

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 31 January 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

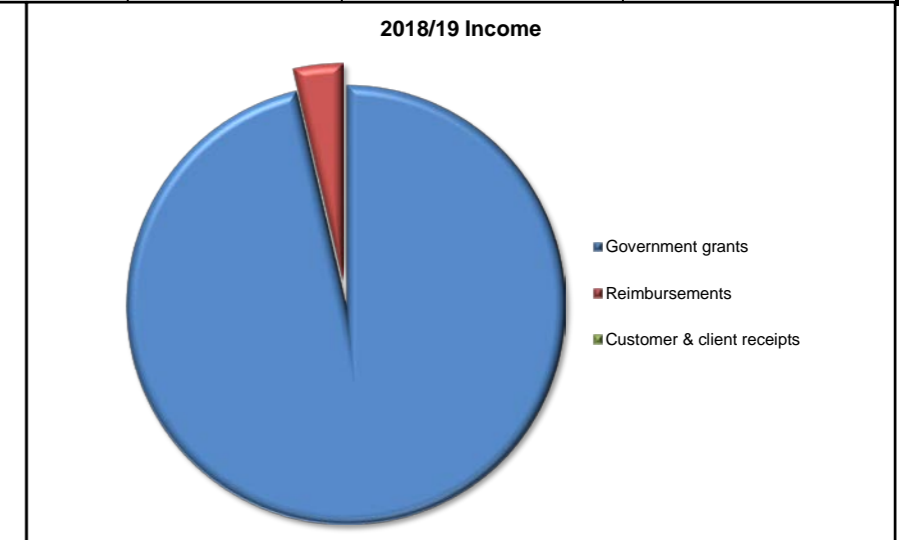
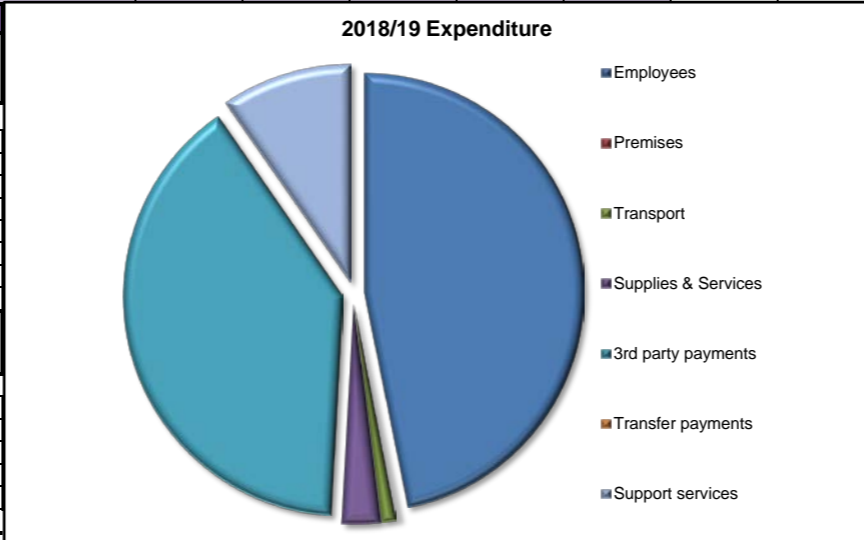
Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	Business Improvement	Development & Building Control
Education	Housing Needs & Enabling	Corporate Governance	Future Merton
	Libraries	Customer Services	Leisure & 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 *

**Commissioning Plan*

Children Schools & Families

Children's Social Care & Youth Inclusion Cllr Katy Neep: Cabinet Member for Children's Services Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21		2021/22			
<p>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.</p> <p>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.</p> <p>Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model.</p> <p>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.</p> <p>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.</p> <p>Access to resources for looked after children/external placement provision Recruitment of in house foster carers.</p>	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)										
	Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
	% 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
Support services	2,298	2,283	2,299	0	2,299	2,299	2,299	2,299
Depreciation	0	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
Income	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

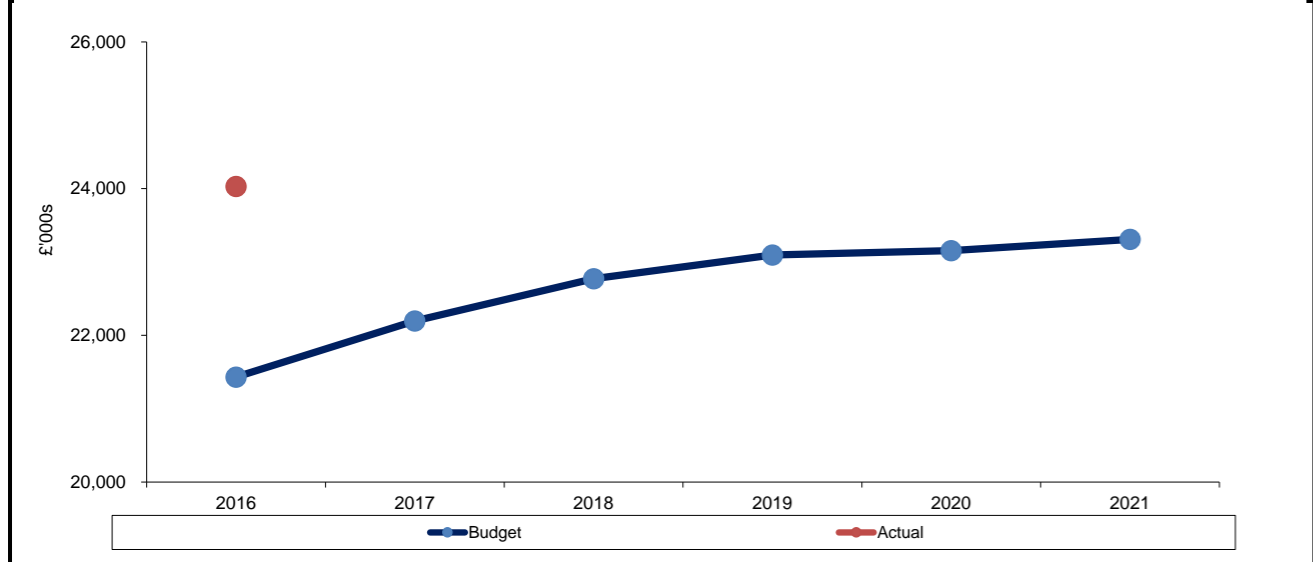


Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
	0	0	0	0	0	0	0	0

Summary of major budget etc. changes

2018/19

2019/20



Review of CSF staffing structure beneath management level: £101,000 - Part of CSF2015-09
 Further staff saving to be identified across the department: £150,000 - CSF2016-03
 Reduced cost/offer through the national centralised adoption initiative: £78,000 - CSF 2016-02

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

2021/22

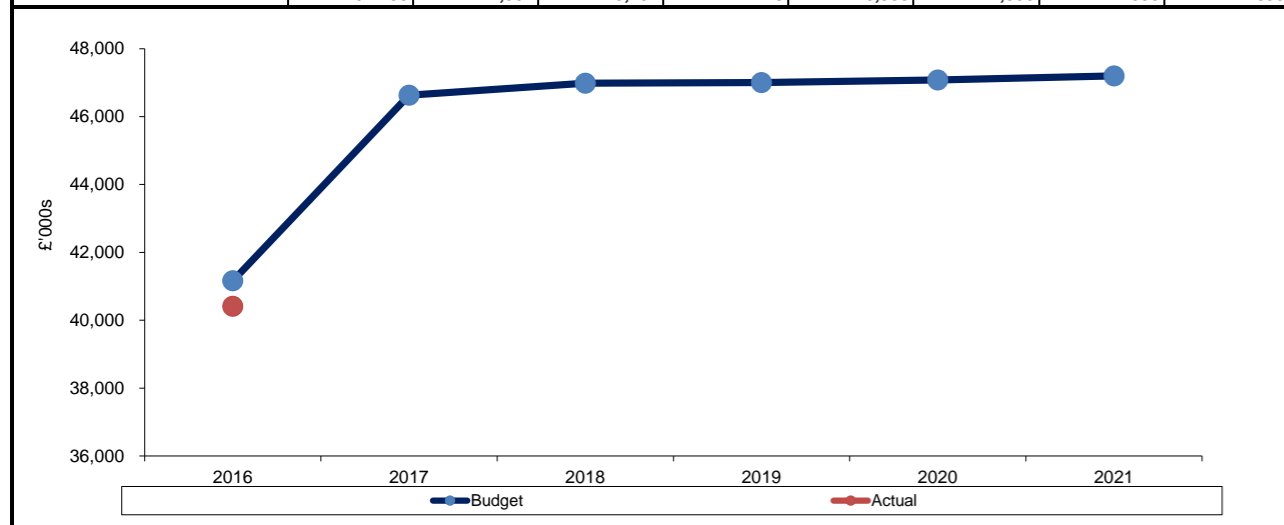
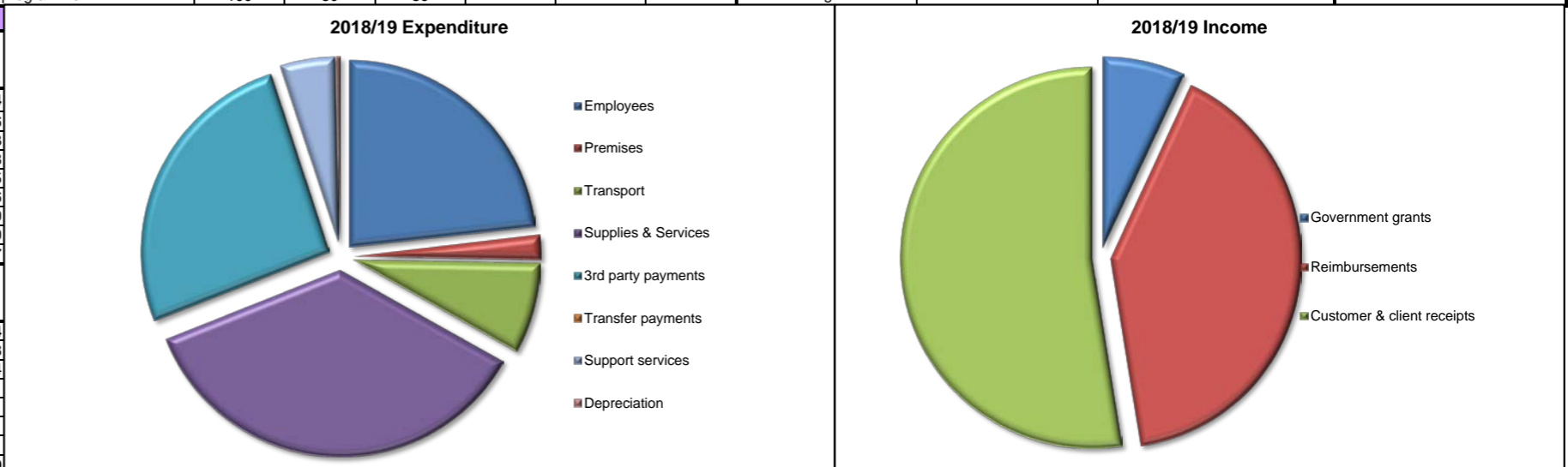
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Children's Social Care & Youth Inclusion

