

## 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**



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
Project 1		Project Title:	Well Being Model - CSC & CYPWB/TOM	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.	Improved effectiveness	4	3	12	
Start date	2016-17								
End date	2019-20								
Project 2		Project Title:	Continuous Improvement and Inspection Readiness	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.	Improved effectiveness	4	3	12	
Start date	2013-14								
End date	2018-19								
Project 3		Project Title:	MOSAIC (CYPWB & TOM) Phase 1 and 2.	Cross-cutting project to provide system for both CSF & C&H including financial aspects; the new system has full casework management capability to deal with statutory requirements, 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 .	Improved efficiency (savings)	3	3	9	
Start date	2013-14								
End date	2016-19								
Project 4		Project Title:	Workforce development	We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.	Improved staff skills and development	4	3	12	
Start date	2015-16								
End date	2019-20								
Project 5		Project Title:	Innovation work streams	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.	Improved effectiveness	3	2	6	
Start date	2016-17								
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					Forecast increase in population 5-19		2400						SEN and Disabilities Strategy			
<b>Merton School Improvement (MSI)</b> · 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 <b>Special Education Needs &amp; Disabilities Integrated Service (SENDIS)</b> · 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. <b>Early Years Services</b> 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 <b>Education Inclusion</b> · 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 <b>School Organisation</b> Pupil place planning, & schools admissions School expansion & capital programme management. SEN Transport commissioning <b>Policy, Planning and Performance</b> Service Planning, Performance Information and Performance Management, Policy and Communications <b>MSCB</b> - is responsible for agreeing local child protection procedures and for monitoring the performance of local agencies' arrangements for safeguarding children					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)	School Expansion Strategy				
					Increased demand for special school places (total across all schools)		100 more SEN places by 19-20						School Expansion Strategy			
					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

2018/19 Expenditure

2018/19 Income

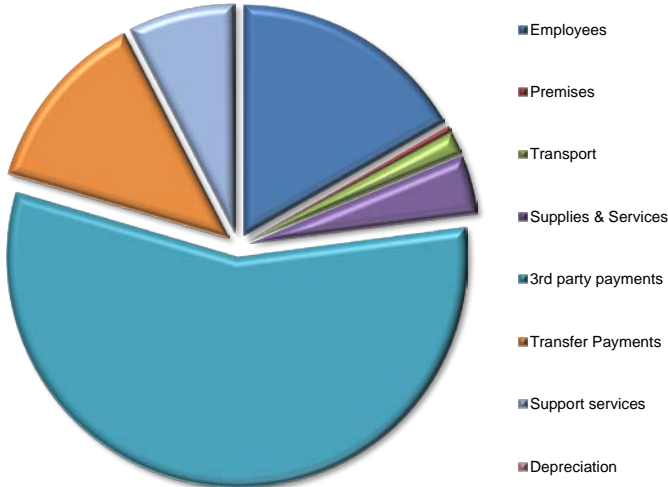
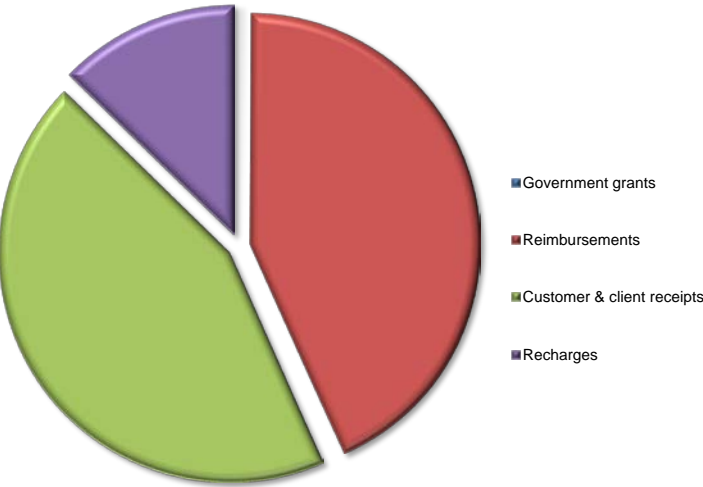
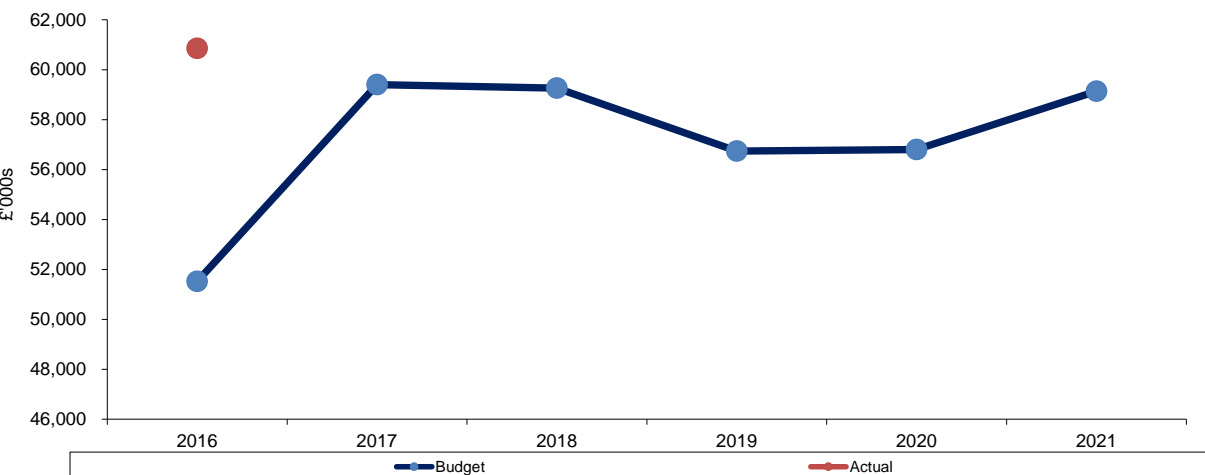
2018/19	
Review of non-staffing budgets across the department: £28,000 - Part of CSF2017-01	
2019/20	
Review of CSF staffing structure beneath management level: £100,000 - Part of CSF2015-09	
2020/21	
Review schools trade offer, raise charges or consider ceasing services from 2020: £45,000 - Part of 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		4	3	12
Start date	2016-17	Project Details:								
End date	2019-20									
Project 2		Project Title:	Improving pupil outcomes at KS2 & KS4 (Edn TOM) & School Improvement through partnership (Edn TOM)			Improved effectiveness		2	3	6
Start date	2013-14	Project Details:								
End date	2018-19									
Project 3 3		Project Title:	Transforming Early Years (EY's TOM)			Improved effectiveness		2	3	6
Start date	2013-14	Project Details:								
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		3	3	9
Start date	2013-14	Project Details:								
End date	2019-20									
Project 5		Project Title:	Development of Adolescent offer including My Futures (NEET's) & linked provision			Improved customer experience		2	3	6
Start date	2013-14	Project Details:								
End date	2018-19									
Project 6		Project Title:	Implementation of Secondary & Special School (SEN) Places Strategy (EducationTOM)			Infrastructure renewal		4	3	12
Start date	2015-16	Project Details:								
End date	2018-19									
Project 7		Project Title:	Workforce development			Improved staff skills and development		4	3	12
Start date	2015-16	Project Details:								
End date	2019-20									





# **Community & Housing**

Adult Social Care					Planning Assumptions							The Corporate strategies your service contributes to				
Cllr Tobin Byers: Cabinet Member for Adult Social Care					Anticipated demand		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Health & Wellbeing Strategy			
Enter a brief description of your main activities and objectives below					No. of people requiring services		3307	3278	3252	3191	3170					
<p>The Care Act 2014 is the legislation that underpins the statutory function of ASC; the Act came in to force on 1 April 2015. ASC works with people 18 and above and their carers who are in need of support. The Act sets a new national eligibility criteria to define eligibility for services. The Act gives new duties around safeguarding with a greater emphasis on protecting the most vulnerable people in our society from abuse or neglect. The Act also puts prevention at the heart of the work we undertake and we are well placed with our reablement team in fulfilling this duty.</p> <p>Our approach to the redesign of services is to keep the customer as independent as possible, for as long as possible in their own home. We aim to keep people in their communities with their friends and family network around them and out of institutionalised care or hospital. We aim to maximise people's independence with the use of equipment, telecare, reablement, utilising the voluntary sector to limit isolation and loneliness, working with CLCH and our partners in health to ensure that people's health needs are met keeping people healthy and out of hospital. We will work with our partners in health and the voluntary sector to integrate services where possible and limit duplication. We aim to complete our duties by putting the customer at the heart of the assessment and maximising and utilising their strengths to ensure that they are enabled to be as independent as possible with minimum, or no, support from the council.</p>					People aged 85-89		375	358	335	315	293					
					People aged 95+		195	190	185	180	175					
					No. of people aged 65+ with dementia		395	407	419	431	448					
					Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
					Staff (FTE)		335.26	324.50	338.59	338.59	338.59	338.59				
					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)				
					No of carers receiving a service		1016	1000	1010	1020	1040		High	Monthly	Business critical	Breach statutory duty
					% Older people still at home following Reablement		76.5	78.8	78.8	78.8	78.8		High	Annual	Outcome	Increased costs
					% People receiving 'long term' Community Services		78	72	72	72	72		High	Monthly	Business critical	Increased costs
					% of MASCOT calls answered in 60 seconds		97.5	97.5	97.5	97.5	97.5		High	Monthly	Quality	Increased waiting times
					The rate of Delayed Transfers of care from hospital (both NHS and Merton)		7.1	7	7	7	7		Low	Monthly	Business critical	Increased costs
					Social care-related quality of life		N/A	18.5	18.5	18.5	18.5					
					Proportion of people who use services who feel safe		N/A	68%	68%	68%	68%					
DEPARTMENTAL BUDGET AND RESOURCES									2018/19 Expenditure				2018/19 Income			
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22								
Expenditure	73,987	83,617	80,343	2,729	80,560	78,036	78,104	80,439								
Employees	13,309	14,176	13,560	80	13,515	13,515	12,916	12,917								
Premises	392	368	346	87	351	356	361	372								
Transport	1,419	1,454	1,445	55	1,317	1,338	1,360	1,403								
Supplies & Services	6,305	6,636	3,688	1,051	3,294	3,349	3,405	3,515								
3rd party payments	36,189	44,528	45,828	2,504	45,592	42,535	42,669	43,938								
Transfer Payments	9,773	9,758	9,514	(1,047)	10,405	10,855	11,306	12,208								
Support services	6,501	6,600	5,885	-	6,010	6,010	6,010	6,010								
Depreciation	98	98	78	-	78	78	78	78								
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	22,465	22,763	20,943	(1,567)	21,298	21,298	21,298	21,298								
Government grants	28	336	17	(331)	17	17	17	17								
Reimbursements	9,024	8,827	9,203	(693)	9,203	9,203	9,203	9,203								
Customer & client receipts	10,453	10,817	9,141	(543)	9,372	9,372	9,372	9,372								
Recharges	2,960	2,783	2,582	-	2,706	2,706	2,706	2,706								
Reserves	-	-	-	-												
Capital Funded	-	-	-	-												
Council Funded Net Budget	51,521	60,854	59,401	1,162	59,262	56,738	56,806	59,141								
									Summary of major budget etc. changes 2018/19							
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	Growth for Concessionary fares increase - £0.450m Growth in Placement budget - £0.252m. Total Savings £3,128, deferred £ 548k to 2019/20 Total Savings - £2.198m (CH71,CH72,CH73,CH74,CH75&CH55 - a further £382k to be identified)							
ASC IT Equipment		48	40													
Telehealth					44											
	0	48	40	0	44	0	0	0								
									2019/20							
									Growth for Concessionary fares increase - £0.450m Reduction of growth in placement budget - £2.6m due to the improved Better Care Fund Total Savings - CH70 £301k plus new savings of CH81- £500k							
									2020/21							
									Growth for Concessionary fares increase - £0.450m Savings identified							
									2021/22							
									Growth for Concessionary fares increase - £0.450m							

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

**Adult Social Care**

Page 3 of 7

PROJECT DESCRIPTION				MAJOR PROJECTS BENEFITS	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Assessment & Care Management Processes	Improved effectiveness	2	2	4
Start date	On-going	Project Details:	Build on the implementation of MOSAIC to review and enhance day to day practice by all front line teams.				
End date							
Project 2		Project Title:	Front Door	Improved sustainability	4	2	8
Start date	01/04/2018	Project Details:	Develop a new integrated 'front door; for Community & Housing that addresses the needs of adults outside of divisional silos, works with the voluntary sector and supports people to find solutions.				
End date	31/03/2020						
Project 3		Project Title:	Integrated OP services	Improved efficiency (savings)	3	2	6
Start date	01/04/2018	Project Details:	Seek to integrate services for older people that are physically frail or have mental health issues across health and social care, creating a one-stop service for the most vulnerable older people.				
End date	31/03/2020						
Project 4		Project Title:	Mental Health	Improved efficiency (savings)	3	2	6
Start date	01/04/2018	Project Details:	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.				
End date	31/03/2019						
Project 5		Project Title:	Direct Provision	Improved efficiency (savings)	4	2	8
Start date	01/04/2018	Project Details:	Review the offer of directly provided services to people with a learning disability to ensure that they are fit for purpose and meet the needs of older service users with an established pattern of support and younger people coming through transition.				
End date	31/03/2020						
Project 6		Project Title:	Transitions	Improved efficiency (savings)	3	3	9
Start date	01/04/2018	Project Details:	Work closely with CSF and families to support young people coming into adulthood from an earlier stage, setting realistic expectations and creating a wider range of options to support the transition to maximum independence. This will include developing transition specific services.				
End date	31/03/2020						
Project 7		Project Title:	Complex needs & crisis	Improved efficiency (savings)	2	2	4
Start date	Started	Project Details:	Develop a model and provision for complex needs, challenging behaviours and crisis for adults with a learning disability.				
End date	31/03/2019						
Project 8		Project Title:	Supported Living opportunities	Improved customer experience	2	3	6
Start date	Started	Project Details:	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.				
End date	31/03/2019						
Project 9		Project Title:	Direct Provision	Improved effectiveness	2	2	4
Start date	Started	Project Details:	Implement new Mascot Telecare platform.				
End date	31/07/2018						
Project 10		Project Title:	Commissioning	Improved efficiency (savings)	3	2	6
Start date	01/02/2018	Project Details:	Develop an adults commissioning model following a peer review scheduled for February				
End date	31/03/2019						

