Budget 2016/17  201  Final Budget 2016/17  Employees 479  Accupate 40  Final Budget 2016/17  Contractors  Final Bu	2016/1	16/17	2017	7/18	2018	3/19	2019	9/20	2020/21	2021/22	service contributes to	
Anticipated non financial resources  Contractors  Performance indicator (LBC2020 indicators highlighted in purple)  % of residents rating parks & green spaces good or very good Young peoples % satisfaction with parks & green spaces Number of Green Flag Awards Number of outdoor event-days in parks  Number of outdoor event-days in parks  1  Revenue £'000s  Expenditure  5,053 Employees  762 Transport Supplies & Services 479 37d party payments 40 Transfer payments 0 Support services 918 Depreciation 332  Revenue £'000s  Final Budget 2016/17 201  Revenue £'000s  Final Budget 40 Transfer payments 0 Support services 918 Depreciation 332  Revenue £'000s  Final Budget 2016/17 201  Income 2,214 Government grants 8 Reimbursements 153 Customer & client receipts Recharges Reserves Council Funded Net Budget 2,839	1%	1%	19	%	19	<b>%</b>	19	%	1%	1%	Open Space Strategy	
Anticipated non financial resources  Contractors  Performance indicator (LBC2020 indicators highlighted in purple)  % of residents rating parks & green spaces good or very good Young peoples % satisfaction with parks & green spaces Number of Green Flag Awards Number of outdoor event-days in parks  Number of outdoor event-days in parks  1  Revenue £'000s  Expenditure  5,053 Employees  762 Transport Supplies & Services 479 37d party payments 40 Transfer payments 0 Support services 918 Depreciation 332  Revenue £'000s  Final Budget 2016/17 201  Revenue £'000s  Final Budget 40 Transfer payments 0 Support services 918 Depreciation 332  Revenue £'000s  Final Budget 2016/17 201  Income 2,214 Government grants 8 Reimbursements 153 Customer & client receipts Recharges Reserves Council Funded Net Budget 2,839	55,000	5,000	60,0	000	61,0	000	62,0	000	63,000	64,000		
Anticipated non financial resources  Contractors  Performance indicator (LBC2020 indicators highlighted in purple)  % of residents rating parks & green spaces good or very good Young peoples % satisfaction with parks & green spaces  Number of Green Flag Awards  Number of outdoor event-days in parks  1  Number of outdoor event-days in parks  1  Expenditure 5,053  Employees 762  Transport 251  Supplies & Services 3rd party payments 40  Transfer payments 0 support services Depreciation 332  Revenue £'000s  Final Budget 2016/17 201	215		22		24		26		260	260		
Performance indicator (LBC2020 indicators highlighted in purple)  % of residents rating parks & green spaces good or very good Young peoples % satisfaction with parks & green spaces Number of Green Flag Awards Number of outdoor event-days in parks  1  Revenue £'000s  Expenditure 5,053 Employees 2,271 Premises 762 Transport Supplies & Services 3rd party payments 40 Trransfer payments 0 support services 918 Depreciation 332  Revenue £'000s Final Budget 2016/17 201		210		-0	240		20	50	200	200	+	
Performance indicator (LBC2020 indicators highlighted in purple)  % of residents rating parks & green spaces good or very good Young peoples % satisfaction with parks & green spaces Number of Green Flag Awards Number of outdoor event-days in parks  1  Revenue £'000s  Expenditure 5,053 Employees 2,271 Premises 762 Transport Supplies & Services 3rd party payments 40 Trransfer payments 0 support services 918 Depreciation 332  Revenue £'000s Final Budget 2016/17 201						-						
Performance indicator (LBC2020 indicators highlighted in purple)   2016	2016/1	)16/17	2017	7/18	2018		2019		2020/21	2021/22		
(LBC2020 indicators highlighted in purple)         2016           % of residents rating parks & green spaces good or very good         7           Young peoples % satisfaction with parks & green spaces         6           Number of Green Flag Awards         1           Number of outdoor event-days in parks         1           Expenditure         5,053           Employees         2,271           Premises         762           Transport         251           Supplies & Services         479           3rd party payments         40           Transfer payments         0           Support services         918           Depreciation         332           Revenue £'000s         Final Budget 2016/17           Income         2,214           Government grants         8           Reimbursements         153           Customer & client receipts         2,053           Recharges         Reserves           Council Funded Net Budget         2,839			T		Sufficient	resources to p	rovide service	9				
(LBC2020 indicators highlighted in purple)         2016           % of residents rating parks & green spaces good or very good         7           Young peoples % satisfaction with parks & green spaces         6           Number of Green Flag Awards         1           Number of outdoor event-days in parks         1           Expenditure         5,053           Employees         2,271           Premises         762           Transport         251           Supplies & Services         479           3rd party payments         40           Transfer payments         0           Support services         918           Depreciation         332           Revenue £'000s         Final Budget 2016/17           Income         2,214           Government grants         8           Reimbursements         153           Customer & client receipts         2,053           Recharges         Reserves           Council Funded Net Budget         2,839											_	
(LBC2020 indicators highlighted in purple)         2016           % of residents rating parks & green spaces good or very good         7           Young peoples % satisfaction with parks & green spaces         6           Number of Green Flag Awards         1           Number of outdoor event-days in parks         1           Expenditure         5,053           Employees         2,271           Premises         762           Transport         251           Supplies & Services         479           3rd party payments         40           Transfer payments         0           Support services         918           Depreciation         332           Revenue £'000s         Final Budget 2016/17           Income         2,214           Government grants         8           Reimbursements         153           Customer & client receipts         2,053           Recharges         Reserves           Council Funded Net Budget         2,839											+	
(LBC2020 indicators highlighted in purple)  % of residents rating parks & green spaces good or very good Young peoples % satisfaction with parks & green spaces Number of Green Flag Awards Number of outdoor event-days in parks  1  Revenue £'000s  Expenditure Employees Employees Final Budget 2016/17  Expenditure Employees Final Services Fransport Supplies & Services Fransfer payments Final Budget 2016/17  Expenditure Final Budget 2016/17  Expenditure Final Budget 2016/17  Expenditure Final Budget 479  Expenditure Final Budget 479  Expenditure Final Budget 40  Final Budget 2016/17  Expenditure Expenditure Final Budget 2016/17  Expenditure Expend	Perfo	erformance Tar	gets (T) & Prov	isional Perforr	nance Targets	(P)						
Young peoples % satisfaction with parks & green spaces   E			2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)	Pola	arity	Reporting cycle	Indicator type	Main impact if indicator not met	
Young peoples % satisfaction with parks & green spaces   Number of Green Flag Awards	79	75	76	77	78	79	Hiç	ah	Biennial	Perception	Reputational risk	
Number of Outdoor event-days in parks	56	74	75	76	77	78	Hig		Biennial	Perception	Reputational risk	
Final Budget 2016/17 201	5	5	6	6	7	7	Hig		Annual	Quality	Reputational risk	
Final Budget 2016/17   201	171	130	135	140	145	150	Hig		Monthly	Output	Reputational risk	
Expenditure												
Expenditure   5,053												
Expenditure   5,053	Financia	ncial Informa	ation						Additiona	al Expenditure Inform	nation	
Employees         2,271           Premises         762           Transport         251           Supplies & Services         479           3rd party payments         40           Transfer payments         0           Support services         918           Depreciation         332           Revenue £'000s         Final Budget 2016/17           Income         2,214           Government grants         8           Reimbursements         153           Customer & client receipts         2,053           Recharges         Reserves           Council Funded Net Budget         2,839	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget E5 (2019/20) = (£50k) 2021/22 E6 (2019/20) = (£40k)				
Premises         762           Transport         251           Supplies & Services         479           3rd party payments         40           Transfer payments         0           Support services         918           Depreciation         332           Revenue £'000s         Final Budget 2016/17           Income         2,214           Government grants         8           Reimbursements         153           Customer & client receipts         2,053           Recharges         Reserves           Council Funded Net Budget         2,839	5,331				3,199	3,226						
Transport         251           Supplies & Services         479           3rd party payments         40           Transfer payments         0           Support services         918           Depreciation         332           Revenue £'000s         Final Budget 2016/17           Income         2,214           Government grants         8           Reimbursements         153           Customer & client receipts         2,053           Recharges           Reserves           Council Funded Net Budget         2,839	2,188		0		459 371	459	459					
Supplies & Services         479           3rd party payments         40           Transfer payments         0           Support services         918           Depreciation         332           Revenue £'000s         Final Budget 2016/17           Income         2,214           Government grants         8           Reimbursements         153           Customer & client receipts         2,053           Recharges           Reserves           Council Funded Net Budget         2,839	842 252			366 16		376 16	382 17					
3rd party payments         40           Transfer payments         0           Support services         918           Depreciation         332           Revenue £'000s         Final Budget 2016/17           Income         2,214           Government grants         8           Reimbursements         153           Customer & client receipts         2,053           Recharges           Reserves           Council Funded Net Budget         2,839	715			16 318		328	332					
Transfer payments         0           Support services         918           Depreciation         332           Revenue £'000s         Final Budget 2016/17           Income         2,214           Government grants         8           Reimbursements         153           Customer & client receipts         2,053           Recharges           Reserves           Council Funded Net Budget         2,839	40			1,149		1,183	1,200					
Support services         918           Depreciation         332           Revenue £'000s         Final Budget 2016/17         Ac 201           Income         2,214           Government grants         8           Reimbursements         153           Customer & client receipts         2,053           Recharges           Reserves           Council Funded Net Budget         2,839	0		0	0	0	0	0					
Depreciation         332           Revenue £'000s         Final Budget 2016/17         Ac 201           Income         2,214         Second and a	962		0	532	532	532	532					
Revenue £'000s  Final Budget 2016/17 201  Income 2,214  Government grants 8  Reimbursements 153  Customer & client receipts 2,053  Recharges  Reserves  Council Funded Net Budget 2,839	332			332		332	332					
Government grants  Reimbursements  Customer & client receipts  Recharges  Reserves  Council Funded Net Budget  Einel Budget  Acceptages	ACTUAI	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22					
Reimbursements 153 Customer & client receipts 2,053 Recharges Reserves Council Funded Net Budget 2,839	2,241	1 1,258	(61)	1,258	1,348	1,348	1,348					
Customer & client receipts 2,053 Recharges Reserves  Council Funded Net Budget 2,839	8	-	(9)	0		0	0					
Recharges Reserves  Council Funded Net Budget  2,839	467		\ /	174		174	174					
Reserves  Council Funded Net Budget 2,839  Final Budget Ac	1,766	6 1,084	87	1,084	1,174	1,174	1,174	1,174				
Council Funded Net Budget 2,839	$\longrightarrow$	1	<del>                                     </del>									
Final Budget Ac	$\longrightarrow$	1	<del>                                     </del>									
Final Budget Ac	3,090	*		1,914	1,851	1,878	1,906					
2016/17 201	ACTUAI	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22					
Parks Investment 715		485		1,452	491	491 300 300						
715	0	0 485	0	1,452	491	300	300					