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Well Being Model - CSC & CYPWB/TOM	Improved effectiveness		12
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 the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.	4	3	
End date	2019-20					
Project 2		Project Title:	Continuous Improvement and Inspection Readiness	Improved effectiveness		12
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 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.	4	3	
End date	2018-19					
Project 3		Project Title:	MOSAIC (CYPWB & TOM) Phase 1 and 2.	Improved efficiency (savings)		9
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 will include extensive work to improve associated processes. Also interim project is delivering improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP .	3	3	
End date	2016-19					
Project 4		Project Title:	Workforce development	Improved staff skills and development		12
Start date	2015-16	Project Details:	We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.	4	3	
End date	2019-20					
Project 5		Project Title:	Innovation work streams	Improved effectiveness		6
Start date	2016-17	Project Details:	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 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 children 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.	3	2	
End date	2019-20					

Education	Planning Assumptions						The Corporate strategies your service contributes to					
Cllr Katy Neep: Cabinet Member for Children's Services	Anticipated demand		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Cllr Caroline Cooper-Marbiah: Cabinet Member for Education	Forecast increase in population 0-4				780				Children and Young People's Plan			
Enter a brief description of your main activities and objectives below Merton School Improvement (MSI) • 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 • 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 vulnerable families • working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families • Developing the work force to deliver holistically to vulnerable families and young children 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 Pupil place planning, & schools admissions School expansion & capital programme management. SEN Transport commissioning Policy, Planning and Performance Service Planning, Performance Information and Performance Management, Policy and Communications MSCB - is responsible for agreeing local child protection procedures and for monitoring the performance of local agencies' arrangements for safeguarding children	Forecast increase in population 5-19				2400				SEN and Disabilities Strategy			
	Raise in Participation age 16-18				160					School Expansion Strategy		
	Forecast increase in Children & Y/P with EHCP				200-400					Special Educational Needs and Disabilities Strategy		
	Increased demand for secondary school (total across all schools)		1 foe	2 foe (cumulative)	6 foe (cumulative)		8 foe (cumulative)					
	Increased demand for special school places (total across all schools)		100 more SEN places by 19-20									
	Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
	Staff (FTE subject to change as a result of restructures)		297	286	285	283	283	283				
	Performance indicator (LBC2020 indicators highlighted in purple)	Actual performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)					
	Merton pupil average Attainment 8 score	53	50	51					High	Annual	Outcome	Reputational risk
	Merton pupil Average Progress 8 score	0.28	0.51	0.51					High	Annual	Outcome	Reputational risk
	% outcome of Ofsted school inspections good or outstanding	91	89	91					High	Monthly	Outcome	Inspection outcomes
	% secondary school attendance	95.5	95.2	95.6					High	Annual	Outcome	Increased costs
	% primary school attendance	96.2	96.1	96.2					High	Annual	Outcome	Breach statutory duty
	% of new EHCP requests completed within 20 weeks	21	55	55					High	Quarterly	Outcome	Safeguarding issues
% 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	
%secondary school Yr7 surplus places Inc. Academies	6.5	9	5					Low	Annual	Business critical	Parental choice	
reaching the expected standard at Key Stage 2 in reading, writing and mat	57	58	58					Low	Annual	Outcome	Inspection outcomes	
% spend on approved capital programme	100	80	80					High	Annual	Business critical	Increased costs	

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	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
Reimbursements	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



Year	Review
2018/19	Review of non-staffing budgets across the department: £28,000 - Part of CSF2017-01
2019/20	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
2021/22	

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

Education

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	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 the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.	4	3	12
End date	2019-20					
Project 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 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.	2	3	6
End date	2018-19					
Project 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 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)	2	3	6
End date	2019-20					
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-parite panel to support and process cases within available funding streams. Develop and 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.	3	3	9
End date	2019-20					
Project 5		Project Title:	Development of Adolescent offer including My Futures (NEET's) & linked provision	Improved customer experience		
Start date	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					
Project 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 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 initiatives to commission and provide cost effective SEN provision to meet rising demand.	4	3	12
End date	2018-19					
Project 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 Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.	4	3	12
End date	2019-20					

Community & Housing

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

Adult Social Care

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1	Project Title: Assessment & Care Management Processes	Improved effectiveness				
Start date	On-going	Build on the implementation of MOSAIC to review and enhance day to day practice by all front line teams.	2	2	4	
End date						
Project 2	Project Title: Front Door	Improved sustainability				
Start date	01/04/2018	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					
Project 3	Project Title: Integrated OP services	Improved efficiency (savings)				
Start date	01/04/2018	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					
Project 4	Project Title: Mental Health	Improved efficiency (savings)				
Start date	01/04/2018	Undertake a fundamental review of adult mental health pathways and service arrangements, to ensure that our response meets our statutory duties and is financially sustainable.	3	2	6	
End date	31/03/2019					
Project 5	Project Title: Direct Provision	Improved efficiency (savings)				
Start date	01/04/2018	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 and younger people coming through transition.	4	2	8	
End date	31/03/2020					
Project 6	Project Title: Transitions	Improved efficiency (savings)				
Start date	01/04/2018	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 maximum independence. This will include developing transition specific services.	3	3	9	
End date	31/03/2020					
Project 7	Project Title: Complex needs & crisis	Improved efficiency (savings)				
Start date	Started	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					
Project 8	Project Title: Supported Living opportunities	Improved customer experience				
Start date	Started	Work with partners and stakeholders to develop a framework for supported living for people with physical and learning disabilities and mental health issues, to promote choice and independence.	2	3	6	
End date	31/03/2019					
Project 9	Project Title: Direct Provision	Improved effectiveness				
Start date	Started	Implement new Mascot Telecare platform.	2	2	4	
End date	31/07/2018					
Project 10	Project Title: Commissioning	Improved efficiency (savings)				
Start date	01/02/2018	Develop an adults commissioning model following a peer review scheduled for February	3	2	6	
End date	31/03/2019					

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

Housing Needs and Enabling Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Homeless Reduction Act - Service Planning	Risk reduction and compliance					
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 stakeholders.			2	2	4	
End date	2018-19								
Project 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								
Project 3		Project Title:	Public Protection Technology 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								
Project 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								
Project 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	
End date	2018-19								
Project 6		Project Title:	Review and re-brand Floating Support	Improved efficiency (savings)					
Start date	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								
Project 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								
Project 8		Project Title:		Improved effectiveness					
Start date		Project Details:						0	
End date									
Project 9		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									

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

Libraries

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Partnership development		Improved customer experience		
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						
Project 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						
Project 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						
Project 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						
Project 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 Library Connect.		2	1	2
End date	2020-21						
Project 6		Project Title:	Income Generation		Improved efficiency (savings)		
Start 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						
Project 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						
Project 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 service transformation and to support with new lone working arrangements.		3	2	6
End date	2018-19						
Project 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 libraries. Work with other departments to identify new development opportunities.		3	2	6
End date	2018-19						
Project 10		Project Title:					
Start date		Project Details					0
Projects							

Commissioned Service		Description of main activities and objectives									
Merton Adult Learning		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.									
Cllr Nick Draper Cabinet Member for Community & Culture											
Service Providers: South Thames College Groundwork London		The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses.									
Planning Assumptions							The Corporate strategies the service contributes to				
Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22					
Total number of learners	3285	3285	3285	3285	3285	3285	Culture and Sport Framework				
Number of accredited learners	1467	1467	1467	1467	1467	1467	Employment and Skills Action Plan				
Total number of enrolments	3964	3964	3964	3964	3964	3964	Local Educational Needs and Disabilities Strategy				
							Medium Term Financial Strategy				
Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Community Plan				
Staff (Commissioning Team)	3.66	3.8	3.75	3.75	3.75	3.75	Equality Strategy				
Staff (LDD Curriculum manager)	1	1	0	0	0	0					
South Thames College	Sufficient resources to provide service										
Groundwork London	Sufficient resources to provide service										
Performance indicator	Actual Performance (A) Performance Target (P) Proposed Target (T)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)					
Number of enrolments per annum	n/a	3964	3964	3964	3964	3964	High	Quarterly	Outcome	Reduced uptake of service	
Number of new learners per annum (not registered as learners in previous year)	n/a	50%	45%	40%	40%	40%	High	Quarterly	Outcome	Reduced uptake of service	
Number of completers (% retention rate per annum)	n/a	93%	94%	95%	95%	95%	High	Annual	Outcome	Reduced service delivery	
% overall success rate of accredited courses per annum	n/a	85%	86%	88%	90%	90%	High	Annual	Outcome	Reduced uptake of service	
% of end of course evaluations where teaching and learning is rated as good or above	n/a	95%	95%	95%	95%	95%	High	Annual	Perception	Reduced service delivery	
% of enrolments from deprived wards	n/a	27%	30%	32%	35%	35%	High	Quarterly	Quality	Reduced uptake of service	
Average cost per learner	n/a	£247	£247	£247	£247	£247	Low	Annual	Unit cost	Reduced uptake of service	
Financial Information								Additional Expenditure Information			
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	1,638	1,411	-42	1,427	1,443	1,459	1,491			
Old Service	2,062	910	0	0	0	0	0	0			
Contractor's Fee	660	393	1,038	-68	1,052	1,070	1,085	1,116			
Employees (Commissioning Team)	112	116	184	6	232	229	229	229			
Employees (LDD Curriculum Manager)	63	45	123	-23	77	77	77	77			
Support Service	179	168	28	0	28	28	28	28			
Other Costs	32	7	38	43	38	40	40	41			
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			
Income	3,133	1,173	1,381	-36	1,381	1,381	1,381	1,381			
Adult Education Block Grant	2312	1080	1,347	0	1,347	1,347	1,347	1,347			
Adult Apprenticeships Grant	17	0	27	-23	27	27	27	27			
Other Income	803	94	7	-13	7	7	7	7			
Council Funded Net Budget	-26	465	30	-6	46	62	78	110			
Capital Expenditure	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			

DETAILS OF MAJOR PROJECTS

Merton Adult Learning

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Improve Ofsted status Implement agreed actions in Post Ofsted Improvement Action Plan (PIAP) ready for re-inspection with the view to achieving a 'Good' status	Improved effectiveness			3	2	6
Start date	2016/17	Project Details:							
End date	2018/19								
Project 2		Project Title:	Embed employability, maths and English strands in courses where applicable Embed key threads around employability, maths and English into courses delivered by new providers.	Economic outcomes			2	1	2
Start date	2016/17	Project Details:							
End date	2018/19								
Project 3		Project Title:	Develop new apprenticeship scheme Increase the number of apprenticeships in Merton working with local employers.	Economic outcomes			2	1	2
Start date	2016/17	Project Details:							
End date	2019-20								
Project 4		Project Title:	Expand provision in deprived areas of the borough and / or amongst deprived communities 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.	Improved effectiveness			3	1	3
Start date	2016/17	Project Details:							
End date	2018/19								
Project 5		Project Title:	Embed new evidence base and overhaul course provision Make more effective usage of learner and community data to inform the future commissioning of adult learning courses whilst retaining a healthy breadth of provision.	Improved customer experience			2	1	2
Start date	2017/18	Project Details:							
End date	2018/19								
Project 6		Project Title:	Embed new commissioning arrangements across all services Undertake regular contract reviews and identify improvement plans to embed and improve the quality of the new adult learning services	Improved effectiveness			3	2	6
Start date	2016/17	Project Details:							
End date	2019/20								
Project 7		Project Title:		Select one major benefit					0
Start date		Project Details:							
End date									
Project 8		Project Title:		Select one major benefit					0
Start date		Project Details:							
End date									
Project 9		Project Title:		Select one major benefit					0
Start date		Project Details:							
End date									
Project 10		Project Title:		Select one major benefit					0
Start date		Project Details:							
End date									