Housing Needs and Enabling Services					Planning Assumptions							The Corporate strategies your service contributes to					
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing					Anticipated demand		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Homeless Placements Policy (Interim)				
Enter a brief description of your main activities and objectives below					Housing advice, options, private tenants & landlords advice		11000	11000	11250	11250	11250	11250					
					Housing register applicants		8100	9600	10250	10900	11550	12200	Homelessness Strategy				
					Housing options casework		1000	1000	1350	1350	1350	1350	Housing Strategy				
					Demand for temporary accommodation		420	435	400	420	440	460					
					Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22					
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.					Housing Needs Staff (FTE)		21.79	20.30	19.50	19.50	19.50	19.50					
					Environmental Health (Housing)		5.03	5.03	5.03	5.03	5.03	5.03					
					TOTALS		26.82	25.33	24.53	24.53	24.53	24.53					
To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.					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)	
					Homelessness / HRA Prevention and Relief		458	450	450	450	450	450	High	Monthly	Business critical	Increased costs	
					No. of households in temporary accommodation		185	230	230	230	240	250	Low	Monthly	Business critical	Increased costs	
					Highest no. of families in B&B		4.3	10	10	10	10	10	Low	Monthly	Business critical	Increased costs	
					Highest no. of adults in B&B		2.6	10	10	10	10	10	Low	Monthly	Business critical	Increased costs	
					Affordable Homes delivered		9	70	80	40	40	40	High	Annual	Outcome	Reduced service delivery	
					Social housing lets		260	360	320	310	310	310	High	Quarterly	Outcome	Increased waiting times	
					Rent deposit - new tenancies		51	40	40	40	40	40	High	Annual	Outcome	Increased waiting times	
					No. of enforcement/improvement notices		72	70	70	60	60	60	High	Quarterly	Outcome	Reduced enforcement	
					Number of Disabled Facilities Grants approved		64	60	60	60	60	60	High	Quarterly	Outcome	Customer hardship	

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	4,541	6,184	4,418	1,689	4,542	4,573	4,475	4,551
Employees	1,132	1,082	1,014	54	953	953	953	953
Premises	39	24	39	(15)	40	40	41	42
Transport	28	24	29	(2)	29	30	30	31
Supplies & Services	219	138	186	(35)	189	192	194	200
Transfer Payments	2,262	3,553	2,296	979	2,475	2,501	2,399	2,468
3rd party payments	570	1,088	570	709	571	571	571	571
Transfer Payments	0	0	0	0	0	0	0	0
Support services	292	276	284	0	287	287	287	287
Depreciation								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	2,198	3,202	2,198	(1,426)	2,342	2,334	2,198	2,198
Government grants	0	0	0	-	144	136	0	0
Reimbursements	2,020	2,725	2,020	(793)	2,020	2,020	2,020	2,020
Customer & client receipts	178	477	178	(633)	178	178	178	178
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	2,343	2,982	2,220	263	2,200	2,239	2,277	2,353
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Disabled Facilities Grant	1,043	782	962		629	280	280	
Affordable Housing Projects	760	760						
	1,803	1,542	962	0	629	280	280	0

2018/19 Expenditure

- Employees
- Premises
- Transport
- Supplies & Services
- Transfer Payments
- 3rd party payments
- Transfer Payments
- Support services

2018/19 Income

- Reimbursements
- Customer & client receipts

Summary of major budget etc. changes 2018/19									
CH43 Savings -£62k Further Staff reductions (Any areas of HNES & EHH) (CH43) Savings- £118k Staff reduction - savings to be transferred to Adult Social Care and deferred to 2019/20 New Homelessness reduction grant with new responsibilities £144k									
2019/20									
Homelessness reduction grant with new responsibilities £136k									
2020/21									
2021/22									

£'000s

2016 2017 2018 2019 2020 2021

Budget Actual

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD											
Housing Needs and Enabling Services											
PROJECT DESCRIPTION					MAJOR PROJECTS BENEFITS			Risk			
								Likelihood	Impact	Score	
Project 1		Project Title:  Project Details:	Homeless Reduction Act - Service Planning			Risk reduction and compliance			2	2	4
Start date	2017-18		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.								
End date	2018-19										
Project 2		Project Title:  Project Details:	Service re-structure			Improved efficiency (savings)			2	3	6
Start date	2016-17		Develop and implement a service re-structure to reflect the implementation of Homelessness Reduction Act and to meet savings targets								
End date	2018-19										
Project 3		Project Title:  Project Details:	Public ProtectionTechnology Review			Improved effectiveness			2	1	2
Start date	2016-17		Work with IT / E&R on re-procurement / replacement of M3PP.								
End date	2018-19										
Project 4		Project Title:  Project Details:	Refreshed Housing Enforcement Policy			Improved effectiveness			2	1	2
Start date	2017-18		Refresh the policy to ensure the Council is acting fairly in dealing with housing conditions on both a reactive and proactive basis.								
End date	2018-19										
Project 5		Project Title:  Project Details:	EDRMS Workflow			Improved effectiveness			2	2	4
Start date	2016-17		Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly								
End date	2018-19										
Project 6		Project Title:  Project Details:	Review and re-brand Floating Support			Improved efficiency (savings)			2	1	2
Start date	2017-18		Re-brand floating support and supported housing to better fit the homelessness prevention agenda								
End date	2018-19										
Project 7		Project Title:  Project Details:	TOM Re-fresh			Improved effectiveness			2	2	4
Start date	2017-18		Any actions arising from TOM Re-fresh in 2018.								
End date	2018-19										
Project 8		Project Title:  Project Details:				Improved effectiveness					0
Start date											
End date											
Project 9		Project Title:  Project Details:				Select one major benefit					0
Start date											
End date											
Project 10		Project Title:  Project Details:				Select one major benefit					0
Start date											
End date											

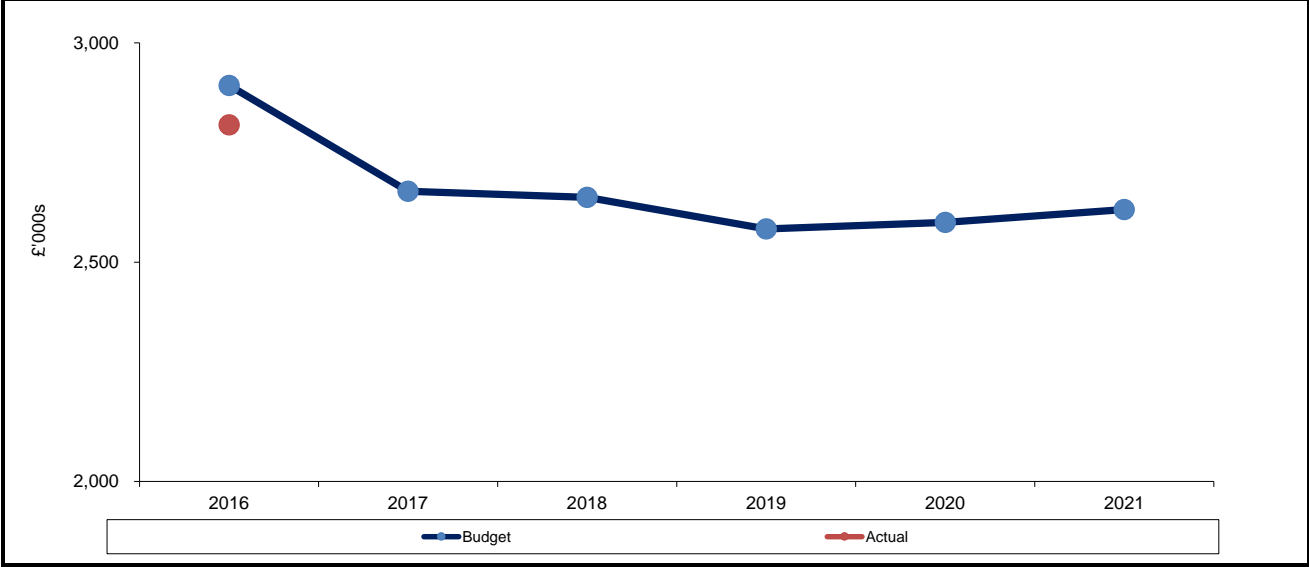
Page 24 of 24

10



Libraries	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	Active users	56,000	56,000	56,000	56,000	56,000	56,000	Customer Contact Strategy			
The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.	Stock issues	950,000	950,000	900,000	900,000	900,000	900,000	Children and Young People's Plan			
	Registered members	135,000	135,000	135,000	135,000	135,000	135,000	Community Plan			
	Visitor figures	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	Equality Strategy			
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Health & Wellbeing Strategy			
	Staff (FTE)	43.71	33.30	31.35	31.35	31.35	31.35	Heritage Strategy			
	Accommodation (Libraries)	7	7	7	7	7	7	Procurement Strategy			
Certain aspects of the service must be provided for free: Free lending of books Free access to information Free library membership	Equipment (PC's)	144	144	152	152	152	152	Volunteering Strategy			
								Workforce 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)	2021/22(P)					
The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction levels.	Number of visitors accessing the library service online	233,134	210,000	220,000	230,000	230,000	240,000	High	Monthly	Quality	Reduced uptake of service
	Active users - peoples network terminal	70,268	56,000	56,000	56,000	56,000	56,000	High	Monthly	Outcome	Reduced uptake of service
	% self service usage for stock transactions	96	97	97	97	98	98	High	Monthly	Business critical	Increased costs
	Active volunteers in libraries	336	220	230	230	230	230	High	Monthly	Business critical	Reduced service delivery
	Maintain Income	£359,684	£346,000	£376,000	£376,000	£376,000	£376,000	High	Monthly	Unit cost	Increased costs
	Visitor figures - physical visits to libraries	1,120,417	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	High	Monthly	Quality	Reduced service delivery
	% customer satisfaction (ARS)	100%	95%	95%	95%	95%	95%	High	Annual	Perception	Reduced customer service

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	3,364	3,269	3,051	35	3,053	3,067	3,081	3,111
Employees	1,368	1,312	1,083	41	1,070	1,070	1,070	1,070
Premises	494	503	504	0	322	327	333	343
Transport	4	4	4	0	5	5	5	5
Supplies & Services	488	440	453	(5)	648	658	666	685
3rd party payments	22	22	18	0	18	18	19	19
Transfer payments	0	0	0	0	0	0	0	0
Support services	688	687	688	0	688	688	688	688
Depreciation	301	301	301	0	301	301	301	301
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	461	456	390	(30)	405	491	491	491
Government grants	0	0	0	0	0	0	0	0
Reimbursements	113	95	81	(5)	66	66	66	66
Customer & client receipts	348	361	309	(25)	339	425	425	425
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	2,903	2,813	2,662	5	2,648	2,576	2,591	2,620
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Library Buildings	95	72	799			200	350	
Library IT					100			
	95	72	799	0	100	200	350	0



### 2018/19 Expenditure

Category	Amount (£'000s)
Employees	1,368
Premises	494
Transport	4
Supplies & Services	488
3rd party payments	22
Transfer payments	0
Support services	688
Depreciation	301

### 2018/19 Income

Category	Amount (£'000s)
Customer & client receipts	425

### Summary of major budget etc. changes

Year	Summary of major budget etc. changes
2018/19	Total savings £78k CH68/69 of which £48k was deferred to 2019/20 Savings - Letting of space for coffee shop franchise in libraries - £30k
2019/20	Savings CH68/69 deferred until 2019/20 -£48k Savings CH67 Merton Art Space £38k
2020/21	
2021/22	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD											
Libraries											
PROJECT DESCRIPTION					MAJOR PROJECTS BENEFITS			Risk			
								Likelihood	Impact	Score	
Project 1		Project Title:	Partnership development			Improved customer experience			2	1	2
Start date	2015-16	Project Details	Continue to develop partnership approach to delivering services in libraries. Increase health partnerships. Refine outcomes in partnership agreements.								
End date	2018-19										
Project 2		Project Title:	Heritage Strategy			Improved effectiveness			3	1	3
Start date	2015-16	Project Details	Promote the Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding and improve income streams.								
End date	2019-20										
Project 3		Project Title:	London Libraries Consortium			Improved effectiveness			3	2	6
Start date	2015-16	Project Details	Implement actions in the LLC Strategy and procure a new library management system.								
End date	2018-19										
Project 4		Project Title:	Children & Young People's projects			Improved customer experience			3	1	3
Start date	2013-14	Project Details	Embed the Schools and Libraries Membership schemes for primary and high schools. Embed outcomes from 'My Library' project.								
End date	2019-20										
Project 5		Project Title:	Customer consultation, marketing and promotion			Improved customer experience			2	1	2
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.								
End date	2020-21										
Project 6		Project Title:	Income Generation			Improved efficiency (savings)			3	2	6
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.								
End date	2019-20										
Project 7		Project Title:	Assisted digital support			Improved customer experience			2	2	4
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.								
End date	2018-19										
Project 8		Project Title:	Security services contract			Improved efficiency (savings)			3	2	6
Start date	2015-16	Project Details	On-going monitoring of performance. Develop security guard services to play a more active role in service transformation and to support with new lone working arrangements.								
End date	2018-19										
Project 9		Project Title:	Library redevelopments			Improved customer experience			3	2	6
Start date	2015-16	Project Details	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.								
End date	2018-19										
Project 10		Project Title:									0
Start date		Project Details									
Projects											

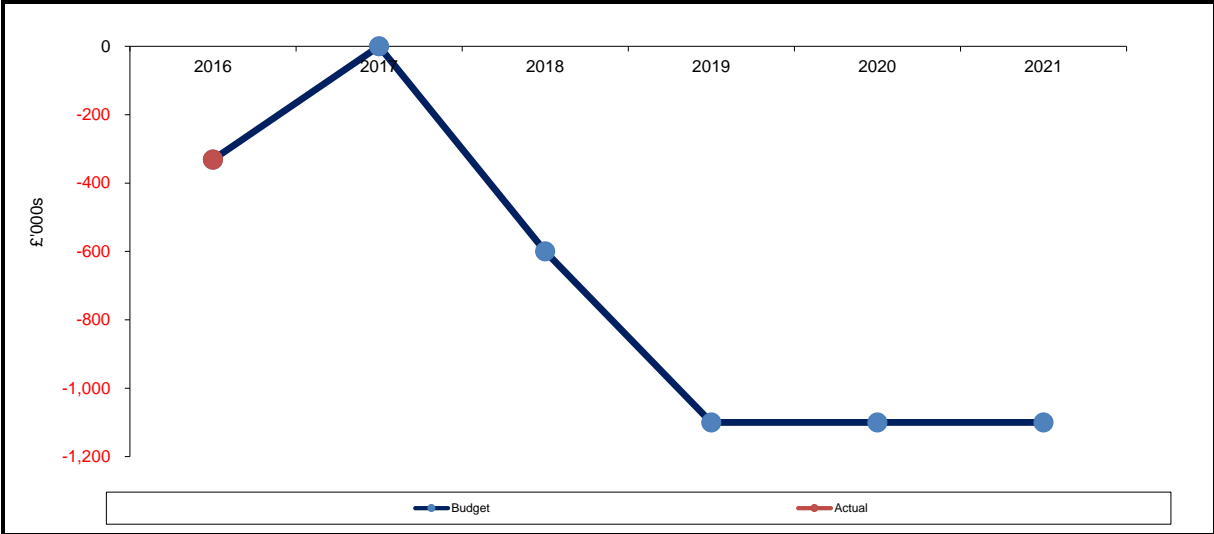
Commissioned Service				<div>Description of main activities and objectives</div> <div>The London Borough of Merton is committed to providing high quality and sustainable adult learning in order to improve the social, economic, health and wellbeing of our residents. The service is delivered through a commissioning model, contracting services to the best providers in the field and by developing sophisticated evidence based approaches to what we deliver.</div> <div>The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses.</div>							
Merton Adult Learning											
Cllr Nick Draper Cabinet Member for Community & Culture											
<div>Service Providers:</div> <div>South Thames College</div> <div>Groundwork London</div>											
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					
Number of accredited learners	1467	1467	1467	1467	1467	1467					
Total number of enrolments	3964	3964	3964	3964	3964	3964					
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	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	Economic outcomes		2	1	2
Start date	2016/17	Project Details:						
End date	2018/19							
Project 3		Project Title:	Develop new apprenticeship scheme	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	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	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	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								