			DETAILS OF MAJOR F Parks & Green S				
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS		Risk	
P	roject 1	Project Title:	Greenspaces TOM	Improved effectiveness	Likelihood	Impact	Score
Start date	01/12/2017	Project Details:	Production & implementation of Target Operating Model for Greenspaces	Various benefits & enhancements across a range of services & themes	3	2	6
End date	31/03/2019	,,	3 g				
Р	roject 2	Project Title:	Greenspaces Commercialisation	Improved efficiency (savings)			
Start date  End date	01/04/2017 31/03/2019	Project Details:	Increased commecialisation across a range of Greenspaces services	Diversifying the outdoor events portfolio, including new commercial events to increase income. Working with our new grounds maintenance service provider, idverde, to increase income for the service, especially from sport & recreational activities	3	2	6
Р	roject 3	Project Title:	Canons House & Rec Restoration	Improved customer experience			
Start date	01/07/2017	Project Details:	Delivery of Lottery-funded Canons Restoration Project	Multi-million pound investment project to restore, conserve & improve recreational opportunities at Canons Recreation Ground & Canons House.	3	2	6
End date	31/03/2019						
P	roject 4 	Project Title:	Morley Park	Improved customer experience			
Start date  End date	01/04/2017 31/03/2019	Project Details:	Transfer, opening & establishment of Morley Park	Opening & development of a brand new public open space in West Wimbledon, comprising informal recreational areas, nature conservation features & sports facilities	3	2	6
		D : (F2)					
Start date	01/02/2017	Project Title: Project Details:	Phase C, Lot 2 Contract  Embedding new systems & processes and ensuring quality & performance standards in relation to	Improved reputation  Working with our grounds maintenance contractor, idverde, to maintain & improve green spaces &	3	2	6
End date	31/03/2019 roject 6	Project Title:	Phase C, Lot 2 grounds maintenance contract  Re-use of Parks Assets	recreational services at a lower cost  Improved efficiency (savings)			
Start date		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					
Start date  End date	01/01/2018 31/032019	Project Details:	Re-use of surplus & redundant parks facilities: pavilions, yards & mess rooms and other parks assets	Increased income & preservation of some existing parks assets	3	2	6
Р	roject 7	Project Title:		Select one major benefit			
Start date							0
End date		Project Details:					
Р	roject 8	Project Title:		Select one major benefit	<u> </u>		
Start date		Project Details:					0
End date							
Pr	oject 59	Project Title:		Select one major benefit			
Start date							0
End date		Project Details:					
Pr	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		i i i joot Details.					