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

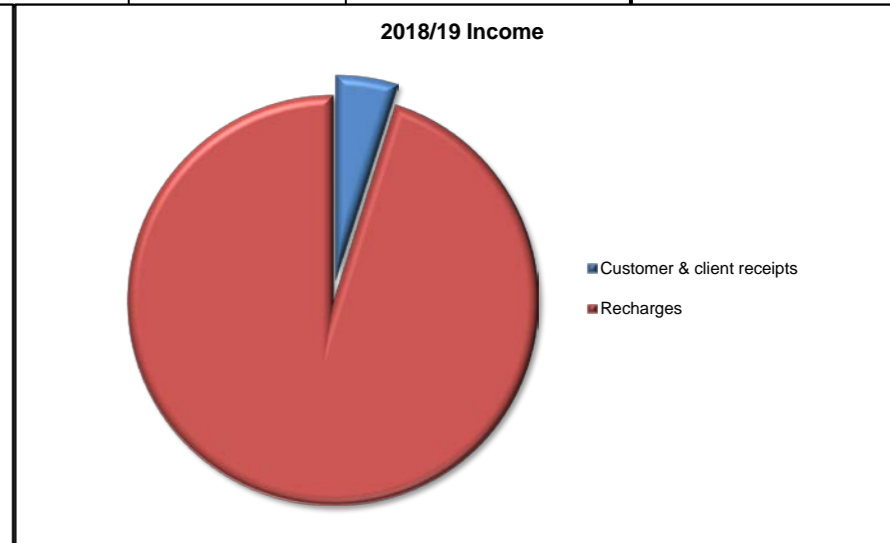
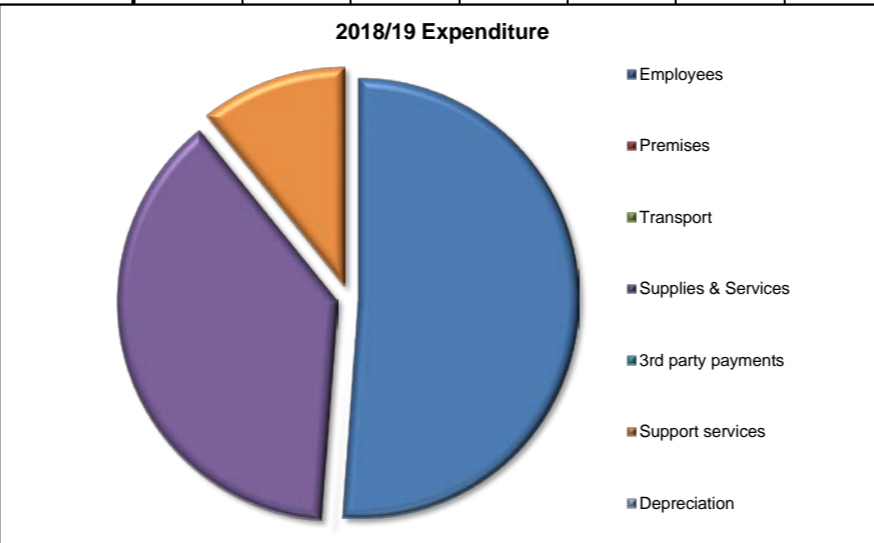
Public Health

		PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Risk		
				Likelihood	Impact	Score
Project 1		Project Title: East Merton Model of Health and Wellbeing/Wilson (TOM URN: PH 5)	Improved effectiveness			
Start 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 (Cllrs 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
End date	2021-22					
Project 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
End date	2020-21					
Project 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 lifecourse approach and focuses on priorities for prevention; embedding and further developing integrated sexual health services; and support 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		3	3	9
End date	2021-22					
Project 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 Substance Misuse Partnership Board (SMPB). PH Lead: Amy Potter		3	3	9
End date	2020-21					
Project 5		Project Title: Development of collaborative commissioning approaches to adult services (TOM URN: PH7)	Improved effectiveness			
Start date	2018-19	Project Details: 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 commissioning. Particular priority areas include: - Mental Health pathways and substance misuse - Falls prevention and strategic approach to active ageing - Disability strategy - Supported Housing - Approach to healthy lifestyles services post 3/2019 (break clause in current commissioning)		2	2	4
End date	2018-19					
Project 6		Project Title: Development of integrated Children's Services (TOM URN: PH7)	Improved effectiveness			
Start 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
End date	2018-19					
Project 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 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		2	2	4
End date	2021-22					
Project 8		Project Title:	Improved effectiveness			
Start date		Project Details:		2	2	4
End date						
Project 9		Project Title:	Improved efficiency (savings)			
Start date		Project Details:		2	2	4
End date						
Project 10		Project Title:	Improved effectiveness			
Start date		Project Details:		2	2	4
End date						

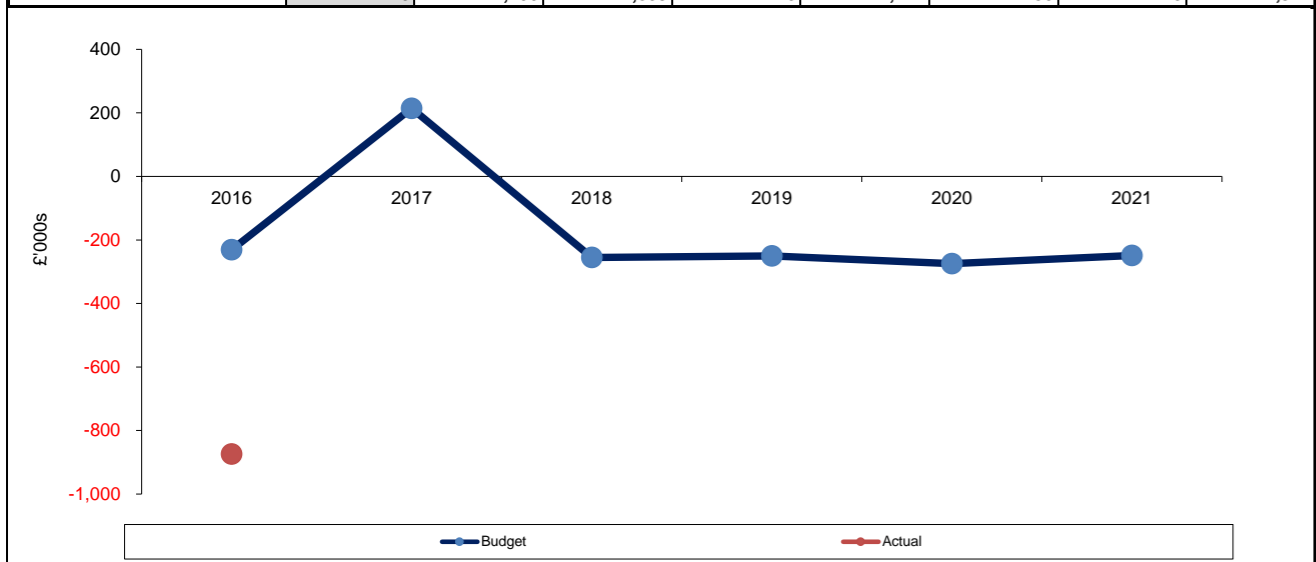
Corporate Services

Business Improvement	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
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: - Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to Lean. - Ensure change is effectively planned for and managed across the organisation, embedding change management principles and methodologies. - Drive and facilitate the Targeting Operating Models (TOM) refresh process - Quality assure the Improvement Portfolio on behalf of Merton Improvement Board (MIB), DMTs and CMT.	Continuous improvement & Corporate Change (days)	880	880	880	880	880		IT Strategy and Implementation Plan			
	Policy, Strategy & Partnerships	770	770	770	770			Information Management Strategy			
	Comms & Engagement	1120	1120	880	880	880	880	Voluntary Sector Strategy			
									Equality Strategy		
									Community Plan		
Business Systems team will work with the organisation to establish and deliver the IT Strategy 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.	Anticipated non financial resources										
	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				
	Staff - Business Systems Team (FTE + projects)	26.5	28.7	28.7	26.2	26.2	26.2				
	Comms & Engagement	7.0	7.0	5.5	5.5	5.5	5.5				
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	Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) Performance Target (P) Proposed Target (T)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
	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

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	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	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	1,144	
3rd party payments	0				0	0		0	
Support services	317	331	303	-	303	303	303	303	
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	
Income	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	2,916	
Reserves						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				
	0	1,100	1,809	0	2,412	250	0	1,942	



Summary of major budget etc. changes	
Year	Change
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 £15k CSREP 2018-19 (16) Operating cost reduction £11k



Year	Change
2019/20	2018-19 CS14 M3 support to Richmond/Wandsworth £20k
2020/21	2018-19 CS15 Policy & Partnerships -reduce headcount £50k
2021/22	

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

Business Improvement

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Customer Contact programme		Improved customer experience		
Start 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
End date	2018-19						
Project 2		Project Title:	Electronic document and records management system		Improved efficiency (savings)		
Start 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
End date	2018-19						
Project 3		Project Title:	Social Care Information System - phase 2		Improved efficiency (savings)		
Start 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
End date	2019/20						
Project 4		Project Title:					
Start date		Project Details:					0
End date							
Project 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 2019.	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 there is support and advice to enable the sector to grow and adapt.			0
End date	2018-19						
Project 6		Project Title:	4Ps				
Start date	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 upgrade path to new product version Azure.	2	2	4
End date	2018/9						
Project 7		Project Title:					
Start date		Project Details:			0	0	0
End date							
Project 8		Project Title:					
Start date		Project Details:			0	0	0
End date							
Project 9		Project Title:					
Start date		Project Details:			0	0	0
End date							
Project 10		Project Title:					
Start date		Project Details:			0	0	0
End date							

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

Corporate Governance

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Support new intake of councillors	Improved customer experience					
Start date	01/12/2017	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	
End date	31/03/2022								
Project 2		Project Title:	Efficiency programme in Mayor's Office	Improved efficiency (savings)					
Start date	01/05/2015	Project Details:	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.			3	1	3	
End date	31/03/2019								
Project 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 from January 2018.			2	1	2	
End date	01/10/2018								
Project 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 and Scrutiny Commission each year when it receives the Annual Member Survey. Increase public involvement and use of external expert witnesses.			2	1	2	
End date	31/03/2018								
Project 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	
End date	2017-18								
Project 6		Project Title:	2018/22 Administer statutory elections, referendums and ballots.	Risk reduction and compliance					
Start 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								
Project 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								
Project 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 into force, and to ensure compliance thereafter.			4	3	12	
End date	31/03/2019								
Project 9		Project Title:		Select one major benefit					
Start date		Project Details:				0	4	0	
End date									
Project 10		Project Title:		Risk reduction and compliance					
Start date		Project Details:				0	3	0	
End date									