Public Health	Planning Assumptions							The Corporate strategies your service contributes to		
Cllr Tobin Byers:Cabinet Member for Adult Social Care	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										
<p>Public Health services currently comprise:</p> <ul style="list-style-type: none"><li>Services to improve health and wellbeing that are the commissioning responsibility of PH in LA (including the following mandatory services: sexual health, NHS health checks, Healthy Child 0-5 services, National Child Measurement Programme)</li><li>Commissioning support function to the CCG (mandatory)and council;</li><li>Health protection oversight function (mandatory)</li><li>Health intelligence including JSNA (mandatory)</li></ul> <p>Our vision for public health in Merton over the next five years is to:</p> <ul style="list-style-type: none"><li>Protect and improve physical and mental health outcomes for the whole population in Merton throughout the life course, and reduce health inequalities, especially between the West and East of the borough, within the shrinking financial envelope available.</li><li>Fulfil our statutory PH duties.</li><li>Contribute to Merton becoming London's best council in 2020</li></ul> <p>Our strategic objectives are:</p> <p><b>Objective 1:</b> Service transformation - Deliver East Merton Model of Health and Wellbeing and Wilson health and community campus as blueprint for borough-wide health and care transformation</p> <p><b>Objective 2:</b> Embedding health &amp; wellbeing into council business - Embed health and wellbeing as relevant outcome across the whole council business (and partners) including establishing health as marker for good government and as investment rather than expenditure, integral to 2020 vision of best London council</p> <p><b>Objective 3:</b> Strengthening commissioning and commissioning support – Develop public health strategic commissioning (end-to-end) &amp; public health support to commissioning for health and wellbeing outcomes using a range of specific purposefully chosen collaborative commissioning approaches for development and delivery of integrated service models</p>	Sexual health	20,705	20,856	21,007	21,158	21,309	21,460	Sexual Health Strategy		
	Drugs & alcohol	467 Drugs/280 Alcohol	400 drugs/340 alcohol	400 drugs / 340 alcohol	TBC	TBC	TBC	Health & Wellbeing Strategy		
	Support to CCG (% of PH staff capacity)	40%	40%	40%	40%	40%	40%			
	NHS Health Checks	6300	2,180	2,600	2600	TBC	TBC			
	National Child Measurement Programme	Reception Cohort : 2,468 Year 6 Cohort: 2,029	Reception Cohort : 2528 Year 6 Cohort: 2,119	Reception Cohort : 2541 Year 6 Cohort: 2,174	Reception Cohort: 2,555 Year 6 Cohort: 2,229	Reception Cohort: 2568 Year Six Cohort: 2,285	Reception Cohort: 2,582 Year Six Cohort: 2,340			
	Health Improvement (TBC)	TBC	TBC	TBC	TBC	TBC	TBC			
	Health Visiting New Birth Visits: estimated new births	3246	3222	3176	3130	3085	3039			
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
	Staff (FTE)	15.93	16.56	18.66	18.66	18.66	18.66			
	Staff (Trainees)	2	2	2	2	2	2			
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)				
New STI diagnosis per 100,000 pop. (excl. Chlamydia, under 25's)	N/A	1141.7	1181.6	1222.9	1265.7	TBC	High	Annual	Output	Detrimental to public health
% of people offered HIV test at first attendance	N/A	80%	86%	92%	97%	TBC	High	Annual	Outcome	Reduced quality of service
% of people who accept offer of HIV test at first attendance	N/A	73%	79%	84%	90%	TBC	High	Annual	Outcome	
Successful completion of drug treatment (opiates)	N/A	9%	9.0%	9.0%	9.0%	9.0%	High	Quarterly	Outcome	Failure to meet PHOF target
Successful completion of alcohol treatment	N/A	60%	60%	60%	60%	60%	High	Quarterly	Outcome	Increase prevalence of long term conditions
% excess weight in children age 10 - 11 years	34.4%	34.7%	34.2%	33.7%	TBC	TBC	Low	Annual	Outcome	
Reduce % gap in age 10-11 obesity between East & West Merton	N/A	9.2%	8.0%	8.0%	TBC	TBC	Low	Annual	Outcome	
Health Visiting – % of New Birth Reviews within 14 days of birth	96.2%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Poor childhood outcomes
% participation in National Child Measurement Programme of Year 6 children	97.8%	95%	95%	95%	95%	95%	High	Annual	Outcome	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	10,888	11,025	10,948	94	10,099	9,297	9,297	9,297
Employees	1,047	1,148	1,115	(1)	1,177	1,177	1,177	1,177
Premises	2	2	2	0	3	3	3	3
Transport	2	2	2	0	2	2	2	2
Supplies & Services	7,868	7,918	3,194	4	2,893	2,621	2,621	2,621
3rd party payments	1,801	1,801	6,483	91	5,873	5,343	5,343	5,343
Transfer payments	0	0	0	0	0	0	0	0
Support services	167	155	151	0	151	151	151	151
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	11,219	11,356	10,948	(114)	10,699	10,397	10,397	10,397
Government grants	10,998	10,998	10,727	0	10,448	10,176	10,176	10,176
Reimbursements	221	358	221	(114)	251	221	221	221
Customer & client receipts	0	0	0	0	0	0	0	0
Recharges	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0
Council Funded Net Budget	(331)	(331)	0	(20)	(600)	(1,100)	(1,100)	(1,100)
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



### 2018/19 Expenditure

Category	Amount (£'000s)
Employees	1,177
Premises	3
Transport	2
Supplies & Services	2,621
3rd party payments	5,343
Transfer payments	0
Support services	151

### 2018/19 Income

Category	Amount (£'000s)
Government grants	10,176
Reimbursements	221

### Summary of major budget etc. changes

#### 2018/19

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

Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence removed; from 2018/19 Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus 2.5% in 2017/18 plus additional 2.6% in 2018/19)

#### 2019/20

From 2019/20 the national public health grant will end and funding will be via local business rates. Work is underway at national , regional and local levels to understand the implications of this change on the PH budget. Contribution of £400k to CSF & £1.1m to C&H.

#### 2020/21

Public Health budget will be funded from local business rates. Contribution of £400k to CSF & £1.1m to C&H.

#### 2021/22

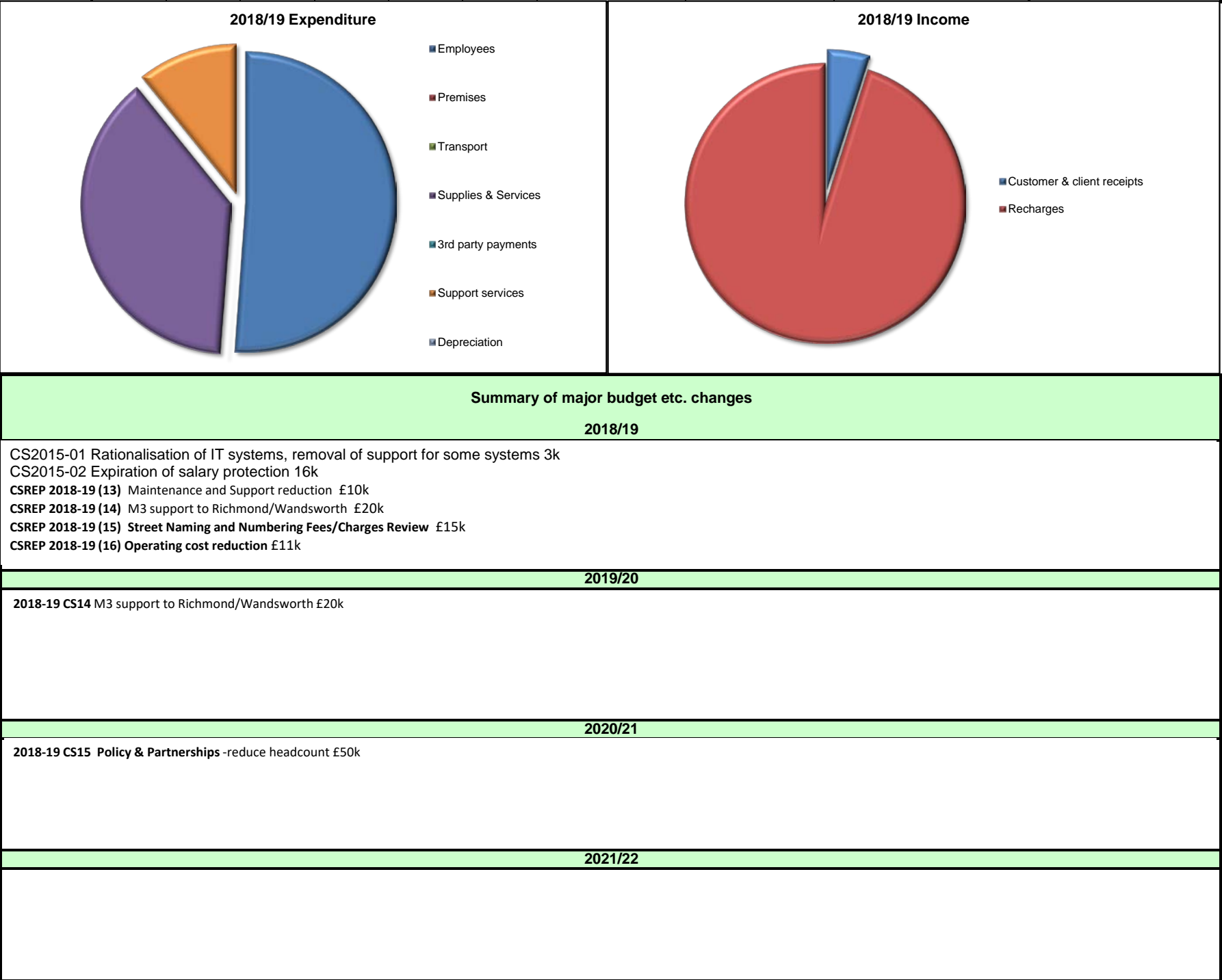
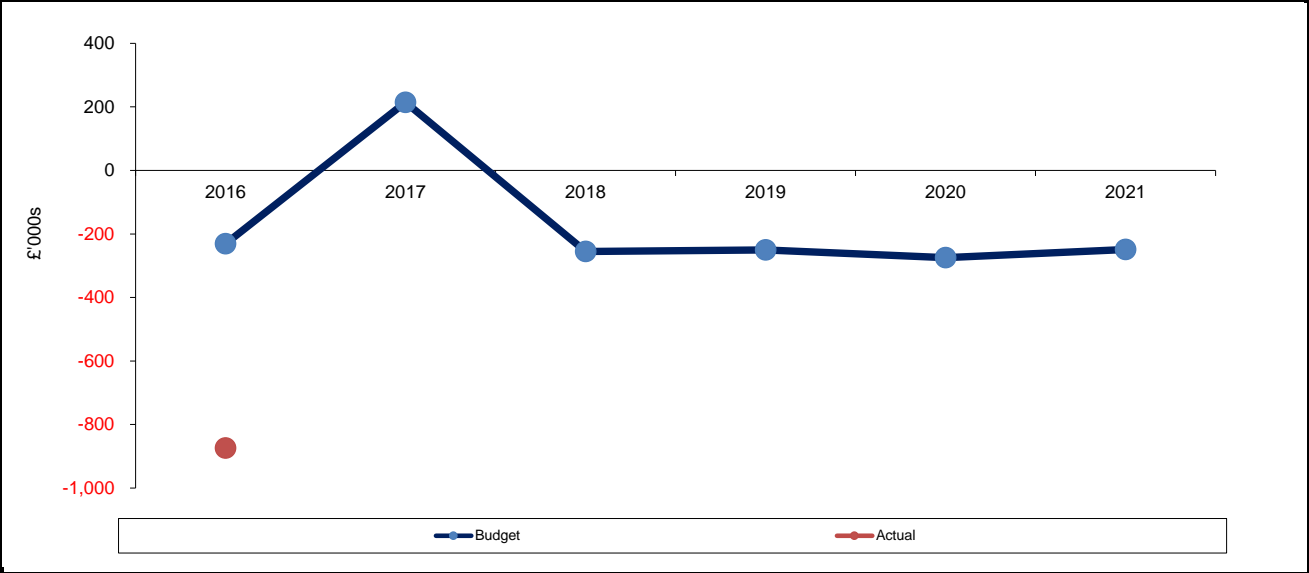
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Public Health								
PROJECT DESCRIPTION				MAJOR PROJECTS BENEFITS		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	East Merton Model of Health and Wellbeing/Wilson (TOM URN: PH 5)	Improved 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 commisioning. 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	
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	service	contributes to
Enter a brief description of your main activities and objectives below	Core IT Systems support and management (days)	5000	5720	5720	5720	5720	5720		Customer Contact Strategy
<b>Continuous Improvement and Corporate Change</b> 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.  <b>Business Systems team</b> 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.  The <b>Policy, Strategy and Partnerships team</b> supports the Council's approach to partnership working, including the Merton Partnership, and its annual Conference. It provides advice on equalities and the Council's approach to Equality Assessments. It has the lead role on the Council's Prevent duties and is the key liaison point. It manages the relationship with the voluntary sector, leading on the Voluntary Sector and Volunteering Strategy and the Merton Compact  The <b>Communications team</b> is responsible for promoting and protecting the reputation of the council by communicating with Merton's key stakeholders using a range of channels including media relations, My Merton, social media, campaign marketing as well as corporate events.	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
									Communications Strategy
	</								

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





Page 259

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Business Improvement								
PROJECT DESCRIPTION				MAJOR PROJECT BENEFIT		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:  Project Details:	Customer Contact programme  Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	Improved customer experience  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
Start date	2013-14							
End date	2018-19							
Project 2		Project Title:  Project Details:	Electronic document and records management system  Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	Improved efficiency (savings)  EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.		3	2	6
Start date	2013-14							
End date	2018-19							
Project 3		Project Title:  Project Details:	Social Care Information System - phase 2  Further enhancements and functionality to the Mosaic system.	Improved efficiency (savings)  A fit for purpose system that supports efficient business practices and care management now and into the future		1	3	3
Start date	2018/19							
End date	2019/20							
Project 4		Project Title:  Project Details:						0
Start date								
End date								
Project 5		Project Title:  Project Details:	Strategic Partner Programme  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
Start date	2017-18							
End date	2018-19							
Project 6		Project Title:  Project Details:	4Ps  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 Asure.		2	2	4
Start date	2017-18							
End date	2018/9							
Project 7		Project Title:  Project Details:				0	0	0
Start date								
End date								
Project 8		Project Title:  Project Details:				0	0	0
Start date								
End date								
Project 9		Project Title:  Project Details:				0	0	0
Start date								
End date								
Project 10		Project Title:  Project Details:				0	0	0
Start date								
End date								