		Property										Plani	ning Assump	otions					The Corporate strategies your
Clir Mark A	Allison: Deputy	Leader & Cabi	net Member for	r Finance			Anticipate	ed demand		201	6/17	201	7/18	201	8/19	2019/20	2020/21	2021/22	service contributes to
Enter a brief	description of y	our main activ	rities and object	tives below		Т	he number of pr	roposed disposa	ls	Not I	known	Not k	nown	Not k	nown	Not known			Corporate Asset Management Pla
o ensure that all property trans	sactions provide	value for money	and comply with	th statute	1	7	The number of p	proposed lettings	i.		8		3		8	8			Economic Development Strategy
					ľ	The	e number of pro	posed rent revie	ews	2	21	3	5	3	36	Not known			Medium Term Financial Strategy
o maintain an accurate record			uncil and to prov	ride asset			e number of con	-		3	94	3:	94	3	94	394			<u> </u>
aluations to support the counc o manage the councils investr			e managing the	councils asset	hase to	An	ticipated non fi	inancial resour	ces	201	6/17	201	7/18	201	8/19	2019/20	2020/21	2021/22	
nsure that it has the accommo								(FTE)		4.	.85	4.	60	4.	.60	4.60	4.60	4.60	
o support regeneration, deal w																			
tegrated Project Team to delive ommunity Right to Bid -to mar																			
ommunity Right to bid -to mai	lage applications	ior community	assets to be iisi	leu anu ciaims i	UI .														
o maintain publicly available li										Actual P	erformance (A	) Performan	e Target (T)	Proposed T	arget (P)				Main impact if indicator i
011.TOM will lead to increase							Performano	ce indicator	1		2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)	Polarity	Reporting cycle	Indicator type	met
nost significantly driving econo lerton. This may impact on the				er working with I	ruture	% Va	acancy rate of pr	rop. owned by co		0.35	3.3	3.3	3.3	3.3	3.3	Low	Quarterly	Outcome	Loss of income
orton. This may impact on the	anning of sales a	and capital rece	ipio.		j		owed to LBM by			8.7	8.0	8.0	8.0	8.0	8.0	Low	Quarterly	Outcome	Loss of income
Objectives				_	ļ			aluations		167	150	150	150	150	150	High	Annual	Business critical	Breach statutory duty
complete Asset Valuations to				vices	ŀ			-								<u> </u>			
Implement review of non oper critically examine operational				necessary to															
support the business plan	p p · · · · · · · · · · · · · · · ·			,															
maximise revenue income by																			
provide timely advice to inforr ensure team is arranged to su																			
cristic team is arranged to st	apport objectives				l														
		DEPARTI	MENTAL BUDG	ET AND RESO	URCES				<u>'</u>		2	018/19 Exp	enditure					2018/19 Income	•
venue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22											
penditure	2,027	2,060	2,067	135	2,056	2,061	2,066												
nployees	228	233		31		214	214												
emises ansport	140			37	167	170 1	172	175											
pplies & Services	166	202		-	175	177	180	182					7		Employees				
party payments	0	0	0	0	0	0	0	0	//					1					
ansfer payments	0	0	0	0	0	0	0	0							Premises				■Customer & client receipts
pport services	486			0	493	493	493							١.	Transport				Customer & client receipts
preciation	1,006	1,006	,	0	1,006	1,006	1,006	1,006							Папэроп				■Recharges
venue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget	Forecast Variance	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22						7 .	Supplies & Ser	vices		1	1
confe	4,580	5,200	2017/18 4,660	2017/18 P7 (284)	4,949	4,949	4,949	4,949						/	Support service	es			
orne vertenent grants	0	0		0	0	0	0	0						١.	Depreciation				
im SP sements	0	0	·	0	0	0	0	0	,						_ 50.001011				
stomer & client receipts	4,089	4,719	,		4,469	4,469	4,469												
charges	491	481	480	0	480	480	480	480											
eserves pital Funded																			
uncil Funded Net Budget	(2,553)	(3,140)	(2,593)	(149)	(2,893)	(2,888)	(2,883)	(2,878)											
oital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget	Forecast Variance	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22							Summary o	of major budget etc	c. changes		
perty		70	2017/18	2017/18 P7												2018/19			
F=:-7		70							E&R6 = (£18	k)						20.5/10			
				1					ENV14 = (£18)										
	•		1	1					LINV 14 = (£.   (	UURI									
									(	Nk)									
									ENV34 = (£40 ENR8 = (£150										