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

Customer Services

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Universal Credit Implementation	Economic outcomes		
Start date	2015-16	Project Details:	Implement the roll 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 Merton will implement UC for new claims by April 18	2	1	2
End date	2019-20					
Project 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					
Project 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 implementation in 2019/20	2	1	2
End date	2018-19					
Project 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					
Project 5		Project Title:	Redesign of Merton Link	Improved customer experience		
Start date	2015-16	Project Details:	Implement the re-design of Merton Link area to improve the customer experience and increase self service	2	1	2
End date	2018-19					
Project 6		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						
Project 7		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						
Project 8		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						
Project 9		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						
Project 10		Project Title:		Select one major benefit		
Start date		Project Details:		0	0	0
End date						

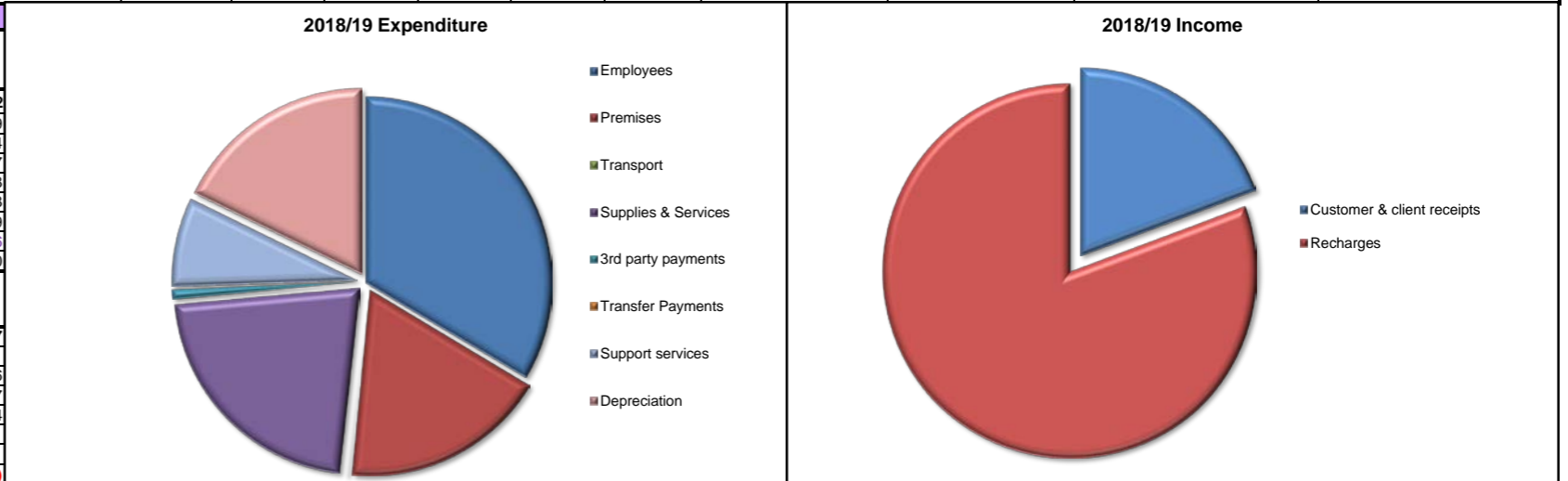
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Human Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Workforce Strategy	Improved staff skills and development					
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								
Project 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								
Project 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								
Project 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								
Project 5		Project Title:		Select one major benefit					
Start date		Project Details:				0	0	0	
End date									
Project 6		Project Title:		Select one major benefit					
Start date		Project Details:				0	0	0	
End date									
Project 7		Project Title:		Select one major benefit					
Start date		Project Details:				0	0	0	
End date									
Project 8		Project Title:		Select one major benefit					
Start date		Project Details:				0	0	0	
End date									
Project 9		Project Title:		Select one major benefit					
Start date		Project Details:				0	0	0	
End date									
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:				0	0	0	
End date									

Infrastructure and Transactions		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance		Anticipated demand		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		
<p>Enter a brief description of your main activities and objectives below</p> <p>Infrastructure & Transactions Division (I&T) is a support service made up of six functions which are:-</p> <p>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.</p> <p>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.</p> <p>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</p> <p>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.</p> <p>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.</p> <p>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.</p>		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 (LBC2020 indicators highlighted in purple)		Actual Performance Target (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)					
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	

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	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	0	312	(112)	98	99	101	103	
Transfer Payments	9	18	9	(5)	9	9	9	9	
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	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	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	1,920	



Summary of major budget etc. changes

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

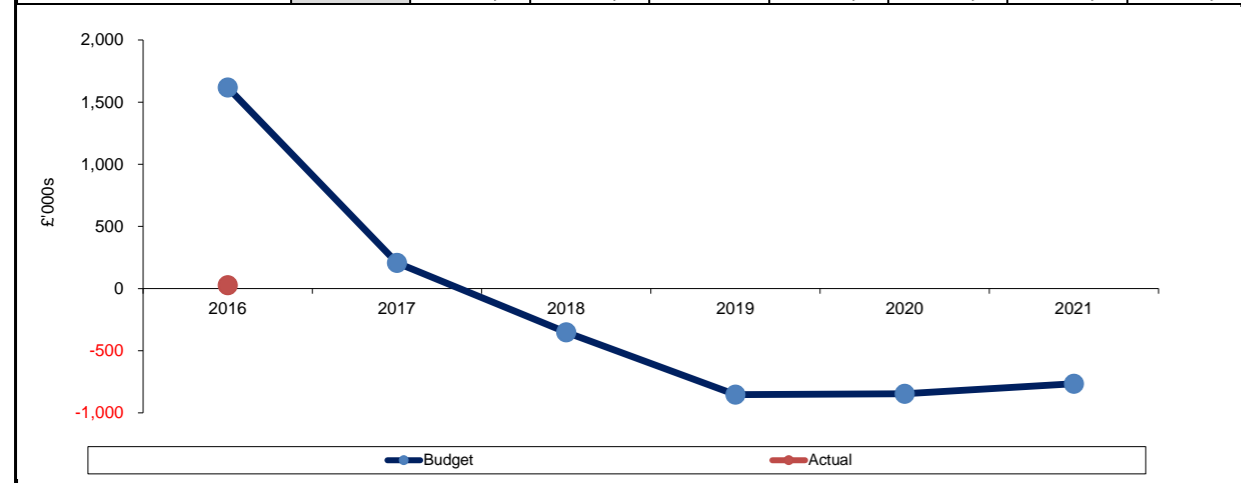
2019/20

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

2021/22



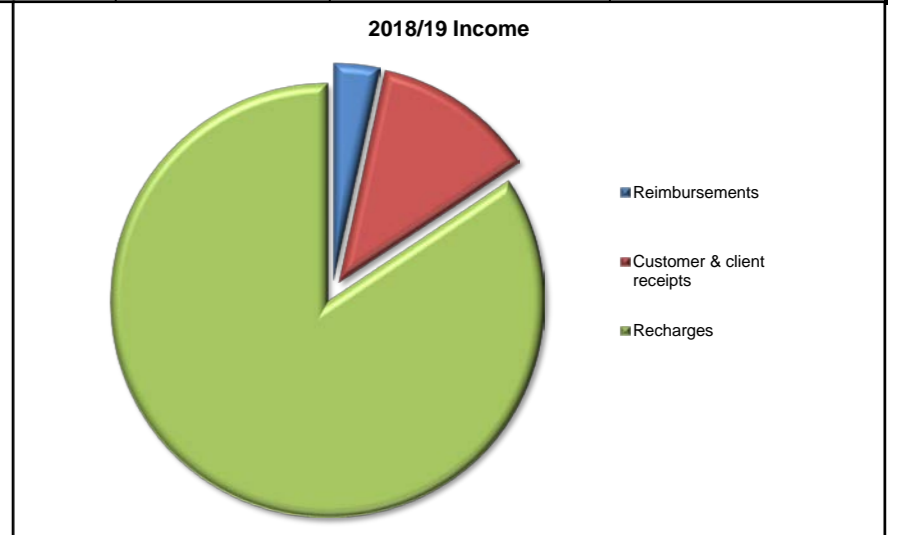
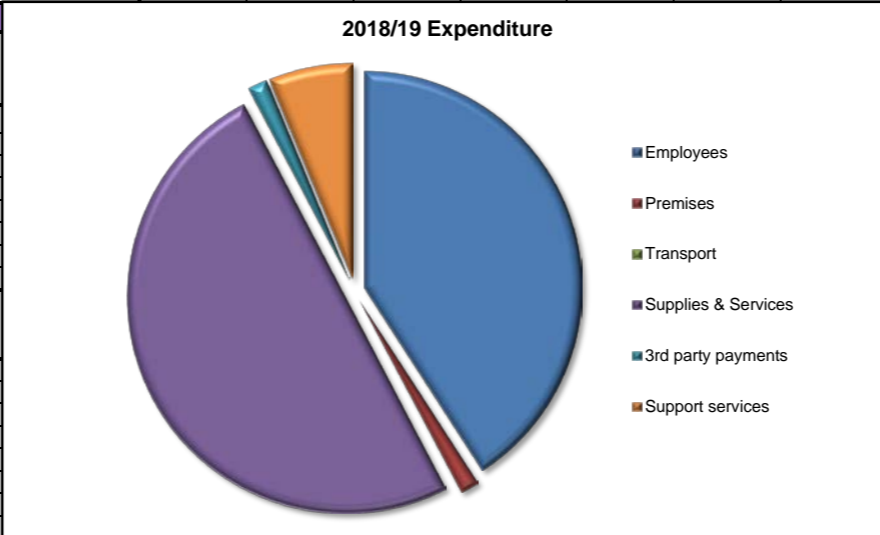
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Infrastructure and Transactions