Corporate Governance						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	Information Governance Policy	
Enter a brief description of your main activities and objectives below						Residents		205,722	207,410	208,607	209,771	210,902		Equality Strategy	
Corporate Governance is made up of 5 core services:  <u>Information Governance</u> - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function. GDPR - General Data Protection Regulation  <u>Democracy Services</u> - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.  <u>Electoral Services</u> - Electoral Services carries out the statutory maintenance of the register of electors, administers elections and referendums and undertakes the work needed on boundary and electoral reviews. The move to a system of individual electoral registration has provided new challenges to the way the UK's electoral offices work and has resulted in a significantly increased work load.  <u>Internal Audit and Investigations</u> - Merton has joined the audit and fraud partnership with its neighbouring authorities. Internal Audit covered by SWLAP (South West London Audit Partnership) and Investigations covered by SWLFP (South West London Fraud Partnership) covering Merton, Kingston, Richmond, Sutton and Wandsworth ). The service provides independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud policies. Reports poor practice/weak controls to members. Investigation of external and internal fraud.  There is also the shared Legal service with the London Borough of Richmond, Wandsworth, Sutton and Kingston; this service has its own Service Plan.						Officers		↓	↓					Risk Management Strategy	
						Councillors		60	60					Procurement Strategy	
						Elections		2	1	1		1			
						Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22		
						Staff (FTE)		30.7 (excl. Invest&audit	28.9	28.9	28.9	28.9			
Staff - Election		1300	800	800	0	500	500								
Staff - Canvas		150	150	150	150	150									
Performance indicator (LBC2020 indicators highlighted in purple)		Actual Performance (A) Performance Target (T) Proposed 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)								
Audit actions implemented by agreed date		90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud				
Audits completed against plan		93%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud				
Complaints - dealt with in time		80%	85%	85%	85%	85%		High	Monthly	Perception	Reduced customer service				
Complaints progressed to stage 2		6%	9%	9%	9%	9%		High	Quarterly	Perception	Reduced customer service				
FOI requests - dealt with in time		85%	85%	85%	85%	85%		High	Monthly	Perception	Reduced customer service				
Number of supplementary agendas issued		24	20	18	16	14		Low	Quarterly	Perception	Government intervention				
% of councillors who agree scrutiny function effective		75	80	75	80	80		High	Annual	Perception	Poor decision making				
Ombudsman complaints answered in time		90%	90%	90%	90%	90%		High	Monthly	Quality	Rework				
Ombudsman complaints partially or fully upheld		7%	40%	40%	40%	40%		Low	Quarterly	Perception	Government intervention				
% of FOI refusal notices not upheld at review		0%	4%	4%	4%	4%		Low	Quarterly	Perception	Government intervention				
No. of new electors added to the register of electors		N/A	25,000	25,000	25,000	25,000		High	Annual	Perception	Reduced customer 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	3,588	3,728	3,044	209	3,016	2,998	3,030	3,063
Employees	1,557	1,646	1,202	180	1,193	1,193	1,194	1,194
Premises	0	12	1	14	1	1	1	1
Transport	21	20	21	-16	22	22	23	23
Supplies & Services	1,170	1,177	1,052	59	1,076	1,050	1,074	1,098
3rd party payments	493	439	460	-27	417	424	431	438
Support services	347	434	308	0	308	308	308	308
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	2,535	2,672	1,776	(303)	1,776	1,776	1,776	1,776
Government grants								
Reimbursements	0							
Customer & client receipts					0	0	0	0
Recharges	2,535	2,672	1,776	(303)	1,776	1,776	1,776	1,776
Reserves								
Capital Funded								
Council Funded Net Budget	1,053	1,056	1,268	(94)	1,240	1,222	1,254	1,287
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

2018/19 Expenditure

2018/19 Income

Summary of major budget etc. changes	
2018/19	
CSD43 Share FOI and Information Governance policy 10k CS2015-16 Delete auditor post and fees £50k CSREP 2018-19 (9) Reduction in running costs budgets £11k CSREP 2018-19 (11) Audit and investigations - Reduction in service £50k	
2019/20	
2018-19 CS13 Audit and investigations - Reduction in service £50k	
2020/21	
2021/22	

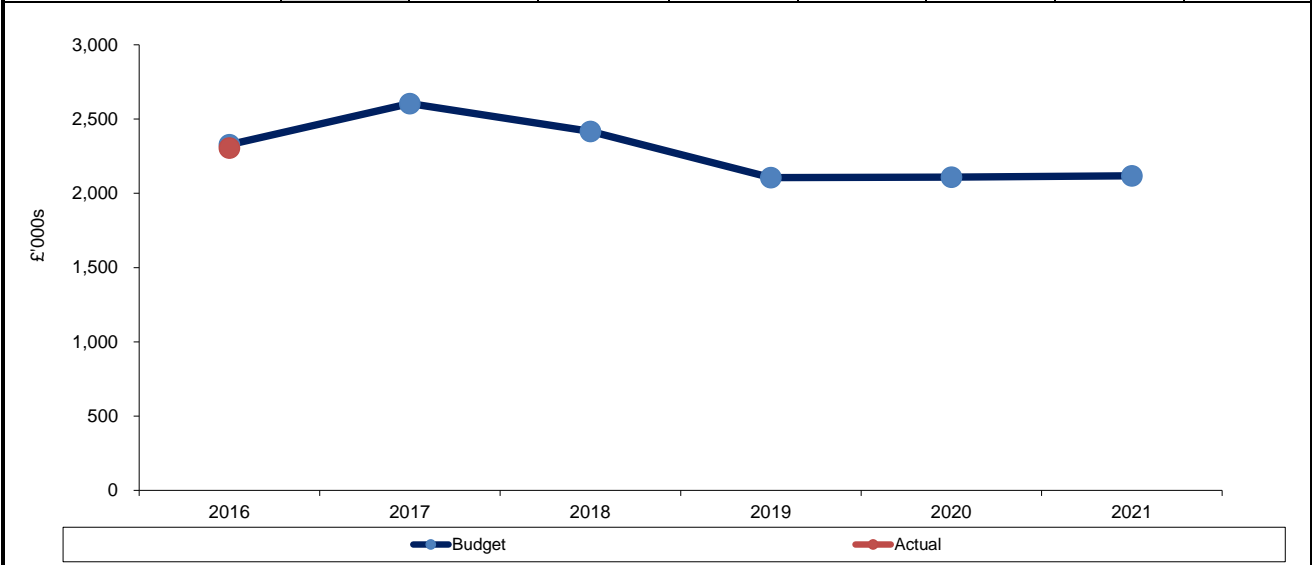
Year	Budget (£'000s)	Actual (£'000s)
2016	1053	1056
2017	1240	
2018	1222	
2019	1254	
2020	1287	
2021		



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:  Project Details:	Support new intake of councillors		Improved customer experience			2	2	4
Start date	01/12/2017		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.							
End date	31/03/2022									
Project 2		Project Title:  Project Details:	Efficiency programme in Mayor's Office		Improved efficiency (savings)			3	1	3
Start date	01/05/2015		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.							
End date	31/03/2019									
Project 3		Project Title:  Project Details:	Committee report workflow		Improved effectiveness			2	1	2
Start date	01/06/2014		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.							
End date	01/10/2018									
Project 4		Project Title:  Project Details:	Scrutiny Improvement Programme		Improved customer experience			2	1	2
Start date	01/04/2014		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.							
End date	31/03/2018									
Project 5		Project Title:  Project Details:	Creation of centralised Local Land Charges Register		Improved customer experience			3	1	3
Start date	2014-15		Review of LLC service delivery; dependent on national directive							
End date	2017-18									
Project 6		Project Title:  Project Details:	2018/22 Administer statutory elections, referendums and ballots.		Risk reduction and compliance			3	3	9
Start date	01/04/2018		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.							
End date	31/03/2022									
Project 7		Project Title:  Project Details:	Work with Local Government Boundary Commission on planned Electoral Review of Merton		Infrastructure renewal			3	2	6
Start date	2019-20		Work with Local Government Boundary Commission to produce proposals on new ward boundaries							
End date	2020-21									
Project 8		Project Title:  Project Details:	General Data Protection Regulation (GDPR)		Risk reduction and compliance			4	3	12
Start date	01/04/2017		To ensure the council is prepared for 25 May 2018 when the new Data Protection Regulations come into force, and to ensure compliance thereafter.							
End date	31/03/2019									
Project 9		Project Title:  Project Details:			Select one major benefit			0	4	0
Start date										
End date										
Project 10		Project Title:  Project Details:			Risk reduction and compliance			0	3	0
Start date										
End date										

Customer Services	Planning Assumptions							The Corporate strategies your		
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	service contributes to		
Enter a brief description of your main activities and objectives below	Benefit/Council Tax support claimants	15,400	14,500	14,000	14,000	13000	13000	Channel migration		
There are 5 core services:  <b>Local Taxation</b> - responsible for Council Tax & Business Rates collection and Debt Recovery. <b>Housing Benefit</b> - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud; <b>Merton Link</b> - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes; <b>Registrars</b> - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services; <b>Bailiffs</b> - collection of outstanding warrants in a shared service between Sutton & Merton for all areas especially council tax and parking fines.  <b>Front line service for Universal Credit</b> - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered towards the end of this service plan period but details are vague due to the uncertainty of the roll-out of the scheme and the continual deferral from central government. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload	Telephone callers	500,000	450,000	400,000	375,000	350,000	350000	Customer Contact Strategy		
	Face to face customers	85,000	80,000	70,000	65,000	60,000	55000	Medium term Financial Strategy		
	Council tax properties	83,500	84,000	85,000	85,500	86,000	86,500			
	Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
	Staff (FTE)	143	142	141	137	137	137			
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)				
% of Merton Bailiff files paid in full (exc parking & misc debt)	52%	58%	58%	52%	52%	52%	High	Monthly	Outcome	Loss of income
Business Rates collected	97.91%	97.50%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income
Council Tax Collected	97.64%	97.25%	97.25%	97.25%	97.25%	97.25%	High	Monthly	Business critical	Loss of income
First contact resolution	75%	75%	75%	75%	75%	75.00%	High	Monthly	Perception	Reduced customer service
Event income (Marriages, Civil Partnerships etc.)	535,193	425,000	440,000	450,000	460,000	460,000	High	Monthly	Business critical	Loss of income
% of on-line transactions (HB Claims)	70%	62%	63%	64%	65%	66%	High	Monthly	Business critical	Reduced customer service
Time taken to process Housing Benefit COC	8 days	10 days	9 days	8 days	8 days	8days	Low	Monthly	Business critical	Customer hardship
Time taken to process new Housing Benefit claims	15 days	16 days	15 days	14 days	14 days	13 days	Low	Monthly	Business critical	Customer hardship

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	9,160	9,429	9,084	423	8,886	8,689	8,713	8,737
Employees	5,234	5,288	5,152	268	5,103	4,947	4,947	4,947
Premises	36	25	29	33	24	24	24	25
Transport	78	92	80	3	81	82	83	84
Supplies & Services	1,466	1,748	1,048	199	1,061	1,012	1,028	1,044
3rd party payments	153	81	431	(79)	438	444	451	457
Transfer Payments	45	61		0	0	0	0	0
Support services	2,148	2,134	2,343	0	2,180	2,180	2,180	2,180
Depreciation	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	6,833	7,123	6,479	(643)	6,469	6,583	6,604	6,619
Government grants	1,232	1,259	1,232	15	1,211	1,211	1,211	1,211
Reimbursements	1,030	1,231	970	(330)	970	970	970	970
Customer & client receipts	2,288	2,457	2,308	(319)	2,318	2,433	2,453	2,468
Recharges	2,283	2,176	1,969	(10)	1,969	1,969	1,969	1,969
Reserves								
Capital Funded								
Council Funded Net Budget	2,327	2,306	2,604	(221)	2,418	2,106	2,109	2,118
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Westminster Coroners Court			460					
	0	0	460	0	0	0	0	0



### 2018/19 Expenditure

- Employees
- Premises
- Transport
- Supplies & Services
- 3rd party payments
- Transfer Payments
- Support services

### 2018/19 Income

- Government grants
- Reimbursements
- Customer & client receipts
- Recharges

### Summary of major budget etc. changes

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

2019/20
CS2016-02 Restructure of Housing Benefits section due to roll out of Universal Credit £66k
CS2016 -05 Increase income through translations £15k
CS2016 -07 Cash Collection Reduction £30k
CS2016 -06 Merton Link - efficiency savings £30k
2018-19 CS08 Increase in income from Enforcement Service £100k
2018-19 CS09 Reduction/rationalisation in running costs budgets across multiple budgets £35k

2020/21
2018-19 CS08 Increase in income from Enforcement Service £20k

2021/22
2018-19 CS08 Increase in income from Enforcement Service £15k

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		2	1	2	
Start date	2015-16	Project Details:	Implement the role out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice. Process has been delayed by Central Government - All job centres in Merton will implement UC for new claims by April 18							
End date	2019-20									
Project 2		Project Title:	Implement an Outside Wedding Venue		Economic outcomes		2	2	4	
Start date	2013-14	Project Details:	Planning permission approved for outside wedding venue at Morden Park House. Funding has identified							
End date	2018-19									
Project 3		Project Title:	Council Tax support scheme		Economic outcomes		2	1	2	
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							
End date	2018-19									
Project 4		Project Title:	Review Debt Collection Processes		Improved effectiveness		2	1	2	
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.							
End date	2018-19									
Project 5		Project Title:	Redesign of Merton Link		Improved customer experience		2	1	2	
Start date	2015-16	Project Details:	Implement the re-design of Merton Link area to improve the customer experience and increase self service							
End date	2018-19									
Project 6		Project Title:			Select one major benefit		0	0	0	
Start date		Project Details:								
End date										
Project 7		Project Title:			Select one major benefit		0	0	0	
Start date		Project Details:								
End date										
Project 8		Project Title:			Select one major benefit		0	0	0	
Start date		Project Details:								
End date										
Project 9		Project Title:			Select one major benefit		0	0	0	
Start date		Project Details:								
End date										
Project 10		Project Title:			Select one major benefit		0	0	0	
Start date		Project Details:								
End date										