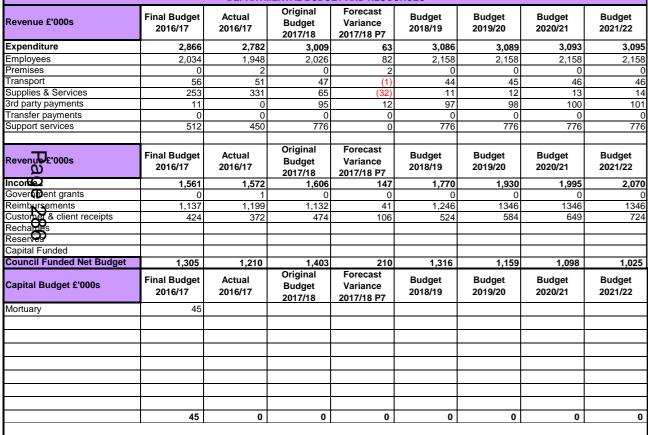


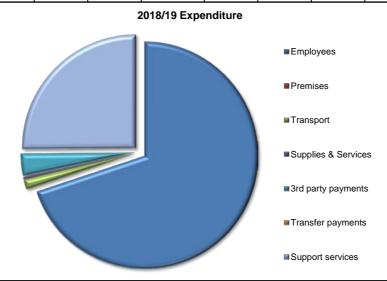
2019/20

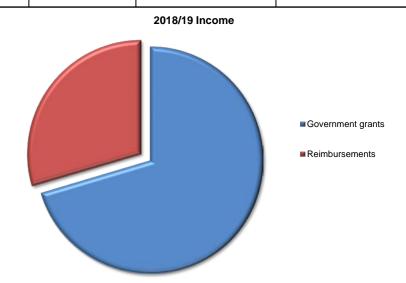


			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAX Property	IMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pi	oject 1	Project Title:	New secondary school	Infrastructure renewal		mpaor	555.5
Start date	2016-17				2	2	4
Frad data	an gaing	Project Details:	Land acquisition and granting of new leases.				7
End date	on going	B :					
	roject 2	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pi	roject 3	Project Title:		Select one major benefit			
Start date							
		Project Details:					0
End date							
Pi	roject 4	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		Project Details.					
Pi	roject 5	Project Title:		Select one major benefit			<del>                                     </del>
Start date							
		Project Details:					0
Pagdate							
	roject 6	Project Title:		Select one major benefit			
Standate							0
End date		Project Details:					
	oject 7	Project Title:	<u> </u>	Select one major benefit			-
Start date		i reject ride.		Colour one major serion			
Start date		Project Details:					0
End date							
Pi	roject 8	Project Title:		Select one major benefit			
Start date							0
Fad data		Project Details:					
End date	rainat 0	Dunio et Title		Calcat and maint hands			
	roject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					
Pro	oject 10	Project Title:		Select one major benefit			
Start date							
		Project Details:					0
End date							

	Regulator	y Services Part	nership									Plani	ning Assump	otions					The Corporate strategies your
Clir N	lick Draper: Cabine			Culture			Anticipat	ed demand		201	6/17	2017			8/19	2019/20	2020/21	2021/22	service contributes to
Cllr Ross	Garrod: Cabinet N	lember for Stre	et Cleanlines	s & Parking			Total number	of food premise	S	17	'90	18	03	18	316	1829	1829	1829	Air Quality Action Plan
A brief description of your	main activities ar	nd objectives:					Total number of	service reques	ts	59	95	61	13	62	234	6357	6357	6357	Climate Change Strategy
							Licence/pern	nit applications		18	390	1900		19	900	1900	1900	1900	Merton Regeneration Strategy
Provide statutory environm																			Medium Term Financial Strategy
councils that make up the I _B Wandsworth).	Regulatory Service	es Partnersnip	(currently LB	ivierton, LB Ric	nmona ama	Aı	nticipated non	financial resou	rces	201	6/17	2017	7/18	201	8/19	2019/20	2020/21	2021/22	
LD Wandsworth.							Staff	(FTE)		39	.48	39.	48	86	5.18	86.18	86.18	86.18	
Deliver savings and efficien	ncies by:																		
	h d -						Performan	ce indicator				(A) Performar				Polarity	Reporting cycle	Indicator type	Main impact if indicator no
<ul> <li>reducing over</li> </ul>	neads									2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2020/21(P)	•		,	met
<ul> <li>generating ad</li> </ul>	ditional income					% se		eplied in 5 worki	• •	95 £392.026	96	96	96	96	96	High	Monthly	Perception	Reduced customer service
0 0							Income generation by EHTSL				£345,000	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income
<ul> <li>attracting new</li> </ul>	business					0 ,	% of category A,B & non-compliant C food premises inspe				98	98	98	98	98	High	Annual	Business critical	Government intervention
rationalising I	°T evetame						No. of underage sales test purchases  Annual average amount of Nitrogen Dioxide per m3				100	100	100	100	100	High	Quarterly	Business critical	Anti social behaviour
Tationalising is	OT Systems						0			NMTP	40	40	40	40	40	Low	Annual	Outcome	Political risk
Transform the service by:						Nitrgen Dio		onitoring Sites in lational Levels	n the Borough	29/50	New	0/50	0/50	0/50	0/50	Low	Quarterly	Outcome	Political risk
<ul> <li>demand mana</li> </ul>	agement							nt of Particulate	•	24	40	40	40	40	40	Low	Annual	Outcome	Political risk
						Number of I	cence application	ons determined	within 28 days	96.75%	95%	95%	95%	95%	95%	High	Quarterly	Business critical	Reputational risk
<ul> <li>streamlining b</li> </ul>	ousiness processes	5				9	of food premis	es rated 2 or be	low	9.65%	15%	15%	15%	15%	15%	Low	Quarterly	Outcome	Reputational risk
<ul> <li>implementing</li> </ul>	new ways of work	ing																	
		DEPARTI	MENTAL BUD	GET AND RESC	URCES							2018/19 Exp	nditure					2018/19 Income	•
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22				2010/13 EXP	silaitare	_				2010/13 Income	
Expenditure	2,866	2,782	3,009		3,086	3,089	3,093	3,095						■Emp	loyees				
Employees	2,034	1,948	2,026			,		2,158											
Premises	0	2	(	) 2	2 0	0	0	0				■Prem	nises						
Transport	56	51		١.	44		.0	46											<u> </u>
Supplies & Services	253	331	6; 9;		97								1	_					
3rd party payments	11	0		14	97	98	98 100 101				■Transport						■Government grants		