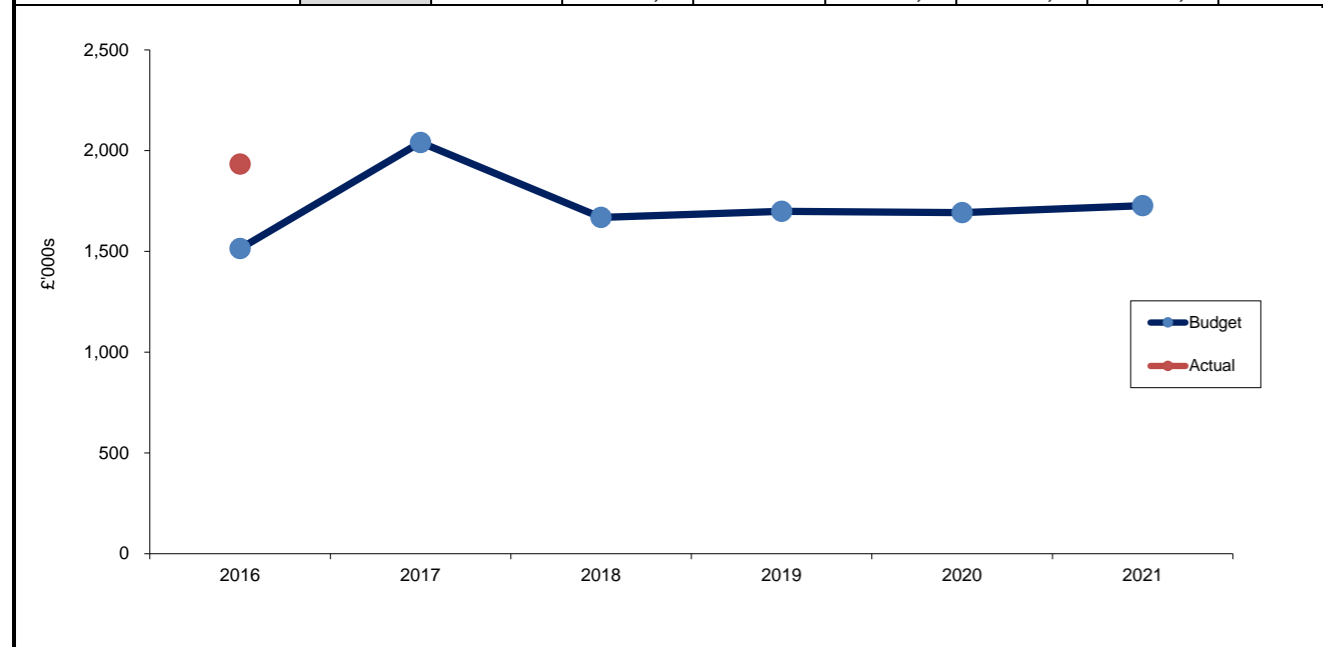
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Implementation of IT Strategy & Plan	Improved efficiency (savings)		6
Start date	2016-17	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.	3	2	
End date	2018-19					
Project 2		Project Title:	Digital Archiving of existing paper records	Improved efficiency (savings)		1
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 programme which includes the implementation of a new Electronic Documents and Records Management System (EDRMS).	1	1	
End date	2018-19					
Project 3		Project Title:	Upgrading of IT Disaster Recovery Arrangements	Risk reduction and compliance		6
Start date	2013-14	Project Details:	Complete works to improve disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of service in the event of a major incident or IT equipment failure.	2	3	
End date	2017-18					
Project 4		Project Title:	Replacement of PABX Equipment	Risk reduction and compliance		6
Start date	2017/18	Project Details:	Replace obsolete PABX and associated telephony equipment.	2	3	
End date	2018/19					
Project 5		Project Title:	Implement New Procurement Service Delivery Model	Improved effectiveness		8
Start date	2016-17	Project Details:	Implement a new "Centre led" procurement operating model and embed category management across the Council.	4	2	
End date	2018-19					
Project 6		Project Title:	Energy "Invest to Save" Initiatives	Improved efficiency (savings)		6
Start date	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 financial pay back of between 7 and 10 years.	3	2	
End date	2018-19					
Project 7		Project Title:	Undertake 'Make/Buy/Share' reviews of key service provision	Improved efficiency (savings)		6
Start date	2017-18	Project Details:	Review of current operational service delivery models to ensure that the Council is utilising the most cost effective and efficient means of providing services to both internal and external customers.	3	2	
End date	2018-19					
Project 8		Project Title:	Review Departmental Business Continuity/Disaster Recovery plans	Risk reduction and compliance		4
Start date	2016-17	Project Details:	Undertake a review and refresh of the Councils Business Continuity and Disaster Recovery plans and arrangements in order to ensure that they are robust and fit for purpose.	2	2	
End date	2017-18					
Project 9		Project Title:	Upgrade to Office 365	Improved effectiveness		12
Start date	2018/19	Project Details:	Complete works to upgrade from current version of Microsoft Office to Office 365 and implement cloud based services, including telephony.	4	3	
End date	2019/20					

Resources	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
Enter a brief description of your main activities and objectives below	Revenue/Capital Budget Managers		147/23	139/23	139/23	139/23	139/23	139/23	Medium Term Financial Strategy		
Resources is made up of four major areas of activity: Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems. Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems, Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management. The team facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management. The Team is also responsible for the development and maintenance of e5 in accordance with legislation and best practice. Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG. Treasury and pensions - to manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for	Voluntary Sector Organisations Supported		150+	150+	150+	150+			Capital Strategy		
	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		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
	Staff (FTE)		54.6	51.6	48.6	47.6	47.6	47.6	Risk Management Strategy		
	Staff (Trainees)		4	2	2	2	2	2	Treasury Management Strategy		
	Staff (Apprentices)		0	0	0	0	0	0	Voluntary Sector Strategy		
	Performance indicator (LBC2020 indicators highlighted in purple)		Actual Performance (A) Performance Target (T) Proposed Target (P)			Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
			2016/17(A)	2017/18(T)	2018/19(P)					2019/20(P)	2020/21(P)
	Accuracy of P10 Revenue Forecast (compared to outturn)		91%	90%	90%	90%	90%		High	Annual	Outcome
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

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	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								
Reimbursements	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
Council Funded 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	
	0	744	6,731	0	16,565	13,688	1,935	0



Summary of major budget etc changes	
2018/19	
Savings: Savings of 100k will be 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	



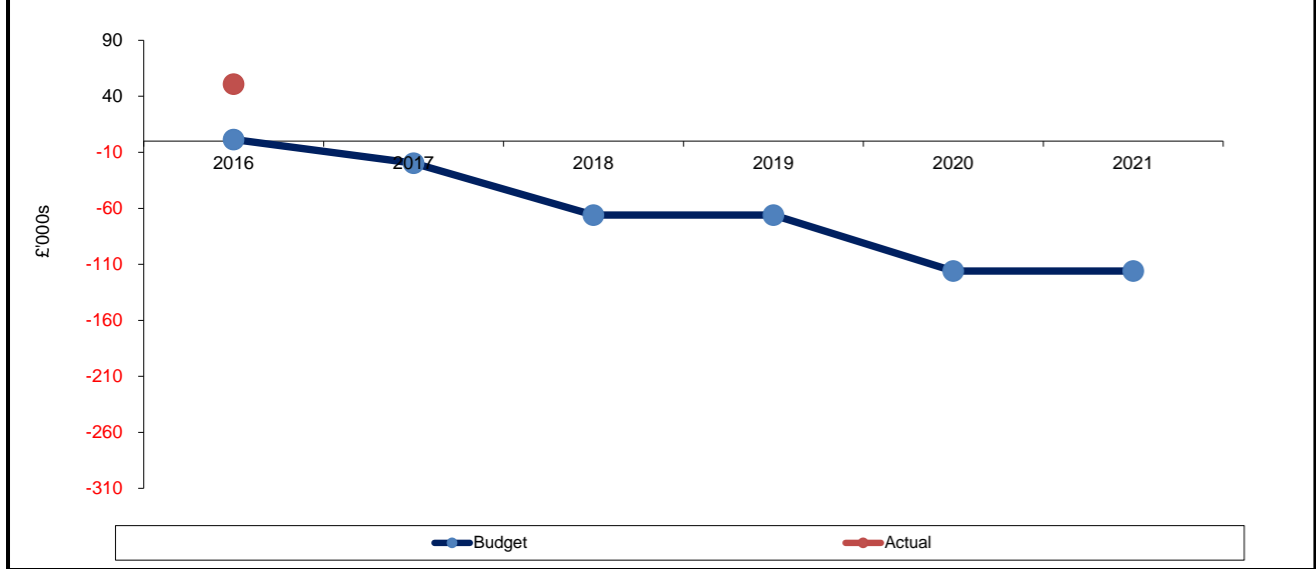
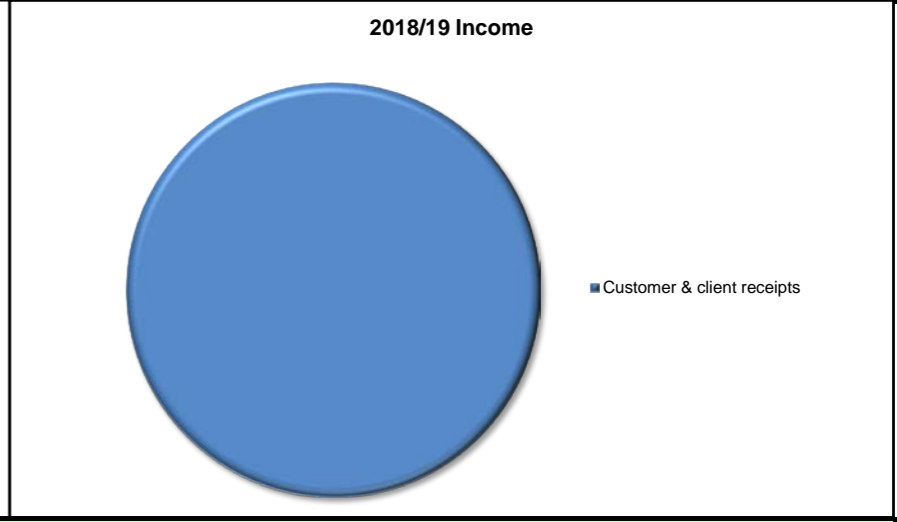
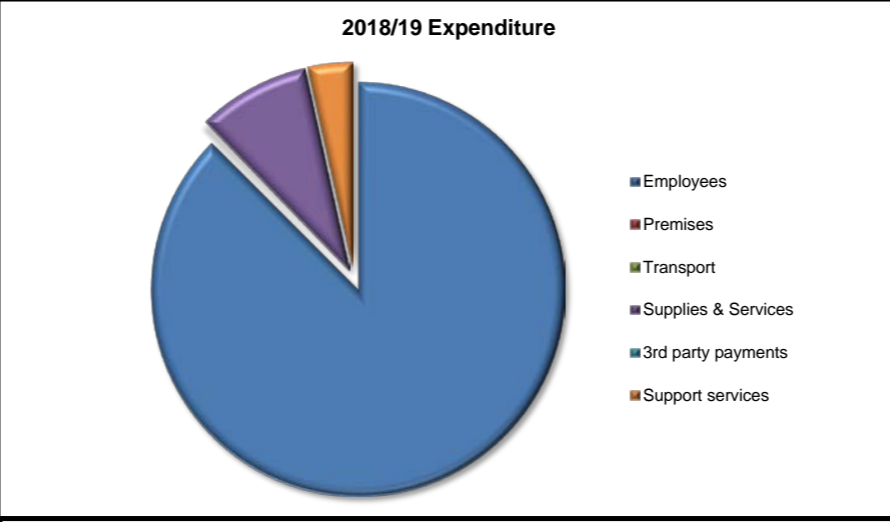
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Evaluation of future funding levels	Risk reduction and compliance					
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		
End date	2021-22								
Project 2		Project Title:	Financial systems re-engineering programme	Improved effectiveness					
Start date	2013-14	Project Details:	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 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.	Lean reviews being undertaken on to areas of operation.	2	2	4		
End date	2018-19								
Project 3		Project Title:	Develop and implement whole life costing for capital projects	Improved effectiveness					
Start 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		
End date	2019-20								
Project 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 information. Provision made this year to update financial information for Period 7 monitoring		2	2	4		
End date	2018-19								
Project 5		Project Title:	Pilot Early closure of Accounts	Improved effectiveness					
Start date	2015-16	Project Details:	2 years of early closing of accounts was undertaken in preparation of 17/18 when the early close 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		
End date	2018-19								