Page 26 of 26

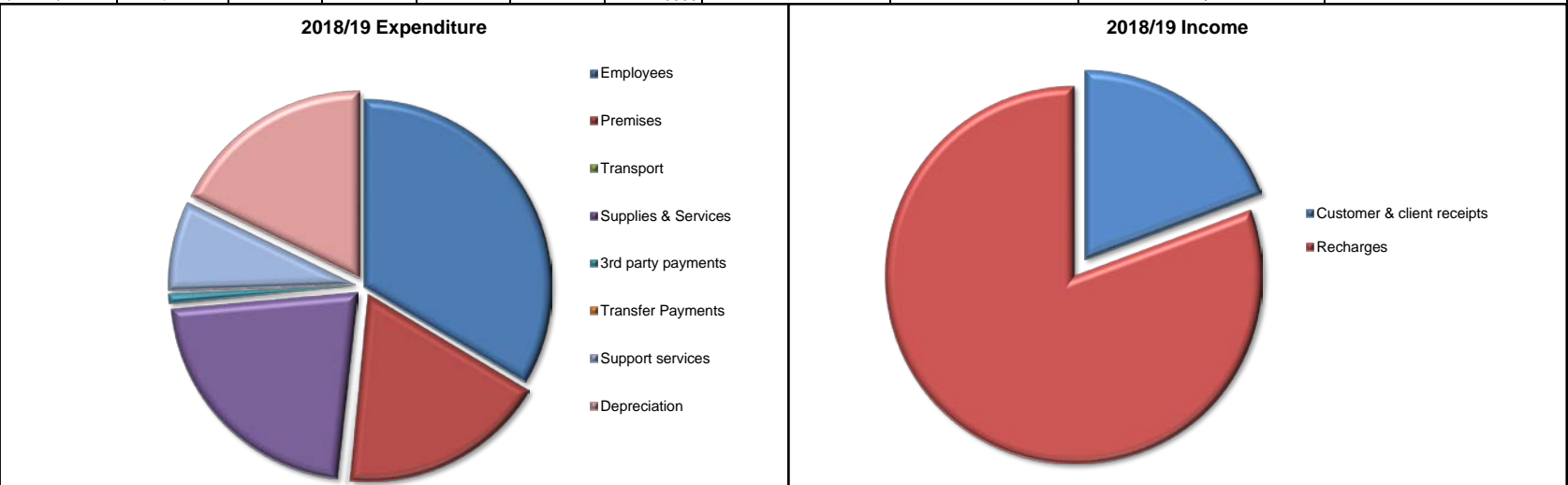
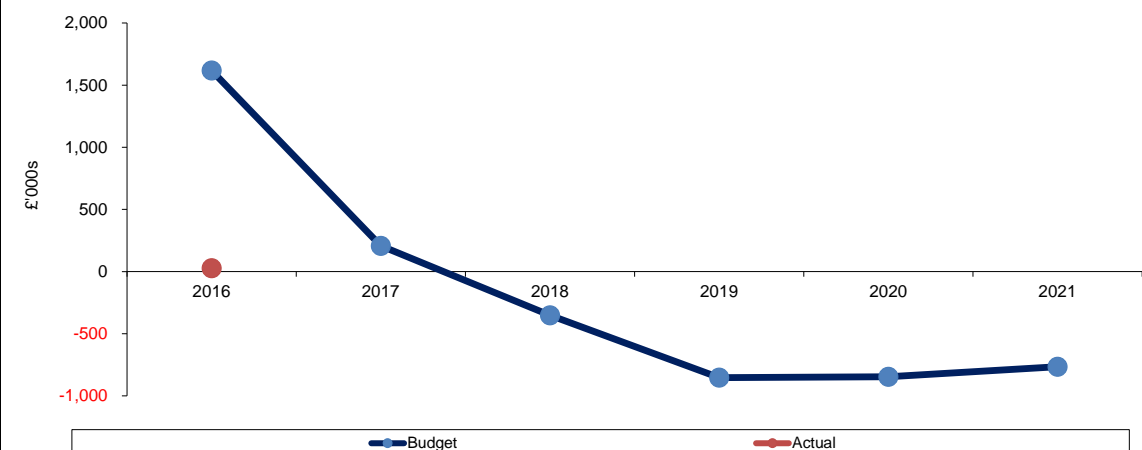


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Human Resources										
PROJECT DESCRIPTION					MAJOR PROJECT BENEFIT			Risk		
								Likelihood	Impact	Score
Project 1		Project Title:	Workforce Strategy		Improved staff skills and development			3	3	9
Start date	2014-15	Project Details:								
End date	2018-19									
Project 2		Project Title:	Establishment and workforce		Improved staff skills and development			3	4	12
Start date	2015-16	Project Details:								
End date	2018-19									
Project 3		Project Title:	Review HR policies		Improved effectiveness			3	3	9
Start date	2015-16	Project Details:								
End date	2018-19									
Project 4		Project Title:	Review and retender key HR contracts		Improved effectiveness			3	3	9
Start date	2016-17	Project Details:								
End date	2018-19									
Project 5		Project Title:			Select one major benefit			0	0	0
Start date		Project Details:								
End date										
Project 6		Project Title:			Select one major benefit			0	0	0
Start date		Project Details:								
End date										
Project 7		Project Title:			Select one major benefit			0	0	0
Start date		Project Details:								
End date										
Project 8		Project Title:			Select one major benefit			0	0	0
Start date		Project Details:								
End date										
Project 9		Project Title:			Select one major benefit			0	0	0
Start date		Project Details:								
End date										
Project 10		Project Title:			Select one major benefit			0	0	0
Start date		Project Details:								
End date										



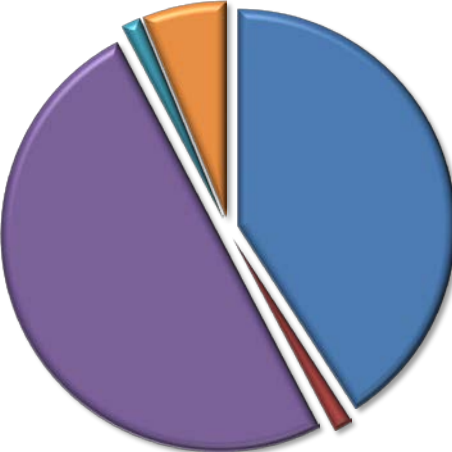
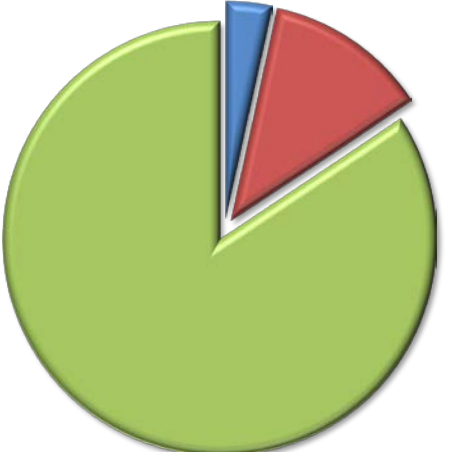
Infrastructure and Transactions	Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Enter a brief description of your main activities and objectives below	Repairs & Maintenance of Corporate Buildings (Revenue)	740,000	740,000	700,00	600,00	600,00	600,000	Civic Centre Accommodation Strategy			
<b>Infrastructure &amp; Transactions Division (I&amp;T) is a support service made up of six functions which are:-</b>  <b>IT Service Delivery</b> - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.  <b>Facilities Management</b> - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.  <b>Transactional Services</b> - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed, Providing training and support for all users of the systems required for payments or invoicing  <b>Safety Services</b> - Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Etc. Act 1974, The Management of Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and all sister regulations.  <b>Client Financial Affairs</b> - 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.  <b>Commercial Services &amp; Procurement</b> - Are the strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.	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	Main impact if indicator not met
		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		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								
<b>Council Funded Net Budget</b>	<b>1,617</b>	<b>28</b>	<b>206</b>	<b>57</b>	<b>(352)</b>	<b>(853)</b>	<b>(846)</b>	<b>(765)</b>
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			
	<b>0</b>	<b>2,045</b>	<b>4,927</b>	<b>0</b>	<b>4,045</b>	<b>1,880</b>	<b>2,010</b>	<b>1,920</b>



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 <b>CSREP 2018-19 (1)</b> Renegotiation of income generated through the corporate catering contract £20k <b>CSREP 2018-19 (2)</b> 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 <b>2018-19 CS01</b> Revenue Saving associated with current MFD contract £150k <b>2018-19 CS02</b> Reduction in the level of building repairs and maintenance undertaken on the corporate buildings £100k <b>2018-19 CS03</b> 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)		3	2	6
Start date	2016-17	Project Details:						
End date	2018-19							
Project 2		Project Title:	Digital Archiving of existing paper records	Improved efficiency (savings)		1	1	1
Start date	2014-15	Project Details:						
End date	2018-19							
Project 3		Project Title:	Upgrading of IT Disaster Recovery Arrangements	Risk reduction and compliance		2	3	6
Start date	2013-14	Project Details:						
End date	2017-18							
Project 4		Project Title:	Replacement of PABX Equipment	Risk reduction and compliance		2	3	6
Start date	2017/18	Project Details:						
End date	2018/19							
Project 5		Project Title:	Implement New Procurement Service Delivery Model	Improved effectiveness		4	2	8
Start date	2016-17	Project Details:						
End date	2018-19							
Project 6		Project Title:	Energy "Invest to Save" Initiatives	Improved efficiency (savings)		3	2	6
Start date	2017-18	Project Details:						
End date	2018-19							
Project 7		Project Title:	Undertake 'Make/Buy/Share' reviews of key service provision	Improved efficiency (savings)		3	2	6
Start date	2017-18	Project Details:						
End date	2018-19							
Project 8		Project Title:	Review Departmental Business Continuity/Disaster Recovery plans	Risk reduction and compliance		2	2	4
Start date	2016-17	Project Details:						
End date	2017-18							
Project 9		Project Title:	Upgrade to Office 365	Improved effectiveness		4	3	12
Start date	2018/19	Project Details:						
End date	2019/20							

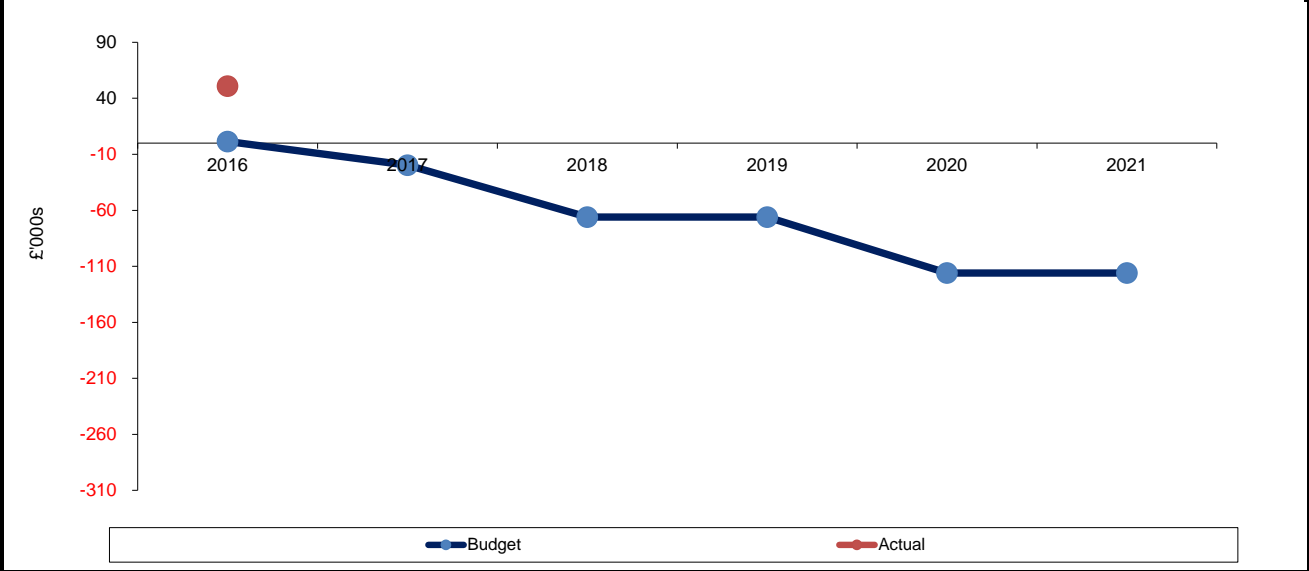
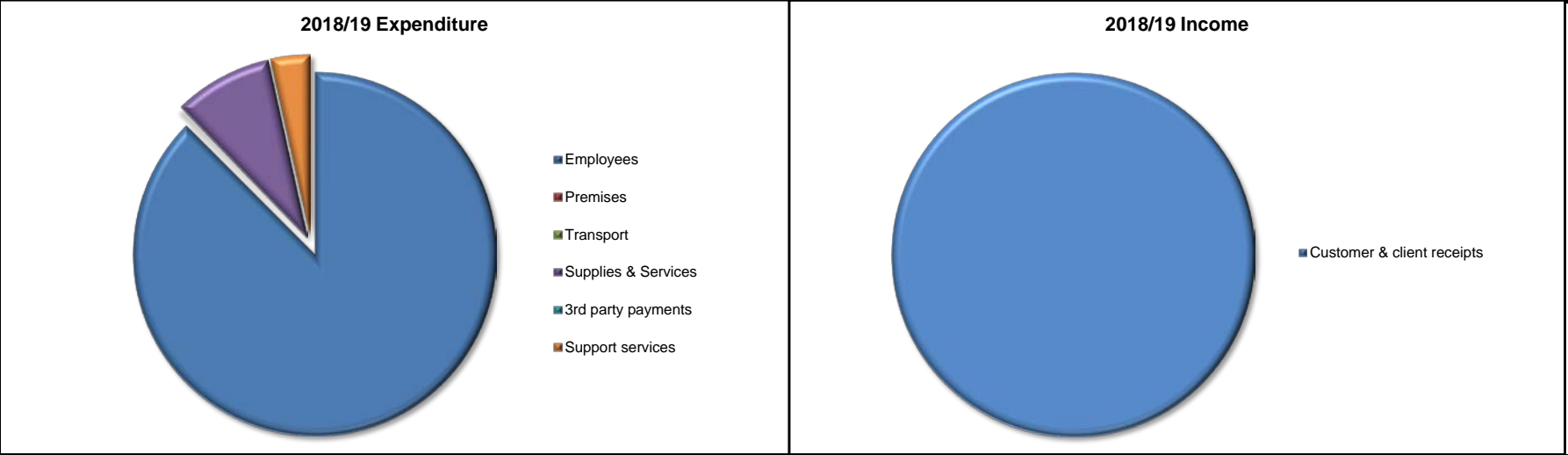
Resources					Planning Assumptions							The Corporate strategies your service contributes to				
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance					Anticipated demand		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
<p>Enter a brief description of your main activities and objectives below</p> <p>Resources is made up of four major areas of activity:</p> <p><b>Accountancy</b> - manage financial health of the council through advice &amp; support to officers and Members, production of council's financial accounts, revenue &amp; budget setting, profiling and reporting &amp; monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems.</p> <p><b>Business planning</b> - manage Financial Strategy &amp; Capital Strategy/Monitoring, Financial Systems Liaison &amp; Development, Business &amp; Service Planning, Performance Management (PM) &amp; Risk Management. The team facilitate multi-year planning, target resources, manage risk &amp; integrate financial, business &amp; performance information. Over the next four years we will improve robustness of our systems &amp; 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.</p> <p><b>Policy and strategy</b> - coordinate corporate strategy &amp; policy; ensure effective &amp; 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 &amp; 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.</p> <p><b>Treasury and pensions</b> - to manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for</p>					Revenue/Capital Budget Managers		147/23	139/23	139/23	139/23	139/23	139/23	Medium Term Financial Strategy			
					Voluntary Sector Organisations Supported		150+	150+	150+	150+		Capital Strategy				
					Budget, Service, Performance & Risk Monitoring Reports		8	8	8	8	8	Equality Strategy				
					Budget, Service, Performance & Risk Closing Reports		2	2	2	2	2	Procurement Strategy				
					Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Risk Management Strategy			
					Staff (FTE)		54.6	51.6	48.6	47.6	47.6	47.6	Treasury Management Strategy			
					Staff (Trainees)		4	2	2	2	2	2	Voluntary Sector Strategy			
					Staff (Apprentices)		0	0	0	0	0	0	Corporate Asset Management Plan			
					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)				
					Accuracy of P10 Revenue Forecast (compared to outturn)		91%	90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
					Accuracy of P8 Capital Forecast		91.5%	90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
					Number of Adjustments to Draft Accounts		0	0	0	0	0		Low	Annual	Business critical	Government intervention
					Action plans in place for 'red' risks		100%	90%	90%	90%	90%		High	Quarterly	Outcome	Poor decision making
					% of Loans Paid on Time		N/A	92%	93%	94%	94%		High	Quarterly	Business critical	Reputational risk
					% of Claims Responded to within 5 Working Days		N/A	94%	95%	96%	96%		High	Quarterly	Outcome	Reduced customer service
					Delivery against current year MTFS savings target		N/A	100%	100%	100%	100%		High	Quarterly	Business critical	Poor decision making
					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	<div><div><div>2018/19 Expenditure</div><div>■ Employees ■ Premises ■ Transport ■ Supplies &amp; Services ■ 3rd party payments ■ Support services</div></div><div><div>2018/19 Income</div><div>■ Reimbursements ■ Customer &amp; client receipts ■ Recharges</div></div></div>							
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								
<div><div><div>2016</div><div>2017</div><div>2018</div><div>2019</div><div>2020</div><div>2021</div></div><div><div>2,500</div><div>2,000</div><div>1,500</div><div>1,000</div><div>500</div><div>0</div></div><div><div>£'000s</div></div><div><div>● Budget</div><div>● Actual</div></div></div>									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:  Project Details:	Evaluation of future funding levels  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.	Risk reduction and compliance  Requires considerable horizon spotting activity a performance indicator would be developed comparing the estimated grant levels compared to those actually received.		2	2	4
Start date	2017-18							
End date	2021-22							
Project 2		Project Title:  Project Details:	Financial systems re-engineering programme  Procurement of a single integrated financial system to replace the suite of products that are currently used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. The system went live on 06/02/17 and the accounts were closed using the new system. A post-implementation review has been completed with a system controls Internal Audit Review scheduled for 2018. A programme of development has been 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.	Improved effectiveness  Lean reviews being undertaken on to areas of operation.		2	2	4
Start date	2013-14							
End date	2018-19							
Project 3		Project Title:  Project Details:	Develop and implement whole life costing for capital projects  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	Improved effectiveness		3	2	6
Start date	2018-19							
End date	2019-20							
Project 4		Project Title:  Project Details:	Improve joint finance and business planning  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	Improved effectiveness		2	2	4
Start date	2016-17							
End date	2018-19							
Project 5		Project Title:  Project Details:	Pilot Early closure of Accounts  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	Improved effectiveness  Current performance indicators will be adjusted for this.		1	3	3
Start date	2015-16							
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		Chargeable hours for Merton	19500	19,125	19,125	19125			Contribute to all Corporate Strategies			
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 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 FOI/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								
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	5,082	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:  Project Details:	Increase 3rd party income		Economic outcomes			4	2	8
Start date	2018-19		To increase income from fees and charges of 3rd parties by £150k (£25k per council)							
End date	2018-19									
Project 2		Project Title:  Project Details:	Increase Productivity		Improved efficiency (savings)			2	1	2
Start date	2018-19		To identify productivity improvements as a result of the implementation of workflows in debt, housing, property matters and prosecutions.							
End date	2018-19									
Project 3		Project Title:  Project Details:	Future Model		Improved sustainability			2	2	4
Start date	2018-19		Subject to Governance Board approval to obtain a licence from the Solicitors Regulatory Authority to be an Alternative Business Structure							
End date	2018-19									
Project 4		Project Title:  Project Details:	In House Advocates		Improved efficiency (savings)			0	0	0
Start date	2018-19		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							
End date	2018-19									
Project 5		Project Title:  Project Details:			Select one major benefit			0	0	0
Start date										
End date										
Project 6		Project Title:  Project Details:			Select one major benefit			0	0	0
Start date										
End date										
Project 7		Project Title:  Project Details:			Select one major benefit			0	0	0
Start date										
End date										
Project 8		Project Title:  Project Details:			Select one major benefit			0	0	0
Start date										
End date										
Project 9		Project Title:  Project Details:			Select one major benefit			0	0	0
Start date										
End date										
Project 10		Project Title:  Project Details:			Select one major benefit			0	0	0
Start date										
End date										