ENV08 = (£40k) ENV09 = (£50k)

1,600 1,400 1,200 1,000 800 600 400 200 0 2016 2017 2018 2019 2020 2021 ---Budget -----Actual

ENR1 = (£100k) E1 = (£60k)

2020/21

2021/22

Summary of major budget etc. changes

2018/19

2019/20

E1 = (£65k)

E1 = (£75k)

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR Y Regulatory Services Partnership	YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk	Score
P	roject 1	Project Title:	Procurement of a new ICT case management system	Improved efficiency (savings)	Likeiiilood	Ппрасс	Score
Start date	2016-17	- Project Details:	Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and  Wandsworth		2	1	2
End date	2017-18						
P	roject 2	Project Title:	Design and implement a joint Merton/Richmond budget	Economic outcomes			
Start date	2015-16	- Project Details:	Design and implement a joint revenue (income & expenditure) budget on a to be determined costs apportionment model		2	1	2
End date	2017-18						
P	roject 3	Project Title:		Select one major benefit			
Start date	2015-16	Project Details:			0	0	0
End date	2017-18	1 Toject Details.					
P	roject 4	Project Title:		Select one major benefit			
Start date	2014-15				0	0	0
End date	2017-18	- Project Details:				-	
P	roject 5	Project Title:		Select one major benefit			
Stattdate							0
Standate  Q EM date		- Project Details:					
	roject 6	Project Title:		Select one major benefit			
Start date							0
End date		- Project Details:					
P	roject 7	Project Title:		Select one major benefit			
Start date							0
End date		- Project Details:					
P	roject 8	Project Title:		Select one major benefit			
Start date							0
End date		- Project Details:					
P	roject 9	Project Title:		Select one major benefit			
Start date							
End date		- Project Details:					0
	roject 10	Project Title:		Select one major benefit			<u> </u>
Start date		Froject fille.		Select one major benefit			
		- Project Details:					0
End date							

														_					
Clly Edith Massylavy C		Safer Merton	tu Cafatu Fund		lition		Auticinat	ed demand		201	16/17		nning Assur 7/18	•	8/19	2019/20	2020/21	2021/22	The Corporate strategies your
Cllr Edith Macauley: C	description of y				iities	Nur		tionable, ASB ca	200		60		00		00	400	350	350	Safer & Stronger Strategic Assessment
						inur		ulation		1	5,722		,410		3,607	209,771	210,902	210,902	Violence Against Women and Girls Strateg
Safer Merton delivers the coutackle crime and disorder. The	ıncıı s statutory e team consist:	s of eight office	ers working ac	cross several		No. Multi Ac		sment cases (dom	estic abuse)		62		70		70	170	210,902	210,902	Children and Young People's Plan
themes:			3					d in Neighbourhood			8%		0%		5%	38%	40%	40%	Community Cohesion Strategy
Tackling anti-social behavi     Protecting victims of Dome	our in non soci	ai nousing nd Abuse and	taking action	against		An	ticipated non f	inancial resourc	ces	201	16/17	201	7/18	201	8/19	2019/20	2020/21	2021/22	Health & Wellbeing Strategy
perpetrators			-	•			Staff	(FTE)		9.	.10	7.	99	7.	.49	7.49	7.49	7.49	Safeguarding Children's Board Annual
Managing and delivering a     Delivering the partnerships	borough wide	Neighbourhoo	od Watch prog	ramme															Hate crime strategy
5) Managing and deliverung to 6) Manaing and delivering the	he boroughs w	ork to tackle h	nate crime																
6) Manaing and delivering the The service also ensures that	Home Office	oilot to tackle a	alcohol related	d crime and ASE	3					Actual P	Performance	(A) Performa	nce Target (	T) Proposed	Target (P)				Main impact if indicator not
will be working to ensure that	the proposed s	sales of police	stations, mer	gers of police			Performan	ce indicator		2016/17(A)		2018/19(P)		· · · · · ·	2021/22(P)	Polarity	Reporting cycle	Indicator type	met
command units and the introd	duction of its ne	w VAWG stra	tegy are rolled	d out appropriat	ely .	Multi Agenc	y Risk Assessn	nent cases - dom	estic abuse	309	153	153	153	200	2010	High	Monthly	Business critical	Safeguarding issues
across the borough to minimi commissioning of MOPAC fu	se negative imp nded workers	pact. The serv	retains stra	ategic oversite	and			rotection Warnin	•	n/a	150	100	100	100	100	High	Quarterly	Outcome	Reduced enforcement
Safer Merton forms part of ar which forms part of the E&R	id is managed t	through the co	ouncils Public I	Protection divisi	on			Protection Notice		n/a	8	8	8	8	8	Low High	Quarterly Annual	Quality Outcome	Reduced enforcement
which forms part of the E&R partnership with other statuto	Directorate. The	e work of Safe	er Merton is de S. The statutory	elivered in v dutv for Safer		Number		ourhood Watch s nce with Injury	chemes	n/a n/a	10 1373	10 1373	10 1373	15 1200	15 1200	Low	Quarterly	Quality	Reduced service delivery  Customer hardship
Merton consists of the followi	ng:					Nun		closure orders u	ised	New	New	10	10	1200		Low	Quarterly	Outcome	Anti social behaviour
A duty to establish a crime plan	and disorder p	artnership and	a deliver an ar	nnuai partnershi	p					110#	11011	1 .,		12	12			2 2.000	55555 5576
2) Completion of an annual s	trategic assess	ment governe	ed by the Comr	munity Safety															
Partnership  3) Respond to and deal with	crime and disor	der through e	vidence based	d analytical worl	r in a											T			
		DEPĂRT		GET ÁND RESO	URCES							2018/19 Ex	penditure					2018/19 Income	
Revenue £'000s	Final Budget	Actual	Original Budget	Forecast Variance	Budget	Budget	Budget	Budget				_							
	2016/17	2016/17	2017/18	2017/18 P7	2018/19	2019/20	2020/21	2021/22						■En	mployees				
Expenditure	756	647			647														
Employees Premises	340	303	346	) 2	342	342	342	342						■Pr	emises				
Transport	5	2	2 1	1 0	1	1	1	1											
Supplies & Services	270	222			15									■Tra	ansport			A	
3rd party payments Transfer payments	0	4	168	3 0	170	173	175	178											\
Support services	140	116	119	9 0	<u>0</u> 119	119	119	119						<b>■</b> 0:	upplies & Serv	ires			■Government grants
Depreciation	0	0	) (	0 0	0	0	0	0						=30	Applies a selv				g.a.no
Revenue 000s	Final Budget	Actual	Original Budget	Forecast Variance	Budget	Budget	Budget	Budget						■3re	d party payme	nts			1
Ø	2016/17	2016/17	2017/18	2017/18 P7	2018/19	2019/20	2020/21	2021/22						_0	a pair, pa,				,
Incom Course Pot grants	76	108		( )	76									■ Tr	ansfer payme	nte			
Government grants Reimbursements	76 0	27 81		6 (37) 0 0	/6 n	76 0	76 0	/6 n						<b>■</b> 113	anorer payme	no l			
Customa & client receipts Recharges		31	<u> </u>	Ĭ										= 0:	innort con de -	,			
Recharges  Council Funded Net Budget	680	539	568	8 (35)	571	574	576	579						<b>■</b> 50	upport services	·			
Council i unaca ito: Baago:		333	Original	Forecast	371	314	370	373											
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Budget	Variance	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22							Summary	of major budget etc	c. changes		
CCTV	514		2017/18	<b>2017/18 P7</b>	_3.0,13											2018/19			
001 V	514			1	0	0	0	0								2010/19			
				1															
				1															
				<u> </u>															
	514	0	0		0	0	0									2019/20			
	514	U		<u>,                                     </u>	U		U	<u>'</u>								2010/20			
800 7																			
700 -																			
600																			
600 -			_			•										2020/21			
500 -																			
Ü																			
400 -																			
300 -																			
200 -								ŀ								2021/22			
200 ]																			
100 -																			
2016	20.	1 <b>2</b> Budget	2018	2010	Actual	2020	2021	<u> </u>											
2010			2010	2019	Actual	2020	2021												