Shared Legal Services	Planning Assumptions						The Corporate strategies your service contributes to					
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Enter a brief description of your main activities and objectives below The service delivers legal advice, support and representation to all services across the London Boroughs of Merton, Sutton, Richmond, Wandsworth and the Royal Borough of Kingston upon Thames, including to arms length delivery vehicles (Achieving for Children and currently Sutton Housing Partnership) and several local authority trading companies. The service also provides advice in relation to the constitution and decision making processes in all councils and advice to members in relation to their roles.	Chargeable hours for Merton		19500	19,125	19,125	19125						
	Chargeable hours for Richmond		13895	13,828	13,828	13828						
	Chargeable hours for Sutton		19819	22,835	22,835	22835						
	Chargeable hours for Kingston		11382	11,329	11,329	11329						
	Chargeable hours for Wandsworth			22,487	22,487	22487						
	Chargeable hours for Achieving for Children		11583	11,222	11,222	11222						
	Chargeable hours for Sutton Housing Partnership		2528	2,516	2,516	2516						
	Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
	Staff (FTE)		92.3	108.3	108.3	108.3	108.3					
	Apprentices		0	2	2	2						
	Performance indicator		Actual performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
			2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)					2021/22(P)
	Chargeable hours		82,005	103,722	103,722	103,722	103,722		High	Monthly	Business critical	Loss of income
	Income for SLLP		N/A	£100,000	£100,000	£100,000	£100,000		High	Quarterly	Outcome	Loss of income
	1st draft S106 agreement sent to client dept within 10 days		N/A	90%	90%	90%	90%		High	Quarterly	Perception	Reputational risk
Prosecutions - number of successful outcomes		N/A	80%	80%	80%	80%		High	Quarterly	Perception	Reputational risk	
Provide FO/EIR reviews within 20 working days		N/A	80%	80%	80%	80%		High	Quarterly	Perception	Breach statutory duty	

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	5,083	8,362	6,740	179	6,892	6,892	6,842	6,842
Employees	4,464	5,300	5,924	188	6,030	6,030	5,980	5,980
Premises	5	6	5		5	5	5	5
Transport	14	23	14		14	14	14	14
Supplies & Services	415	420	556	(9)	603	603	603	603
3rd party payments		2,428			0			
Support services	185	185	240		240	240	240	240
Depreciation								
Income £'000s	5,082	8,311	6,759	(179)	6,958	6,958	6,958	6,958
Government grants								
Reimbursements	0	2,428						
Customer & client receipts	5,082	5,883	6,759	(179)	6,958	6,958	6,958	6,958
Recharges	0		0		0	0	0	0
Capital Funded								
Council Funded Net Budget	1	51	(20)	0	(66)	(66)	(116)	(116)
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	CS2015-12 £41,000 Reduction in running costs CSREP 2018-19 (10) SLLp - Increase in legal income £25k
2019/20	
2020/21	2018-19 CS12 SLLp - reduction in legal demand £50k
2021/22	

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

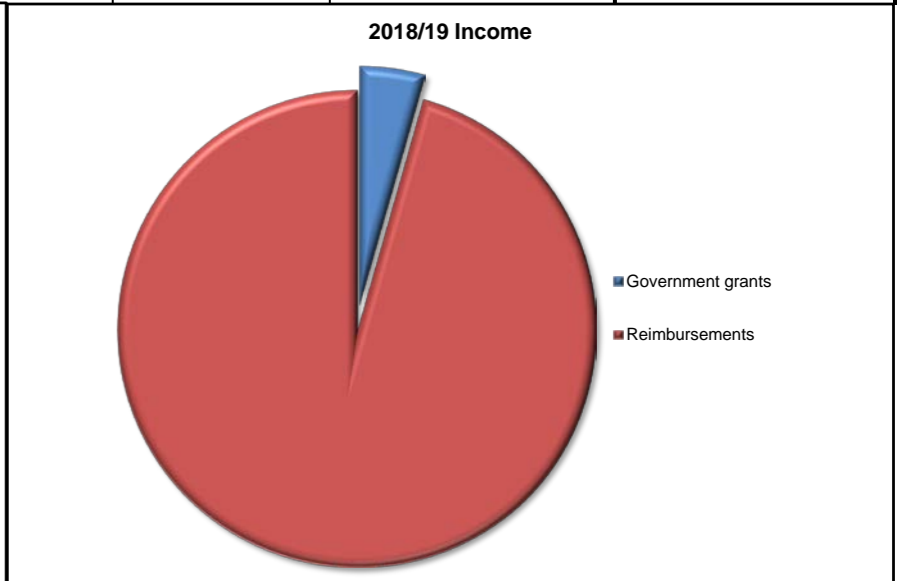
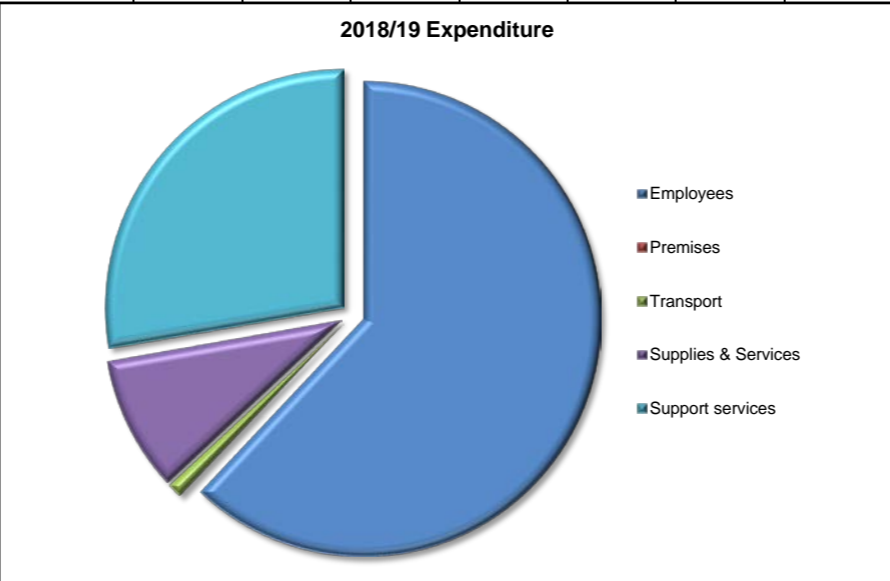
Shared Legal Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 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								
Project 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								
Project 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								
Project 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								
Project 5		Project Title:		Select one major benefit					
Start date		Project Details:					0	0	0
End date									
Project 6		Project Title:		Select one major benefit					
Start date		Project Details:					0	0	0
End date									
Project 7		Project Title:		Select one major benefit					
Start date		Project Details:					0	0	0
End date									
Project 8		Project Title:		Select one major benefit					
Start date		Project Details:					0	0	0
End date									
Project 9		Project Title:		Select one major benefit					
Start date		Project Details:					0	0	0
End date									
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:					0	0	0
End date									

Environment & Regeneration

Development and Building Control		Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing		Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Enter a brief description of your main activities and objectives below		Enforcement cases	520	510	500	500	500	500	Economic Development Strategy			
Building Control Building Control competes with Approved Inspectors.(AIS). We provide a Building Control Service in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate safety of structures and also sports grounds. Development control Promote sustainable regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to implement the Mayoral, Community Infrastructure Levy (CIL) charging regime. Objectives - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share -investigate formal sharing of BC with Kingston and Sutton - review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible especially through Planning Performance Agreements. - implement mobile/flexible working to improve efficiency -as part of sustainable communities to enable a comprehensive development management process to encourage regeneration. -establish a formal collaboration regime with Sutton and Kingston boroughs. - re-procure the M3 database - move away from expensive and transient temporary staff towards a more established and reliable		Planning applications (economy dependant)	2700	2800	2800	2850	2900	2900	Merton Regeneration Strategy			
		BC applications (economy dependant)	1550	1600	1650	1700	1750	1750	1750	Medium Term Financial Strategy		
		Tree applications	600	600	600	600	600	600	600			
		Pre applications	115	120	125	125	125	125	125			
		Planning performance agreements	20	25	30	30	30	30	30			
		Prior approvals (permitted development)	620	640	640	640	650	650	650			
		Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
		Staff (FTE)	38	34	35	35	35	35				
		Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A)	Performance Target (T)	Proposed Target (P)				Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
			2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22				
% Major applications processed within 13 weeks	71	67	70	72	73	73	High	Monthly	Quality	Reduced customer service		
% Minor applications processed within 8 weeks	68	66	67	68	69	69	High	Monthly	Quality	Reduced customer service		
% Other applications processed within 8 weeks	87	85	85	85	85	85	High	Monthly	Quality	Reduced customer service		
Volume of Planning applications Total	4597	4450	4500	4500	4500	4500	High	Monthly	Quality	Reduced customer service		
% appeals lost	35	35	35	35	35	35	Low	Quarterly	Perception	Reputational risk		
Income (Development and Building Control)	£1.9m	£2.11m	£2.11	£2.11	£2.11	£2.11	High	Monthly	Business critical	Loss of income		
% Market share retained by LA (BC)	47	54	56	58	60	60	High	Monthly	Perception	Loss of income		
Number of enforcement cases closed	524	450	450	450	450	450	High	Monthly	Quality	Reduced service delivery		
Backlog of enforcement cases	542	650	650	700	750	750	Low	Monthly	Output	Reduced service delivery		