Page 271



# **Environment & Regeneration**

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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)			6	2	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					
End date	2018-19									
Project 2		Project Title:	Improving the development management processes		Improved effectiveness			2	2	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					
End date	2018-19									
Project 3		Project Title:	developing eforms and M3 capability and e-payments		Improved customer experience			4	1	4
Start date	2014-15	Project Details:	Enforcement eforms, BC eforms and DC e-payments		Channel shift					
End date	2018-19									
Project 4		Project Title:	Lean review of pre-application process (part of TOM)		Improved effectiveness			6	1	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					
End date	2018-19									
Project 5		Project Title:	Re-procurement of M3 or equivalent IT system		Improved effectiveness			3	1	3
Start date	2014-15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities		savings through contract negotiation.					
End date	2018-19									
Project 6		Project Title:	Further develop Planning Performance agreements potential		Economic outcomes			1	2	2
Start date	2014-15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered		Regeneration certainty					
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	0	0
Start date		Project Details:								
End date										



Future Merton & Traffic and Highways					Planning Assumptions							The Corporate strategies your service contributes to						
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing					Anticipated demand		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	209,771	210,902		Air Quality Action Plan					
Future Merton is the council's lead on growth and strategic development for the long-term sustainability of the borough. Everything we do is about making Merton a great place and enhancing the quality of life of our residents.													Climate Change Strategy					
														Community Plan				
														Economic Development Strategy				
														Employment and Skills Action Plan				
The team plans and monitors the delivery of new housing in Merton and supports the creation of new businesses and jobs. We manage the council's Highway & Street Lighting contracts and ensure the borough's network of roads, footways, cycleways and street lighting are well maintained and safe.					Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Health & Wellbeing Strategy					
					Staff (FTE)		51	49	48	48	48	48	Local Plan					
													Local Tfl Implementation Strategy					
													Merton Regeneration Strategy					
The team also manage major town centre and estate regeneration projects and lead on the coordination of infrastructure projects such as Crossrail 2. We are responsible for delivering locally, objectives in the Mayor's London Plan and Mayor's Transport Strategy.					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)		
					New homes built		688	411	411	411	411		High	Annual	Outcome	Loss of Government grant		
					Number of public Electric Vehicle Charging Points			30	30	30			High	Annual	Outcome	Reputational risk		
					Number of business premises improved			10	10	10			High	Annual	Outcome	Environmental issues		
					Street light repairs (days)		2	3	3	3	3		Low	Quarterly	Quality	Reduced customer service		
					Road emergency call outs		100	100	100	100	100		High	Monthly	Business critical	Reduced customer service		
					Footway & Carriageway condition		N/A	95	95	95	95		High	Annual	Quality	Increased costs		
					Streetwork inspections		36	36	37	37	38		High	Quarterly	Quality	Increased costs		
					Streetwork permitting (% issued)		99	98	98	98	98		High	Monthly	Output	Loss of income		
					DEPARTMENTAL BUDGET AND RESOURCES									<div>2018/19 Expenditure</div> <div>2018/19 Income</div>				
					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	15,080	15,114	19,805	25	19,976	19,894	19,964	20,035					
					Employees	2,594	2,710	2,378	128	2,434	2434	2435	2436					
Premises	1,047	1,053	954	287	968	982	997	1011										
Transport	132	132	135	(13)	137	139	141	143										
Supplies & Services	3,153	3,176	2,222	(379)	2,301	2184	2217	2251										
3rd party payments	396	423	1,285	2	1,305	1324	1343	1363										
Transfer payments	0	0	0	0	0	0	0	0										
Support services	1,424	1,286	1,819	0	1,819	1819	1819	1819										
Depreciation	6,334	6,334	11,012	0	11,012	11012	11012	11012										
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	2,870	3,199	3,602	(60)	3,560	3,660	3,660	3,660										
Government grants	16	281	1	(1)	1	1	1	1										
Reimbursements	947	1,173	1,199	(330)	1,193	1293	1293	1293										
Customer & client receipts	1,907	1,745	1,905	271	1,869	1869	1869	1869										
Recharges	0	0	497	0	497	497	497	497										
Council Funded Net Budget	12,210	11,915	16,203	(35)	16,416	16,234	16,304	16,375										
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										
Highway Maintenance		5,192	4,567		3,641	3,127	3,127	3,127										
Transport Improvement		1,172	1,632		1,000													
Regeneration		3,254	2,829		3,032	3,301	1,000											
Other		53	12					35										
	0	9,671	9,040	0	7,673	6,428	4,127	3,162										

2016

2017

2018

2019

2020

2021

£'000s

0

2,000

4,000

6,000

8,000

10,000

12,000

14,000

16,000

18,000

Budget

Actual

ENV16 = (£65k)

ENV17 = (£35k)

E&R39 = £50k

ERG1 (Growth) = £157k

2018/19

2019/20

2020/2021

2021/22

E4 = (£100k)

ERG1 (Growth) = (£150k)



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Future Merton & Traffic and Highways								
PROJECT DESCRIPTION				MAJOR PROJECT BENEFITS		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:  Project Details:	Local Plan: Estate Regeneration  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.	Infrastructure renewal		3	2	6
Start date	2014/15							
End date	2024/25							
Project 2		Project Title:  Project Details:	Rediscover Mitcham  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.	Infrastructure renewal		2	2	4
Start date	2012-13							
End date	2017-18							
Project 3		Project Title:  Project Details:	Future Wimbledon & Crossrail 2  Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opprtunities linked to Crossrail 2 and improving the quality of architecure, design and placemaking. Conference (2013) Ideas Competition (2014) Masterplan linked to Crossrail 2 (2017/18)	Economic outcomes		3	4	12
Start date	2014-15							
End date	2022-23							
Project 4		Project Title:  Project Details:	Wimbledon Stadium  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>	Infrastructure renewal		3	1	3
Start date	2011-12							
End date	2017-18							
Project 5		Project Title:  Project Details:	Local Authority Property Company  Establish a Local Authority owned Property Company to develop sites to generate revenue income to assist the MTFS	Economic outcomes		2	2	4
Start date	2016-17							
End date	2020-21							
Project 6		Project Title:  Project Details:	Morden Town Centre Regeneration  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	Improved reputation		3	2	6
Start date	2011/12							
End date	2019-20							
Project 7		Project Title:  Project Details:	Smarter travel: road safety  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.	Improved reputation		2	2	4
Start date	2013-14							
End date	2017-18							

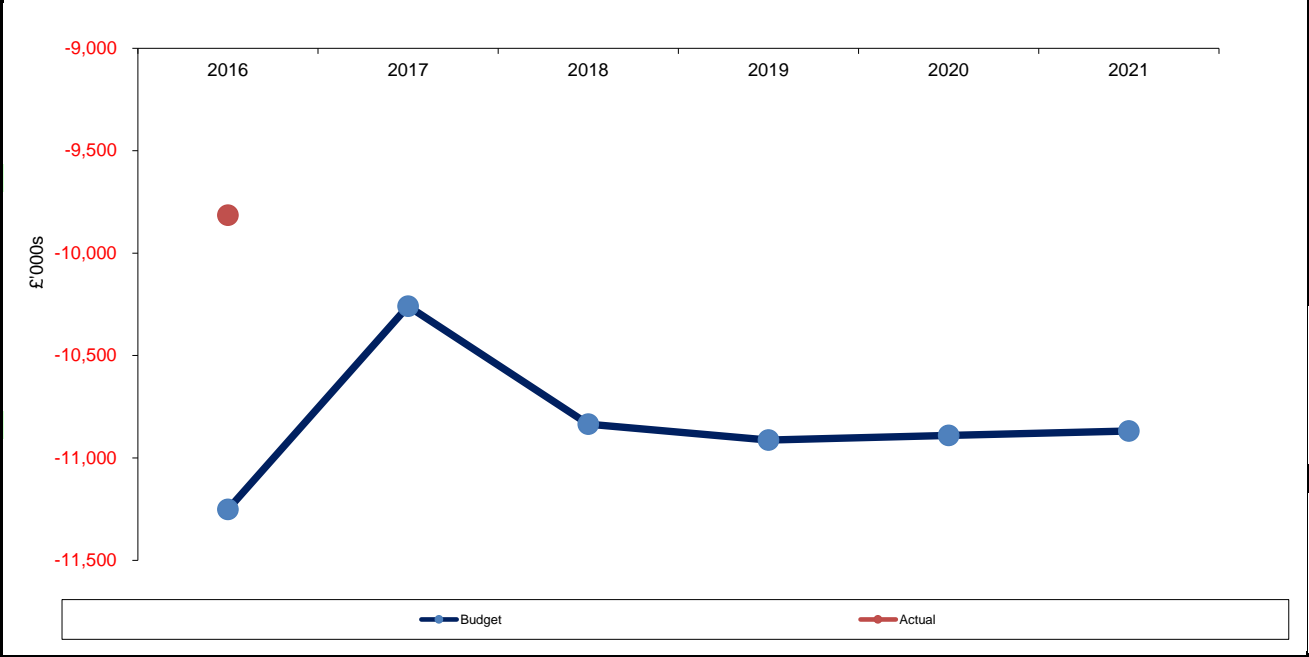
Page 27

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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		2	2	4
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.				
End date	2019								
Project 2		Project Title:	Morden Park Pools		Risk reduction and compliance		2	2	4
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.				
End date	2020								
Project 3		Project Title:	Leisure Centres Contract		Economic outcomes		2	1	2
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.				
End date	2018								
Project 4		Project Title:	Implement the Wimbledon Park Lake Flood Risk & De-silting Plans		Risk reduction and compliance		4	3	12
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.				
End date	2020								
Project 5		Project Title:	Wimbledon Park Watersports and Outdoor Adventure Centre		Economic outcomes		2	2	4
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				
End date	2020								
Project 6		Project Title:	London Borough Of Culture - Merton		Improved customer experience		2	2	4
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.				
End date	2020								
Project 7		Project Title:	WW1 Victoria Cross Commemorative Stone Laying		Improved reputation		2	2	4
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.				
End date	2018								
Project 8		Project Title:	Wimbledon Park Watersports and Outdoor Adventure Centre		Infrastructure renewal		3	1	3
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.				
End date	2025								
Project 9		Project Title:					0	0	0
Start date		Project Details:							
End date									
Project 10		Project Title:					0	0	0
Start date		Project Details:							
End date									

Parking & CCTV Services		Planning Assumptions							The Corporate strategies your			
Cllr Ross Garrod: Cabinet Member for Street Cleanliness & Parking		Anticipated demand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	service contributes to			
Enter a brief description of your main activities and objectives below		Number of resident permits issued	20,0041	21,043	22,095	23,199	24,358		Transport Plan			
		Number of visitors permits issued	239,242	251,204	263,764	276,952	290,799		Safer & Stronger Strategic Assessment			
The service is required to enforce the parking regulations to ensure the through flow of traffic can be maintained and ensuring residents and blue badge holders have the ability to park in bays they have a permit or badge for. Surplus income generated by traffic management must be used for transport related areas.		Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
		Staff (FTE)	93.27	83.57	84.57	84.57	84.57	84.57				
		Transport	12	12	12	12	12					
Objectives ● enforce parking regulations across the borough including Controlled Parking Zones and bus lanes ● to implement measures to improve traffic enforcement efficiency , specifically the introduction of Automatic Number Plate Recognition (ANPR) cameras at bus lane and moving traffic locations. This will improve compliance and ease congestion at key points across the borough ● to maintain a survey of parking needs, hours of operation, the availability of parking spaces and the charging structure ● to monitor the borough 's parking infrastructure to ensure that locations subject to regulatory controls can be effectively enforced thus improving compliance and ultimately congestion ● to take account in business planning of the increase in population and changes in planning legislation allowing business premises to be changed to residential use which could result in an increase in demand for parking spaces in existing CPZ's and pressure in areas with no controlled parking to introduce CPZ's.		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
		% of parking permits issued within 5-7 days	94.5%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Loss of income
		Sickness- No of days per FTE (12 month rolling average)	9.5	8	8	8	8	8	Low	Monthly	Quality	Loss of income
		Number of London Tribunal Cases won by Merton Council	New	54%	54%	54%	54%	54%	High	Monthly	Outcome	Loss of income
		Percentage of Public Space CCTV cameras working	98%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Since January 2016 Public Space CCTV camera team, whose core activity is to review the operational structure , processes and number of CCTV cameras throughout the borough with the aim of achieving efficiencies without reducing the level of service to the residents, customers and our partners, was amalgamated with Parking Services.												