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Safer Merto				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk	Score
Pr	oject 1	Project Title:	Merton says NO MORE	Improved customer experience	Likeiiiioou	Шрасс	Score
Start date  End date	01/04/2017 None		Building on the success of the UK SAYS NO MORE launch in September 2016, where Merton was the second London borough to launch the campaign to condemn Domestic Violence and Sexual Violence, the Community Safety Partnership wish to roll the programme out across other strands of key business. This will ensure that Merton's residents and businesses are fully aware of the Community Safety Partnership's commitment to tackling a range of issues affecting our residents	Improved victim awareness, increased profile for Merton as a pro-active borough in addressing crime and ASB and associated reputational benefits across London	2	2	4
Pr	oject 2	Project Title:	DVA commissioning	Improved customer experience			
Start date  End date	01/01/2017 30/06/2018		To bring together the two contracts for Independent Domestic Violence Advocates (IDVAs) and Mertons Refuge provision together to recommission. The recommission will be under a 3+1+1 term seeing a rise in investment from across the directorates of CSF, C&H and E&R. This work will improve the victims journey ensuring that the victims recieve the right support, at the right time	Improved victim journey, improved outcomes for families, improved safety and an improved reputation for merton as a borough whom delivers good quality service to victims	2	3	6
Pr	oject 3	Project Title:	ECINS procurement	Improved efficiency (savings)			
Start date  End date	01/09/2017		Procurement of a new risk and information management system to improve safety for vulnerable people with partners from across all sectors coming together to share information and safeguard. Commissioned for use by safer merton and the YOT in CSF initially this software, which is cloud based, will deliver real time benefits to the public purse as we work to support, safeguard and/or	By utilising infromation/intelligence in a more direct and real time environment we can identify a range outcomes which, when met, will reduce risk of crime, ASB, risk of exploitation, missing etc	3	2	6
		5	enforce against some of our most complex and in need residents				
Pr	oject 4	Project Title:		Select one major benefit			
Start date  End date		Project Details:					0
Pr	oject 5	Project Title:		Select one major benefit			<u> </u>
		1 10,000 110.		Colost one major contin			
Start date		Dunings Datailas					0
P ව Eල date		Project Details:					
	oject 6	Project Title:		Select one major benefit			
St <b>&amp;</b> Ddate		Project Details:					0
End date							
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		r roject Details.					
Pr	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		r roject Details.					
Pr	oject 9	Project Title:		Select one major benefit			
Start date		Project Detailer					0
End date		Project Details:					
Pro	oject 10	Project Title:		Select one major benefit	-		
		-					
Start date		Project Details:					0
End date		. Tojou Dolano.					