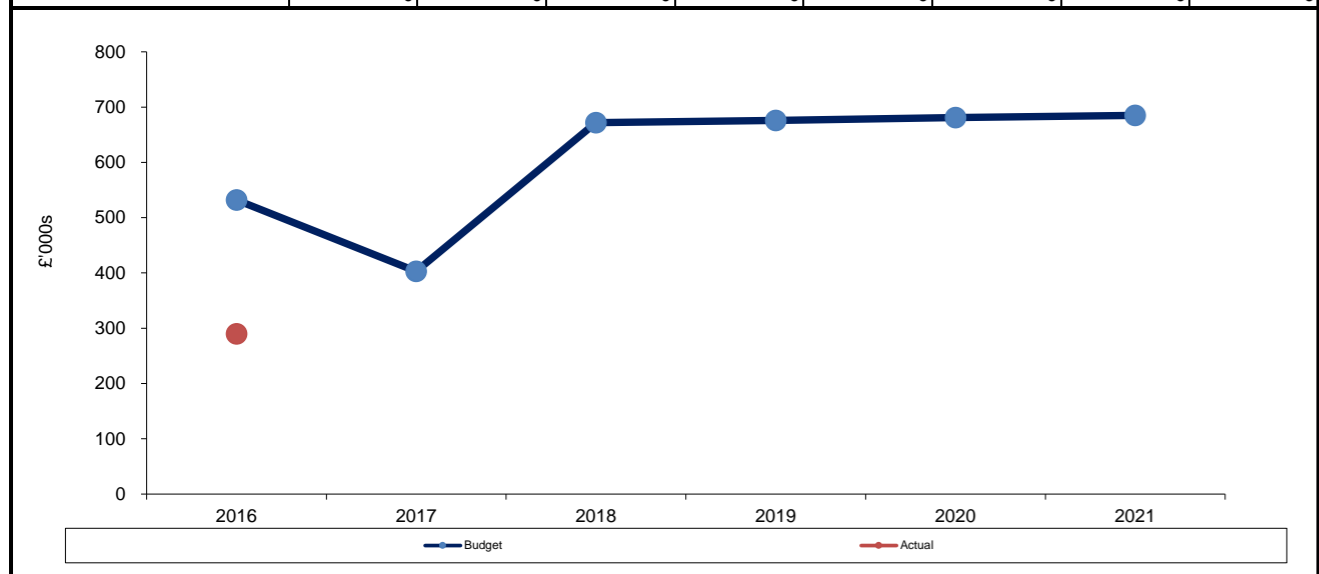
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	2,588	2,536	2,605	(77)	2,647	2,651	2,656	2,660
Employees	1,779	1,872	1,594	54	1,642	1,642	1,642	1,642
Premises	2	0	2	1	2	2	2	2
Transport	25	15	26	(13)	26	26	27	27
Supplies & Services	247	199	248	(119)	242	246	250	254
3rd party payments	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	535	450	735	0	735	735	735	735
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
Income	2,056	2,246	2,202	529	1,975	1,975	1,975	1,975
Government grants	0	0	0	0	0	0	0	0
Reimbursements	83	264	84	(25)	87	87	87	87
Customer & client receipts	1,973	1,982	2,118	554	1,888	1888	1888	1888
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	532	290	403	452	672	676	681	685



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

E&R33a = £75k
 D&BC1 = £55k
 D&BC2 = £50k
 D&BC3 = £50k
 D&BC5 = £35k



2019/20
2020/21
2021/22

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

Development and Building Control

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Commercialisation of Building Control	Improved efficiency (savings)		12
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	
End date	2018-19					
Project 2		Project Title:	Improving the development management processes	Improved effectiveness		4
Start date	2015-16	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities	2	
End date	2018-19					
Project 3		Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience		4
Start date	2014-15	Project Details:	Enforcement eforms, BC eforms and DC e-payments	Channel shift	4	
End date	2018-19					
Project 4		Project Title:	Lean review of pre-application process (part of TOM)	Improved effectiveness		6
Start date	2016-17	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	
End date	2018-19					
Project 5		Project Title:	Re-procurement of M3 or equivalent IT system	Improved effectiveness		3
Start date	2014-15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	
End date	2018-19					
Project 6		Project Title:	Further develop Planning Performance agreements potential	Economic outcomes		2
Start date	2014-15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	
End date	2018-19					
Project 7		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 8		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 9		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 10		Project Title:		Select one major benefit		0
Start date		Project Details:			0	
End date						

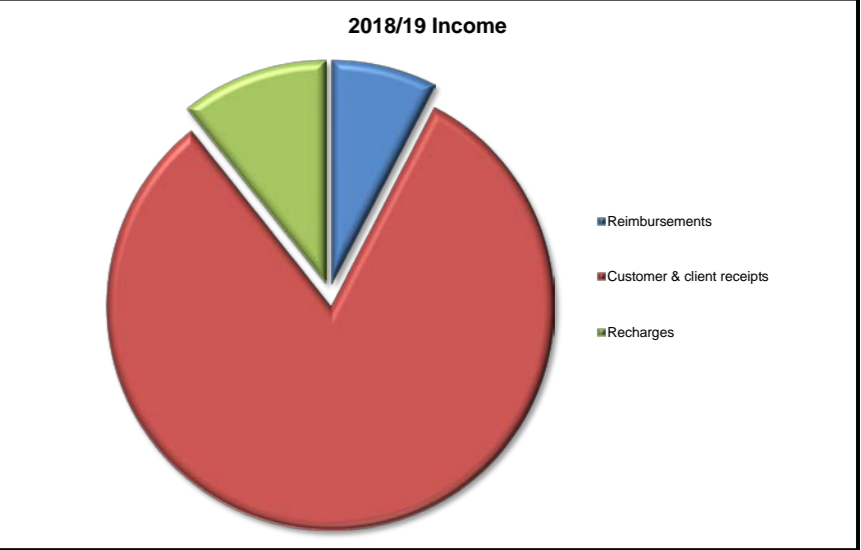
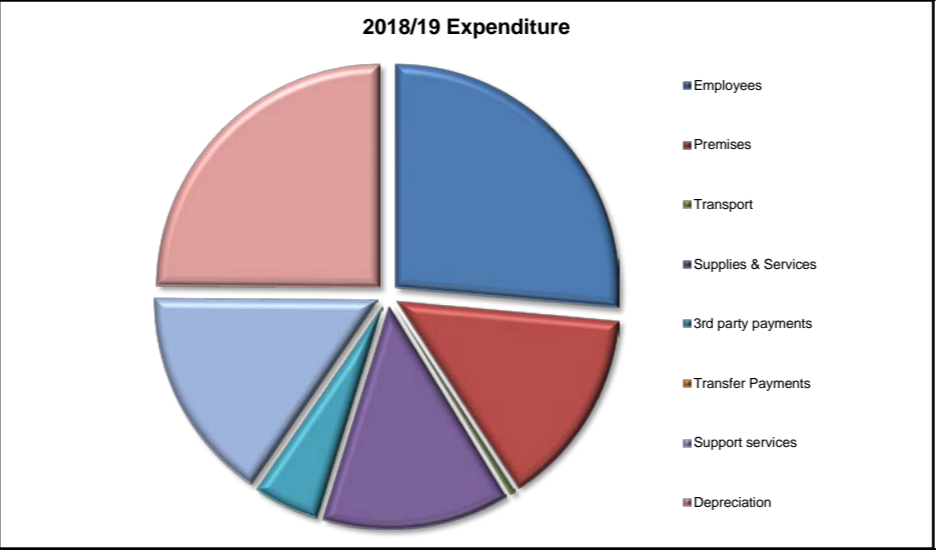
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Future Merton & Traffic and Highways

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Local Plan: Estate Regeneration	Infrastructure renewal					
Start date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.			3	2	6	
End date	2024/25								
Project 2		Project Title:	Rediscover Mitcham	Infrastructure renewal					
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with Transport for London.			2	2	4	
End date	2017-18								
Project 3		Project Title:	Future Wimbledon & Crossrail 2	Economic outcomes					
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Masterplan linked to Crossrail 2 (2017/18)			3	4	12	
End date	2022-23								
Project 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								
Project 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 assist the MTFS			2	2	4	
End date	2020-21								
Project 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 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			3	2	6	
End date	2019-20								
Project 7		Project Title:	Smarter travel: road safety	Improved reputation					
Start date	2013-14	Project Details:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.			2	2	4	
End date	2017-18								

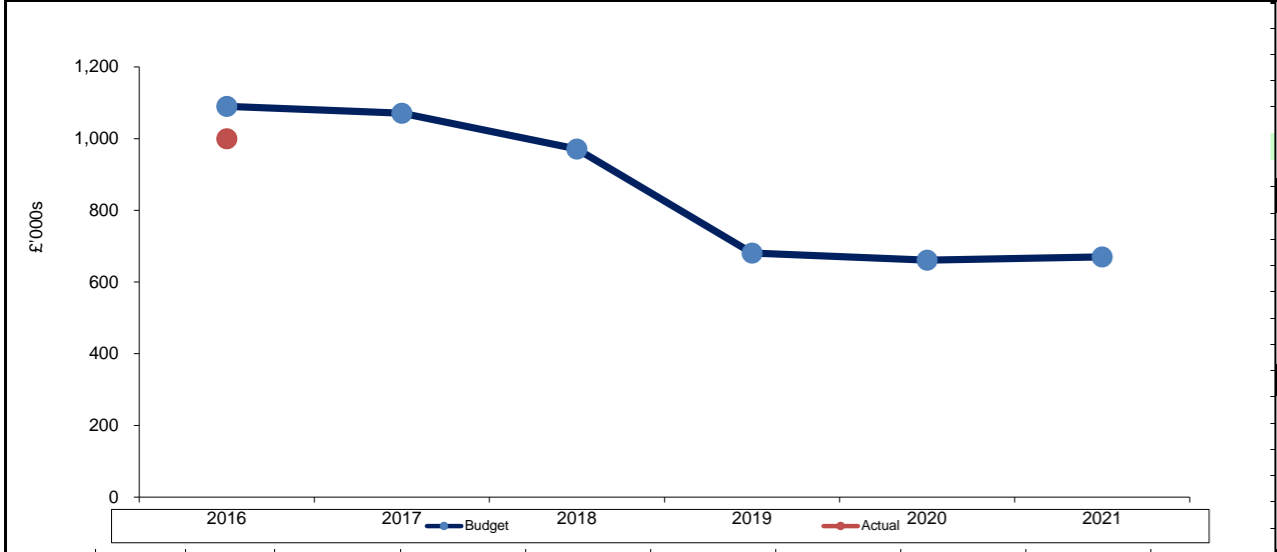
Leisure & Cultural Development		Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Nick Draper Cabinet Member for Community & Culture		Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Enter a brief description of your main activities and objectives below		Population	205,722	207,410	208,607	213,497	212,180	213,198	Asset Management Plan			
Main Activities: 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 working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer.	No. of Children & Young People aged 8-17 in west of borough	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				
	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				
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22					
Staff (FTE)	13.6	7.8	7.8	7.8	7.8	7.8	7.8	Open Spaces Strategy				
Accommodation	7	7	7	7	7	7	7	Social Inclusion Strategy				
Volunteers	20	20	20	20	20	20	20	Voluntary Sector Strategy				
Staff seasonal	30	30	30	30	30	30	30					
Main Objectives: - Build a new Morden Leisure Centre & open it for public use before end of 2018 - Negotiate contract changes with GLL to operate Morden Leisure Centre & make contract savings - Demolish existing Morden Park Pools & re-landscape site - Develop and implement plans to de-silt & mitigate flood risk at Wimbledon Park Lake - Develop & deliver Merton's - London Borough of Culture Bid (should it be successful) - Commission works to determine the most effective management solution for the Watersports Centre - Implement the new approved management 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 - 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 programmes based on invest to save principles	Performance indicator	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	Income £ from Merton Active Plus	57,252	60,000	45,000	46,000	47,000	48,000	High	Monthly	Business critical	Loss of income	
	Income £ from Watersports Centre	340,733	397,000	365,000	370,000	375,000	380,000	High	Monthly	Business critical	Loss of income	
	14-25 yr old Fitness Centre Participation at leisure centres	103,003	98,448	104,000	106,120	108,546	109,626	High	Monthly	Output	Reduced uptake of service	
	% residents rating facilities Good to Excellent	79	n/a	80	n/a	80	n/a	High	Biennial	Output	Reduced customer service	
	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	
	Total Number of Users of Polka Theatre	104,025	94,600	87,226	18,700	97,000	111,030	High	Quarterly	Output	Reduced uptake of service	