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	6,060	6,195	6,043	466	6,131	6,153	6,176	6,198
Employees	3,342	3,406	3,078	328	3,140	3,140	3,140	3,140
Premises	619	625	646	74	655	665	675	684
Transport	98	138	82	16	100	101	103	104
Supplies & Services	544	585	477	48	472	479	486	494
3rd party payments	219	210	268	0	272	276	280	284
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,126	1,119	1,380	0	1,380	1,380	1,380	1,380
Depreciation	112	112	112	0	112	112	112	112
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	17,311	16,010	16,302	(2,082)	16,966	17,066	17,066	17,066
Government grants	0	0	0	0	0	0	0	0
Reimbursements	117	77	118	45	118	118	118	118
Customer & client receipts	17,194	15,933	16,184	(2,127)	16,848	16,948	16,948	16,948
Recharges								
Reserves								
Capital funded								
Council Funded Net Budget	(11,251)	(9,815)	(10,259)	(1,616)	(10,835)	(10,913)	(10,890)	(10,868)
Capital Budget £'000s	Final Budget 2016/17	Actual 2016/17	Budget 2017/18	Forecast Variance	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Parking Improvements		155				60		
CCTV Investment		323	192					
	0	478	192	0	0	60	0	0



### 2018/19 Expenditure

Category	Amount (£'000s)
Employees	3,140
Premises	675
Transport	103
Supplies & Services	486
3rd party payments	280
Transfer payments	0
Support services	1,380
Depreciation	112

### 2018/19 Income

Category	Amount (£'000s)
Government grants	0
Reimbursements	16,010

### Summary of major budget etc. changes 2018/19

E&R7 = (£163k)  
E&R10 = £80k  
ENV06 = £46k  
ENV07 = (£60k)  
ENR2 = (£44k)  
ENR3 = (£17k)  
ALT1 (replacement saving) = (£440k)

### 2019/20

ENR4 = (£100k)

### 2020/21

### 2021/22

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			2	1	2
Start date	2016-17	Project Details:									
End date	2018-19										
Project 2		Project Title:	Review CCTV Shift Patterns			Infrastructure renewal			2	1	2
Start date	2016-17	Project Details:									
End date	2018-19										
Project 3		Project Title:	Procurement of new PCN system			Improved effectiveness			2	3	6
Start date	2017-18	Project Details:									
End date	2018-19										
Project 4		Project Title:				Improved effectiveness			2	1	2
Start date		Project Details:									
End date											
Project 5		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 6		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 7		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 8		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 9		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											
Project 10		Project Title:				Select one major benefit					0
Start date		Project Details:									
End date											

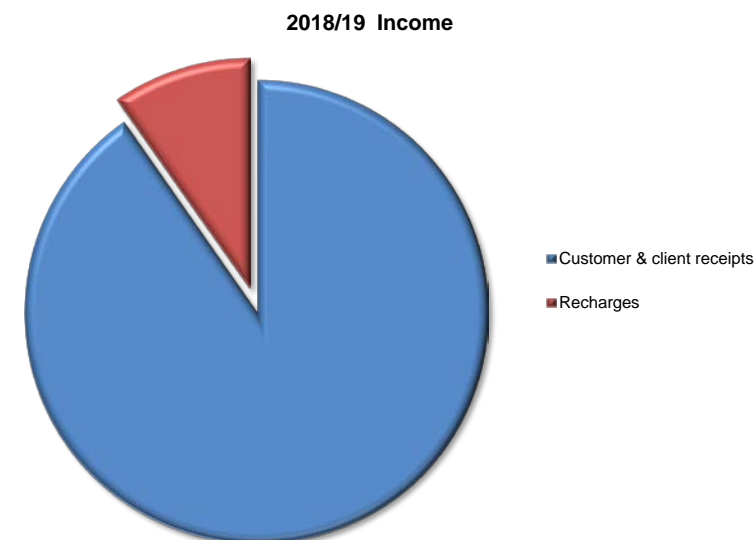
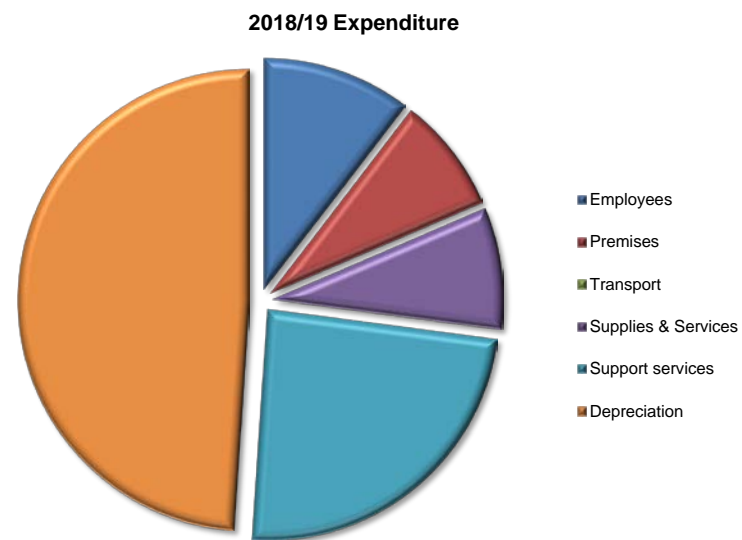


Commissioned Service				<div>The service maintains and develops Merton's numerous parks &amp; open spaces (more than 115 separate sites), including sports facilities (including pavilions), gardens, playgrounds (more than 40), the borough's highways verges, and the management of its cemetery and allotments 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 &amp; Sutton Joint Cemetery (for the Merton &amp; Sutton Joint Cemetery Board).</div> <div>The grounds maintenance elements of the service are outsourced to idverde UK Limited, overseen by the Greenspaces client team who, in</div>							
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			

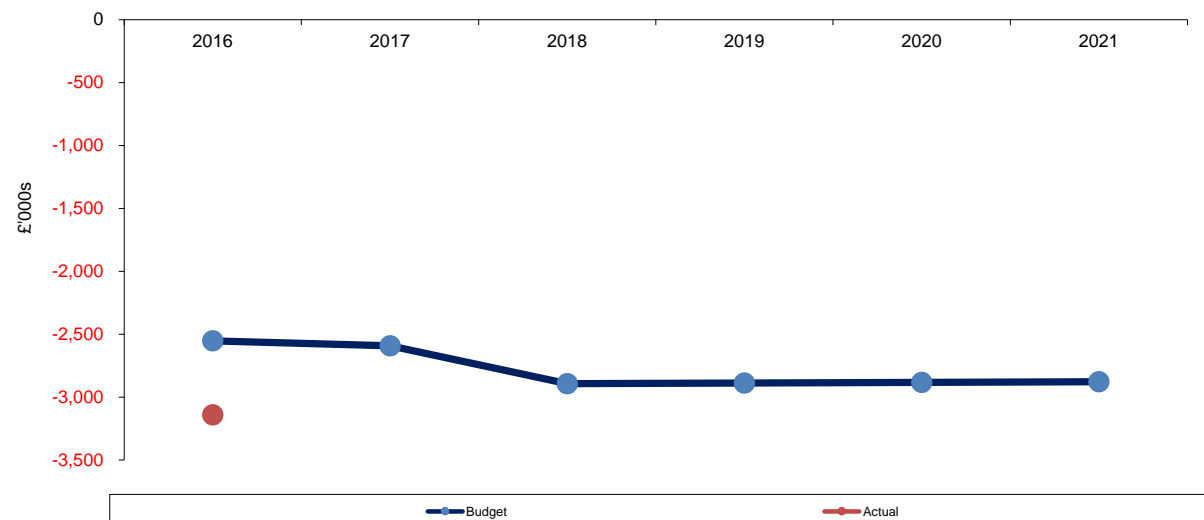


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DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
<b>Expenditure</b>	<b>2,027</b>	<b>2,060</b>	<b>2,067</b>	<b>135</b>	<b>2,056</b>	<b>2,061</b>	<b>2,066</b>	<b>2,071</b>
Employees	228	233	213	31	214	214	214	214
Premises	140	165	183	37	167	170	172	175
Transport	1	1	1	0	1	1	1	1
Supplies & Services	166	202	171	67	175	177	180	182
3rd party payments	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	486	453	493	0	493	493	493	493
Depreciation	1,006	1,006	1,006	0	1,006	1,006	1,006	1,006
<b>Revenue £'000s</b>	<b>Final Budget 2016/17</b>	<b>Actual 2016/17</b>	<b>Original Budget 2017/18</b>	<b>Forecast Variance 2017/18 P7</b>	<b>Budget 2018/19</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>
<b>Income</b>	<b>4,580</b>	<b>5,200</b>	<b>4,660</b>	<b>(284)</b>	<b>4,949</b>	<b>4,949</b>	<b>4,949</b>	<b>4,949</b>
Government grants	0	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0	0
Customer & client receipts	4,089	4,719	4,180	(284)	4,469	4,469	4,469	4,469
Recharges	491	481	480	0	480	480	480	480
Reserves								
Capital Funded								
<b>Council Funded Net Budget</b>	<b>(2,553)</b>	<b>(3,140)</b>	<b>(2,593)</b>	<b>(149)</b>	<b>(2,893)</b>	<b>(2,888)</b>	<b>(2,883)</b>	<b>(2,878)</b>



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
Property		70						
	0	70	0	0	0	0	0	



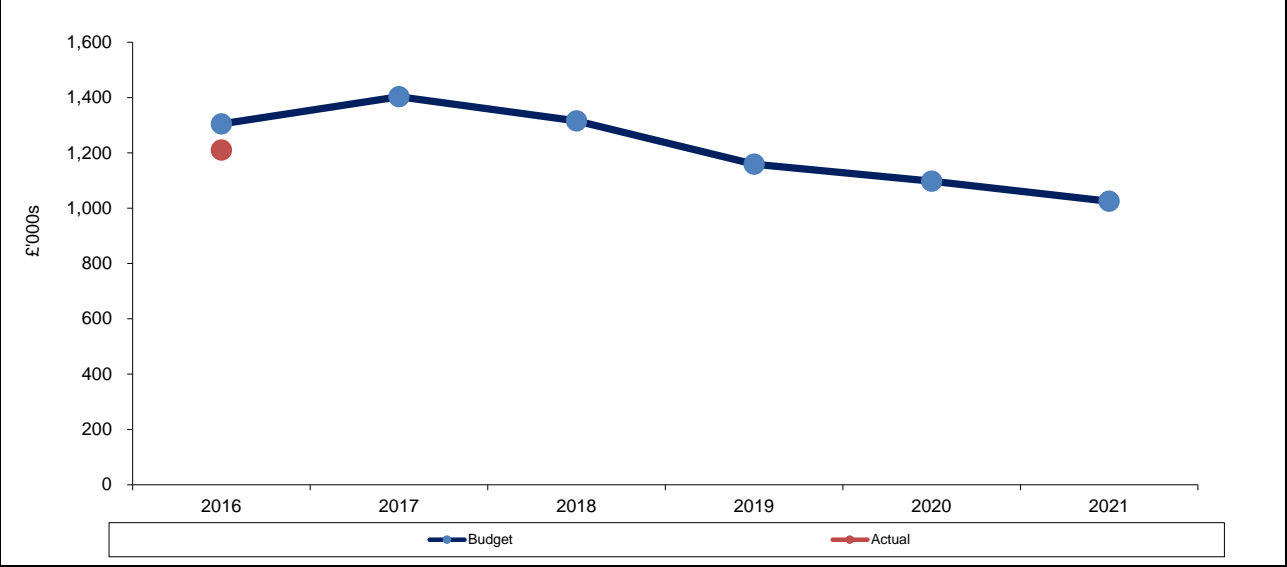
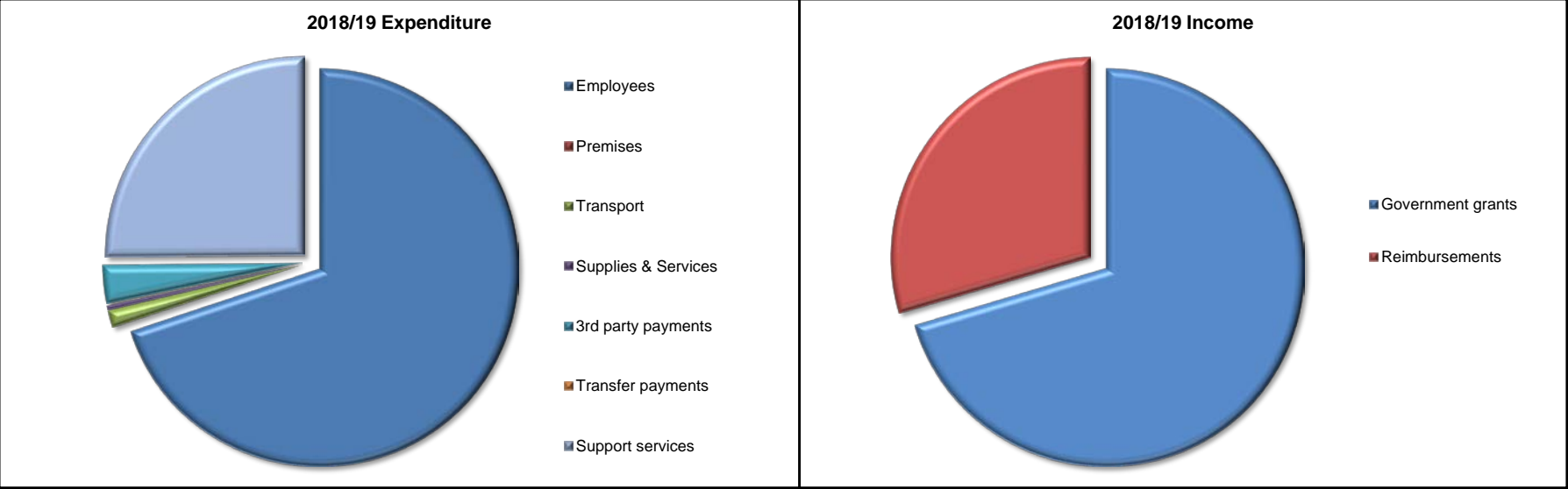
Summary of major budget etc. changes	
	2018/19
E&R6 = (£18k) ENV14 = (£100k) ENV34 = (£40k) ENR8 = (£150k)	
	2019/20
	2020/21
	2021/22

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			2	2	4
Start date	2016-17	Project Details:	Land acquisition and granting of new leases.							
End date	on going									
Project 2		Project Title:			Select one major benefit					0
Start date		Project Details:								
End date										
Project 3		Project Title:			Select one major benefit					0
Start date		Project Details:								
End date										
Project 4		Project Title:			Select one major benefit					0
Start date		Project Details:								
End date										
Project 5		Project Title:			Select one major benefit					0
Start date		Project Details:								
End date										
Project 6		Project Title:			Select one major benefit					0
Start date		Project Details:								
End date										
Project 7		Project Title:			Select one major benefit					0
Start date		Project Details:								
End date										
Project 8		Project Title:			Select one major benefit					0
Start date		Project Details:								
End date										
Project 9		Project Title:			Select one major benefit					0
Start date		Project Details:								
End date										
Project 10		Project Title:			Select one major benefit					0
Start date		Project Details:								
End date										