	Transport	Baccangar E	loot Convine										Planning Assum	umntions					The Corporate strategies your
Cllr Martin Whe	ransport - F elton: Cabinet Memb	<ul> <li>Passenger Flee mber for Regene</li> </ul>		ronment & Housi	₄inα		Anticipat	ted demand		2016/	6/17		017/18		018/19	2019/20	2020/21	2021/22	service contributes to
	rief description of ye				9	CS'		Journeys - In-Hou	ouse	70,00		_	0,000		70,000	70,000	70,000		Children and Young People's Plan
To provide effective Home					using the in-			Journeys - In-Hou		70,00	000	70	0,000	7	70,000	70,000	70,000	<del>                                     </del>	Special Educational Needs and
house fleet of buses and as					,			unioje				+		+	,,000	. 5,552		+	Disabilities Strategy
T	t	leted in how	- t-sising to	- " oil ota	, J	<del></del>			·	+		+		+	$\longrightarrow$		+	+	
To provide health & safety external organisations utilis	and venicle rev	ated in-nouse cils fleet of ve	ehicles.	all councii stan	and ,	Ant'	ticipated non f	financial resource	urces	2016/	ô/17	201	017/18	20	018/19	2019/20	2020/21	2021/22	
Chiernal organioadene a	Jilly the Ocano	3 11001 01 10	iloios.		,			rt Fleet vehicles		40		40	40	4	40	40	40		
1					,		St	Staff		61	,	48	48.35	4 <sup>r</sup>	45.85	45.85	45.85	45.85	
					,	<u> </u>				<del></del>	'	<del>_</del>		<del>_</del>		+	<del></del>	<u> </u>	
1					,					Actual Pr	erformance	e (A) Performan	ance Target	(T) Propose	d Tarnet (P)				Main impact if indicator not
					,		Performan	nce indicator				(A) Performan				Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
					,		% Client usr	ser satisfaction		2010,11(1)	97	97	97	97	98	High	Annual	Outcome	Reduced customer service
1					,	Ave		enger vehicles in u		89	85	85	85	85	85	High	Annual	Unit cost	Reduced customer service
					,	% in-h	n-house journey th	y that meet timeso	escales	83	85	85	85	85	85	High	Annual	Outcome	Reduced customer service
1					,	Sir	ickness - avera	rage days per FTE	ſΕ	14.35	11	10.5	9.5	8	8	Low	Monthly	Unit cost	Increased costs
					,						·'	'	<u> </u>	<u> </u>		+			
1					,	<u> </u>				+	· '	<del></del> '	<del></del> '	+		+			
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1					,	<del></del>				+		+	+	+	+			+	-
		DEPART	MENTAL BUDY	DGET AND RESOUR	URCES				4			1	111111111111111111111111111111111111111						
	First Budget	T T	Original	Forecast	Pudget	Burdant	Budget	Budget	1			2018/19 Exp	.penditure					2018/19 Income	1
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Budget	Variance	2019/10	Budget 2019/20	Budget 2020/21		1										I
= ""			2017/18	2017/18 P7	7				4					■Er	Employees				I
Expenditure Employees	<b>9,477</b> 1,978																		1
Employees Premises	1,978 76	79	79 46	46 (6)	(6) 47	7 47	7 48	48 49	9					■Pr	Premises				I
Transport	6,169	7,073	73 5,576	576 10	10 5,659	9 5,743	3 5,827	327 5,910				4							<u> </u>
Supplies & Services  3rd party payments	91	112			67	68		69 70	4					√ Tr	Transport				<u> </u>
Transfer payments	+ 0	را در	<u></u>	0 0	0 0	0 0	a <del>l</del>	0 6	<b>1</b>					$oldsymbol{A}$					■Government grants
Support services	847				0 952	52 952								■S <sup>,</sup>	Supplies & Services	∌s S			
Depreciation	316	1 1	16 337	337 0	0 337		7 337	337 337	4					4					■ Reimbursements
Revenue 000s	Final Budget	Actual	Original Budget		Buaget	Budget	Budget	Budget	1					■3′	3rd party payments	.s			Neillibursements
Revenue 0000s	2016/17	2016/17	2017/18	2017/18 P7	7 2018/19	2019/20	2020/21	2021/22	1					4					
Incom 🖸	9,622	10,303				8,623	3 8,623	8,623	4					<b>■</b> T	Transfer payments	.s			
Governing ont grants Reimbursements	0 609	0 606	0 0	0 0	0 11 612	2 612	2 612	612 612	ત્ર										
Customer client receipts	9,013													9.5	Support services				/ I
Custom client receipts Rechard Reserves																			I
Reserves Capital Funded	<del></del>		+	<del></del> '	<u>_</u> '		<del>-</del>		4					■Γ	Depreciation				1
Capital Funded  Council Funded Net Budget	(145)	213	.3	0 105	45 (66°	6) 19	9 106	106 191	d	_				_					
	Final Budget		Original	Forecast	Rudget	Budget	Budget												
Capital Budget £'000s	2016/17	2016/17	Budget 2017/18		2019/10	2019/20	2020/21	2021/22							Summary	y of major budget et	tc. changes		
Fleet Vehicles	500				542											2018/19			
GPS Vehicle Tracking	+	42			<del> </del>	<del></del>			ENV32 = (£	(02014)									
Alleygating	<u></u>	27			40	40	0 40	40 40	$= \begin{array}{c} ENV32 = (£) \\ ENV37 = (£) \end{array}$	/£35k)									
Other		11	F	6	6'	اا			ENR5 = (£7	£76k)									
									ENR7 = (£1										
		<u> </u>		'			<u></u>	<u> </u>	4	•									Ī
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		<b>■</b> Budget	•		Actual	٦			ı										
		Budge	et		Actu	'al													

		DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Transport - Passenge	T) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD  r Fleet Service			
		PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Project 1	Project Title:	Review of Fleet provision (Vehicles)	Select one major benefit	Likeiiiiood	Impact	Score
Start date <b>2017-18</b> End date <b>2018-19</b>	Project Details:	Review of the full retained fleet and the future provision of vehicles.	Finacial savings from reduced fleet through shared vehicles	3	2	6
Project 2	Project Title:		Select one major benefit			
Start date						
End date	Project Details:					0
Project 3	Project Title:		Select one major benefit			
Start date	Burious Bustille					0
End date	Project Details:					
Project 4	Project Title:		Select one major benefit			
Start date	Project Details:					0
End date						
Project 5	Project Title:		Select one major benefit			
Start date	Project Details:					0
End date Project 6	Project Title:		Select one major benefit			
Star date						0
End date	Project Details:					
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	i Toject Details.					
Project 10	Project Title:		Select one major benefit			
Start date	Project Details:					0
End date						
	1		1		I	

#### Commissioned Service

**Waste Management and Cleansing** 

**Cllr Ross Garrod Cabinet Member for Street Cleanliness & Parking** 

Cllr Martin Whelton Cabinet Member for Regeneration, Environment & Housing

**Service Providers:** 

Veolia UK Ltd

**Viridor Waste Management** 

**Kingdom Ltd (Environmental Protection)** 

Noah's Ark (Stray Dogs / Enforcement)

The London Borough of Merton is committed to managing the provision of high quality and sustainable waste management and cleansing services to residents, businesses and those passing through the borough. The service ambition is to maintain a clean, green and safe environment that meet the standards of London's Best Council.