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	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	1,239	1,320	906	(172)	1,011	1,311	1,311	1,311
Government 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
Reserves								
Capital Funded								
Council Funded Net Budget	1,090	1,000	1,071	(89)	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			
Other	399	424	424	0	300	250	250	250
	1,973	901	6,599	0	7,939	492	250	250



Summary of major budget etc changes 2018/19

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



2019/20
ENR10 = (£300k)

2020/21
E3 = (£30k)

2021/22

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

Leisure & Cultural Development

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk			
				Likelihood	Impact	Score	
Project 1	Project Title:	Morden Leisure Centre		Improved customer experience			
Start date	2014	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
End date	2019						
Project 2	Project Title:	Morden Park Pools		Risk reduction and compliance			
Start date	2018	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 date	2020						
Project 3	Project Title:	Leisure Centres Contract		Economic outcomes			
Start date	2017	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 bid; etc.	The new leisure centre will increase the income over expenditure of the leisure centres operation, which will provide an increased income to the council.	2	1	2
End date	2018						
Project 4	Project Title:	Implement the Wimbledon Park Lake Flood Risk & De-silting Plans		Risk reduction and compliance			
Start date	2017	Project Details:	Develop solutions and plans to de-silt and implement flood risk requirements to deliver solutions for the lake. Procure and implement the solutions	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 date	2020						
Project 5	Project Title:	Wimbledon Park Watersports and Outdoor Adventure Centre		Economic outcomes			
Start date	2018	Project Details:	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
End date	2020						
Project 6	Project Title:	London Borough Of Culture - Merton		Improved customer experience			
Start date	2017	Project Details:	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 primarily to the east of the borough, enhancing the lives of many of the community through culture.	2	2	4
End date	2020						
Project 7	Project Title:	WW1 Victoria Cross Commemorative Stone Laying		Improved reputation			
Start date	2018	Project Details:	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 date	2018						
Project 8	Project Title:	Wimbledon Park Watersports and Outdoor Adventure Centre		Infrastructure renewal			
Start date	2019	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 purpose for the next generation.	3	1	3
End date	2025						
Project 9	Project Title:						
Start date		Project Details:			0	0	0
End date							
Project 10	Project Title:						
Start date		Project Details:			0	0	0
End date							

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

Parking & CCTV Services

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Review CEO Shift Patterns	Improved effectiveness					
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		Project Details:							0
End date									
Project 6		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 7		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 8		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 9		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									
Project 10		Project Title:		Select one major benefit					
Start date		Project Details:							0
End date									

Commissioned Service	<p>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).</p> <p>The grounds maintenance elements of the service are outsourced to idverde UK Limited, overseen by the Greenspaces client team who, in</p>
Parks & Green Spaces	
Cllr Nick Draper Cabinet Member for Community & Culture	
Service Provider: idverde UK Ltd	

Planning Assumptions							The Corporate strategies the service contributes to
Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Increased sports pitch demand (Total number of bookings)	1%	1%	1%	1%	1%	1%	Open Space Strategy
Attendance at major community outdoor events (No. of people)	55,000	60,000	61,000	62,000	63,000	64,000	
Number of funerals at LBM cemeteries	215	220	240	260	260	260	

Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Contractors	Sufficient resources to provide service					

Performance indicator (LBC2020 indicators highlighted in purple)	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
% of residents rating parks & green spaces good or very good	79	75	76	77	78	79	High	Biennial	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	56	74	75	76	77	78	High	Biennial	Perception	Reputational risk
Number of Green Flag Awards	5	5	6	6	7	7	High	Annual	Quality	Reputational risk
Number of outdoor event-days in parks	171	130	135	140	145	150	High	Monthly	Output	Reputational risk

Financial Information									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	E5 (2019/20) = (£50k) E6 (2019/20) = (£40k)	
Expenditure	5,053	5,331	3,144	275	3,172	3,199	3,226	3,254		
Employees	2,271	2,188	462	0	459	459	459	459		
Premises	762	842	357	142	366	371	376	382		
Transport	251	252	16	4	16	16	16	17		
Supplies & Services	479	715	313	-15	318	323	328	332		
3rd party payments	40	40	1,132	144	1,149	1,166	1,183	1,200		
Transfer payments	0	0	0	0	0	0	0	0		
Support services	918	962	532	0	532	532	532	532		
Depreciation	332	332	332	0	332	332	332	332		
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	2,214	2,241	1,258	(61)	1,258	1,348	1,348	1,348		
Government grants	8	8	0	(9)	0	0	0	0		
Reimbursements	153	467	174	(139)	174	174	174	174		
Customer & client receipts	2,053	1,766	1,084	87	1,084	1,174	1,174	1,174		
Recharges										
Reserves										
Council Funded Net Budget	2,839	3,090	1,886	214	1,914	1,851	1,878	1,906		
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		
Parks Investment	715		485		1,452	491	300	300		
	715	0	485	0	1,452	491	300	300		

DETAILS OF MAJOR PROJECTS

Parks & Green Spaces

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Greenspaces TOM	Improved effectiveness			3	2	6
Start date	01/12/2017	Project Details:	Production & implementation of Target Operating Model for Greenspaces	Various benefits & enhancements across a range of services & themes					
End date	31/03/2019								
Project 2		Project Title:	Greenspaces Commercialisation	Improved efficiency (savings)			3	2	6
Start date	01/04/2017	Project Details:	Increased commercialisation 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					
End date	31/03/2019								
Project 3		Project Title:	Canons House & Rec Restoration	Improved customer experience			3	2	6
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.					
End date	31/03/2019								
Project 4		Project Title:	Morley Park	Improved customer experience			3	2	6
Start date	01/04/2017	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					
End date	31/03/2019								
Project 5		Project Title:	Phase C, Lot 2 Contract	Improved reputation			3	2	6
Start date	01/02/2017	Project Details:	Embedding new systems & processes and ensuring quality & performance standards in relation to Phase C, Lot 2 grounds maintenance contract	Working with our grounds maintenance contractor, idverde, to maintain & improve green spaces & recreational services at a lower cost					
End date	31/03/2019								
Project 6		Project Title:	Re-use of Parks Assets	Improved efficiency (savings)			3	2	6
Start date	01/01/2018	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					
End date	31/03/2019								
Project 7		Project Title:		Select one major benefit					0
Start date		Project Details:							
End date									
Project 8		Project Title:		Select one major benefit					0
Start date		Project Details:							
End date									
Project 59		Project Title:		Select one major benefit					0
Start date		Project Details:							
End date									
Project 10		Project Title:		Select one major benefit					0
Start date		Project Details:							
End date									

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

Property

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	New secondary school		Infrastructure renewal		
Start date	2016-17	Project Details:	Land acquisition and granting of new leases.		2	2	4
End date	on going						
Project 2		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 3		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
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		
Start date		Project Details:					0
End date							
Project 7		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 8		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 9		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							
Project 10		Project Title:			Select one major benefit		
Start date		Project Details:					0
End date							

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

Regulatory Services Partnership

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Procurement of a new ICT case management system	Improved efficiency (savings)		2
Start date	2016-17	Project Details:		2	1	
End date	2017-18					
Project 2		Project Title:	Design and implement a joint Merton/Richmond budget	Economic outcomes		2
Start date	2015-16	Project Details:		2	1	
End date	2017-18					
Project 3		Project Title:		Select one major benefit		0
Start date	2015-16	Project Details:		0	0	
End date	2017-18					
Project 4		Project Title:		Select one major benefit		0
Start date	2014-15	Project Details:		0	0	
End date	2017-18					
Project 5		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 6		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 7		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 8		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 9		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
Project 10		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						

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

Safer Merton

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Merton says NO MORE		Improved customer experience				
Start date	01/04/2017	Project Details:	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
End date	None								
Project 2		Project Title:	DVA commissioning		Improved customer experience				
Start date	01/01/2017	Project Details:	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 receive 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
End date	30/06/2018								
Project 3		Project Title:	ECINS procurement		Improved efficiency (savings)				
Start date	01/09/2017	Project Details:	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 enforce against some of our most complex and in need residents		By utilising information/intelligence in a more direct and real time environment we can identify a range of outcomes which, when met, will reduce risk of crime, ASB, risk of exploitation, missing etc		3	2	6
End date	31/05/2018								
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				
Start date		Project Details:							0
End date									
Project 7		Project Title:			Select one major benefit				
Start date		Project Details:							0
End date									
Project 8		Project Title:			Select one major benefit				
Start date		Project Details:							0
End date									
Project 9		Project Title:			Select one major benefit				
Start date		Project Details:							0
End date									
Project 10		Project Title:			Select one major benefit				
Start date		Project Details:							0
End date									

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

Transport - Passenger Fleet Service

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk			
				Likelihood	Impact	Score	
Project 1		Project Title:	Review of Fleet provision (Vehicles)	Select one major benefit			
Start date	2017-18	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
End date	2018-19						
Project 2		Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Project 3		Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
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			
Start date		Project Details:					0
End date							
Project 7		Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Project 8		Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Project 9		Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Project 10		Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							

Commissioned Service
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:

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

Planning Assumptions							The Corporate strategies the service contributes to			
Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Housing Properties	83,500	84,000	85,000	86,000	86,500		Waste Management Strategy			
Kilometres of Roads	375	375	375	375	375					
Population	205,722	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	2016/17	2017/18	2018/19	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	Sufficient resources to provide service									
Viridor										
Kingdom Ltd										
Noah's Ark										
Performance indicator (LBC2020 indicators highlighted in purple)	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2016/17(A)	2017/18(T)	2018/19(P)	2019/20(P)	2020/21(P)	2021/22(P)				
% 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 waste arising per household Kg	887	910	910	910	910		Low	Monthly	Outcome	Reputational risk
% Residents satisfied with recycling facilities	77	70	72	74	75		High	Annual	Perception	Reputational risk

Financial Information - Waste Management 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 ENV31 = (£9k) ENV35 = (£150k) ENR6 = (£200k) ERG2 = £65k 2019/20 ENR9 = (£200k) EV08 = (£250k) ERG2 = £35k E2 = (£30k)
Expenditure	20,750	21,353	15,457	376	15,307	15,264	15,466	15,667	
Employees	7,597	8,033	1,042	62	757	757	757	757	
Premises	452	421	397	-43	400	406	412	417	
Transport	1,940	2,317	26	-5	26	27	27	27	
Supplies & Services	1,531	1,521	316	-37	321	325	330	335	
3rd party payments	5,806	5,747	12,723	401	12,852	12,798	12,989	13,180	
Transfer payments	2	0	2	-2	0	0	0	0	
Support services	2,828	2,720	366	0	366	366	366	366	
Depreciation	594	594	585	0	585	585	585	585	
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	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	452	455	15	367	367	367	367	
Customer & client receipts	2,348	2,843	501	(25)	499	699	699	699	
Recharges	743	688	0		0	0	0		
Reserves									
Capital Funded									
Council Funded Net Budget	17,253	17,370	14,501	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	972		2,670				
Other			113						
	0	316	1,085	0	5,344	0	0	0	

DETAILS OF MAJOR PROJECTS

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 2	Project Title:	Energy Recovery Facility (Phase B)		Select one major benefit			
Start date	05/11/2012	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 municipal 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
End date	01/09/2018						

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