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

### The key objectives of the service are:

**Planning Assumptions** 

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

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

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

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

The Corporate strategies the

				•	•					The corporate chategies the
Anticipated demand	201	16/17	201	7/18	201	8/19	2019/20	2020/21	2021/22	service contributes to
Housing Properties	83,	,500	84,	000	85,	000	86,000	86,500		Waste Management Strategy
Kilometres of Roads	3	375	3.	75	3	75	375	375		
Population	205	5,722	207	,410	208	,607	209,771	210,902		
Total household waste tonnage	71,	,000	71,	000	71,	000	71,000	71,000		
Anticipated non financial resources	201	16/17	201	7/18	201	8/19	2019/20	2020/21	2021/22	
Clienting and Commissioning Team	6.	.69	6.	69	3.	19	3.19	3.19	3.19	
Community Engagement and Enforcement		9	,	9	,	9	9	9	9	
SLWP		0	,	4		2	2	2	2	
Client Neighbourhood team		0	1	.5	2	.4	2.4	2.4	2.4	
Veolia UK Ltd			•		•			•		
Viridor	7				0.46					
Kingdom Ltd	7				Sufficier	it resources to p	provide service			
Noah's Ark	7									
Performance indicator	Actu	al Performanc	e (A) Performa	nce Target (T)	Proposed Targ	jet (P)	Polarity	Poparting avala	Indicator type	Main impact if indicator not met
(LBC2020 indicators highlighted in purple)	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)	Polarity	Reporting cycle	illulcator type	Main impact if indicator not met
% Residents satisfied with street cleanliness	53	57	57	58	60		High	Annual	Perception	Reputational risk
% Sites surveyed below standard for litter	9	8.5	8	6	4		Low	Monthly	Perception	Reputational risk
% Sites surveyed below standard for Detritus	12	13	10	9	7		Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for graffiti	5.2	5.0	5.0	5.0	5.0		Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for weeds	7.79	12	11	10	9		Low	Quarterly	Perception	Reputational risk
Number of fly tips reported	3113	3600	8400	8400	8400		Low	Monthly	Outcome	Reputational risk
% of fly tips removed within 24 hours	n/a	90%	90%	95%	95%		High	Monthly	Outcome	Reputational risk
% Sites surveyed below standard for flyposting	1	1	1	1	1		Low	Quarterly	Perception	Reputational risk
% of FPNs issued that have been paid	73%	68%	70%	70%	70%		High	Monthly	Output	Loss of income
% Household waste recycled	36	42	46	48	50		High	Monthly	Business critical	Reputational risk
% Residents satisfied with refuse collection	69	72	73	74	75		High	Annual	Perception	Reputational risk
Residual waste kg per household pa	567.47	540	500	475	435		Low	Monthly	Outcome	Increased costs
% Municipal solid waste landfilled	57	59	65%	10%	5%		Low	Monthly	Outcome	Increased costs
Number of missed bins per 100,000	50	50	50	40	30		Low	Monthly	Outcome	Reduced customer service
Total wests erising nor household Ma	otal waste arising per household Kg 887 910		040	040	040		Low	Monthly	Outcome	Reputational risk
rotal waste ansing per nousehold kg	887	910	910	910	910		LOW	Wildriding	Odtoonic	Reputational risk

	Financial Info	ormation - V	Vaste Manaç	gement and	Cleansing				Additional Expenditure Information
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	2018/19 E&R20 = 2k E&R21 = £30k
Expenditure	20,750	21,353	15,457	376	15,307	15,264	15,466		
Employees	7,597		1,042	62	757	757	757		
Premises	452		397	-43	400	406	412		ENR6 = (£200k)
Transport	1,940		26	-5	26	27	27		ERG2 = £65k
Supplies & Services	1,531	1,521	316	-37	321	325	330		
3rd party payments	5,806	5,747	12,723	401	12,852	12,798	12,989	13,180	<u>2019/20</u>
Transfer payments	2	•	2	-2	0	0	0	0	ENR9 = (£200k)
Support services	2,828		366	0	366	366	366		
Depreciation	594	594	585	0	585	585	585	585	EV08 = (£250k)
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	ERG2 = £35k E2 = (£30k)
Income	3,497	3,983	956	(10)	866	1,066	1,066	1,066	
Government grants	0	0	0	0	0	0	0	0	
Reimbursements	406		455	15	367	367	367	367	
Customer & client receipts	2,348		501	(25)	499	699	699	699	
Recharges	743	688	0		0	0	0		
Reserves									
Capital Funded									
Council Funded Net Budget	17,253	17,370		366	14,441	14,198	14,400	14,601	
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	
Waste Bins					2,674				
Fleet Vehicles		316			2,670				
Other			113						
Other C	0	316	1,085	0	5,344	0	0	0	
Ф					DET	All S OF MA IO	D DDO IECTS	-	

DETAILS	OF MAJO	R PROJECTS
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PROJECT DESCRIPTION				Major Projects Benefits	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	New Waste collection Service (Wheelie Bins)	Select one major benefit			
Start date	01/10/2017	Project Details:	The introduction of a new borough wide waste collection service, including the introduction of two wheelie bins per house hold and a revised frequency of collection.	Optimised collection services delivering significant financial / environmental savings	5	2	10
End date	01/10/2018	Project Details.					
Project 2		Project Title:	Energy Recovery Facility (Phase B)	Select one major benefit			
Start date	05/11/2012						
End date	01/09/2018	Project Details:	Working alongside SLWP and Viridor to design, build and operate an Energy Recover Facility which will remain in the ownership of Viridor in which it will disposal of the SLWP boroughs muniicipal waste. Key dates a. Key Facility Planned Works Commencement Date 31st August 2015 b. Key Facility Planned Service Commencement Date 31st August 2018 c. Key facility Expiry Date 31st August 2043	Environmental benefits from diverting waste from landfill, sustainable waste management	3	2	6

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