Page 28 of 67

Regulatory Services Partnership		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			
Cllr Ross Garrod: Cabinet Member for Street Cleanliness & Parking	A brief description of your main activities and objectives:  Provide statutory environmental health, trading standards and licensing functions across those councils that make up the Regulatory Services Partnership (currently LB Merton, LB Richmond amd LB Wandsworth).  Deliver savings and efficiencies by: <ul style="list-style-type: none"><li>reducing overheads</li><li>generating additional income</li><li>attracting new business</li><li>rationalising ICT systems</li></ul> Transform the service by: <ul style="list-style-type: none"><li>demand management</li><li>streamlining business processes</li><li>implementing new ways of working</li></ul>	Total number of food premises	1790	1803	1816	1829	1829	1829	Air Quality Action Plan		
		Total number of service requests	5995	6113	6234	6357	6357	6357	Climate Change Strategy		
		Licence/permit applications	1890	1900	1900	1900	1900	1900	Merton Regeneration Strategy		
									Medium Term Financial Strategy		
		Anticipated non financial resources	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22			
		Staff (FTE)	39.48	39.48	86.18	86.18	86.18	86.18			
		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)				
			% service requests replied in 5 working days	95	96	96	96	96	High	Monthly	Perception
	Income generation by EHTSL	£392,026	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income	
	% of category A,B & non-compliant C food premises inspected	100	98	98	98	98	High	Annual	Business critical	Government intervention	
	No. of underage sales test purchases	103	100	100	100	100	High	Quarterly	Business critical	Anti social behaviour	
	Annual average amount of Nitrogen Dioxide per m3	NMTP	40	40	40	40	Low	Annual	Outcome	Political risk	
	Nitrgen Dioxide Diffusion Monitoring Sites in the Borough exceeding National Levels	29/50	New	0/50	0/50	0/50	Low	Quarterly	Outcome	Political risk	
	Annual average amount of Particulates per m3	24	40	40	40	40	Low	Annual	Outcome	Political risk	
	Number of licence applications determined within 28 days	96.75%	95%	95%	95%	95%	High	Quarterly	Business critical	Reputational risk	
	% of food premises rated 2 or below	9.65%	15%	15%	15%	15%	Low	Quarterly	Outcome	Reputational risk	

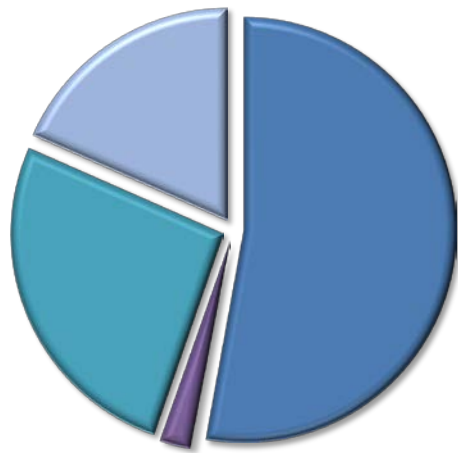
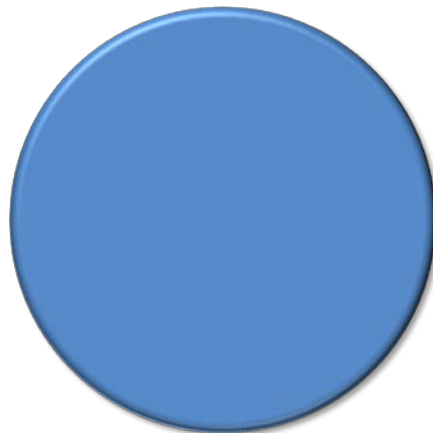
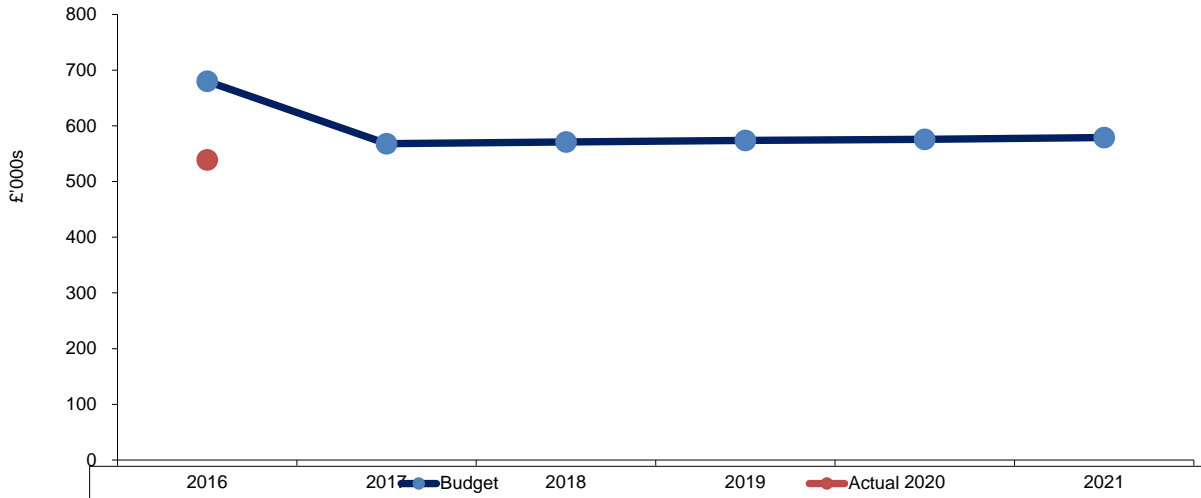
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2016/17	Actual 2016/17	Original Budget 2017/18	Forecast Variance 2017/18 P7	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
Expenditure	2,866	2,782	3,009	63	3,086	3,089	3,093	3,095
Employees	2,034	1,948	2,026	82	2,158	2,158	2,158	2,158
Premises	0	2	0	2	0	0	0	0
Transport	56	51	47	(1)	44	45	46	46
Supplies & Services	253	331	65	(32)	11	12	13	14
3rd party payments	11	0	95	12	97	98	100	101
Transfer payments	0	0	0	0	0	0	0	0
Support services	512	450	776	0	776	776	776	776
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	1,561	1,572	1,606	147	1,770	1,930	1,995	2,070
Government grants	0	1	0	0	0	0	0	0
Reimbursements	1,137	1,199	1,132	41	1,246	1346	1346	1346
Customer & client receipts	424	372	474	106	524	584	649	724
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	1,305	1,210	1,403	210	1,316	1,159	1,098	1,025
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
Mortuary	45							
	45	0	0	0	0	0	0	0



Summary of major budget etc. changes	
2018/19	
ENV08 = (£40k) ENV09 = (£50k)	
2019/20	
ENR1 = (£100k) E1 = (£60k)	
2020/21	
E1 = (£65k)	
2021/22	
E1 = (£75k)	



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	1	2
Start date	2016-17	Project Details:								
End date	2017-18									
Project 2		Project Title:	Design and implement a joint Merton/Richmond budget			Economic outcomes		2	1	2
Start date	2015-16	Project Details:								
End date	2017-18									
Project 3		Project Title:				Select one major benefit		0	0	0
Start date	2015-16	Project Details:								
End date	2017-18									
Project 4		Project Title:				Select one major benefit		0	0	0
Start date	2014-15	Project Details:								
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										

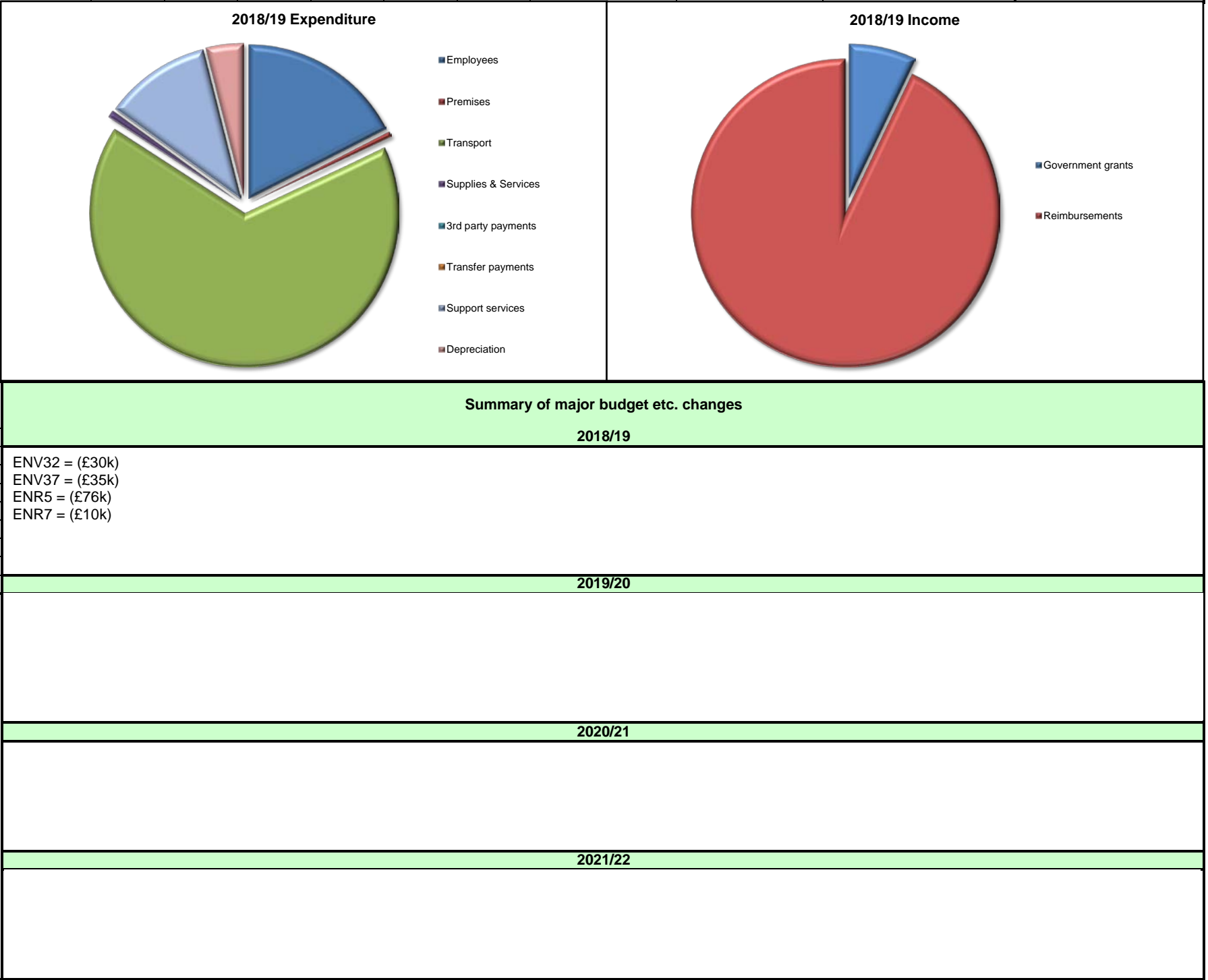
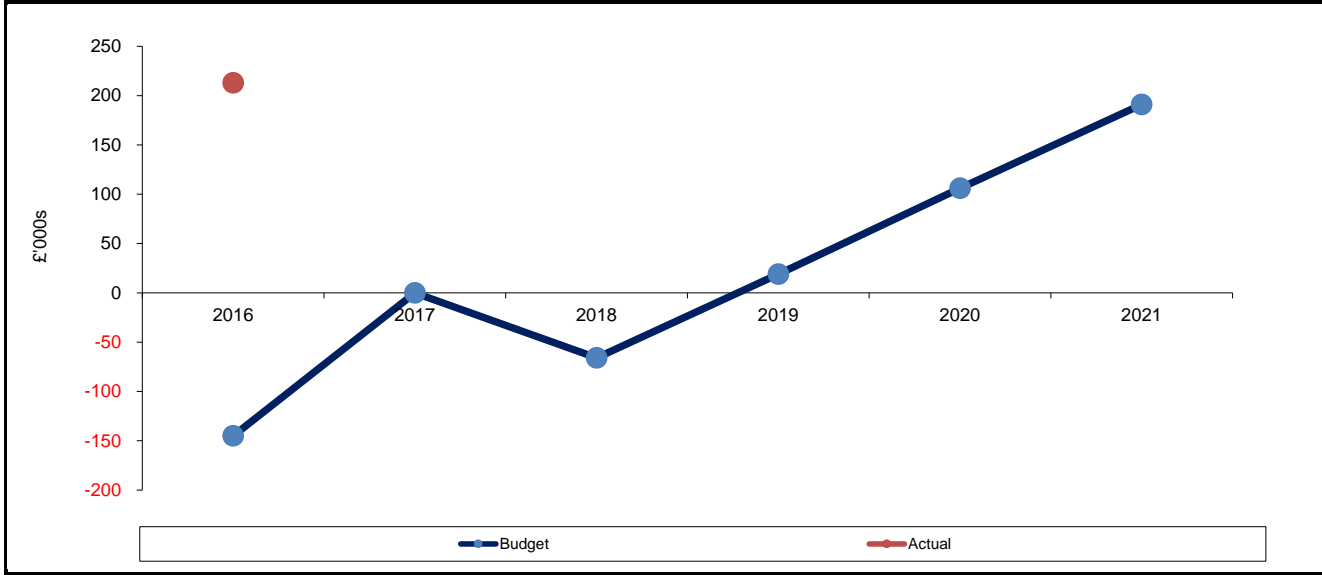
Safer Merton						Planning Assumptions							The Corporate strategies your service contributes to				
Cllr Edith Macauley: Cabinet Member for Community Safety, Engagement & Equalities						Anticipated demand		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22				
Enter a brief description of your main activities and objectives below						Number of new, actionable, ASB cases		360	400	400	400	350	350	Safer & Stronger Strategic Assessment			
<p>Safer Merton delivers the council's statutory Community Safety Partnership function to tackle crime and disorder. The team consists of eight officers working across several themes:</p> <p>1) Tackling anti-social behaviour in non social housing</p> <p>2) Protecting victims of Domestic Violence and Abuse and taking action against perpetrators</p> <p>3) Managing and delivering a borough wide Neighbourhood Watch programme</p> <p>4) Delivering the partnerships analytical functions</p> <p>5) Managing and deliverung the boroughs work to tackle hate crime</p> <p>6) Manaing and delivering the Home Office pilot to tackle alcohol related crime and ASB</p> <p>The service also ensures that MOPACs Police and Crime plan priorities are delivered and will be working to ensure that the proposed sales of police stations, mergers of police command units and the introduction of its new VAWG strategy are rolled out appropriately across the borough to minimise negative impact. The service retains strategic oversight and commissioning of MOPAC funded workers.</p> <p>Safer Merton forms part of and is managed through the councils Public Protection division which forms part of the E&amp;R Directorate. The work of Safer Merton is delivered in partnership with other statutory and non statutory partners. The statutory duty for Safer Merton consists of the following:</p> <p>1) A duty to establish a crime and disorder partnership and deliver an annual partnership plan</p> <p>2) Completion of an annual strategic assessment governed by the Community Safety Partnership</p> <p>3) Respond to and deal with crime and disorder through evidence based analytical work in a</p>						Population		205,722	207,410	208,607	209,771	210,902	210,902	Violence Against Women and Girls Strateg			
						No. Multi Agency Risk Assessment cases (domestic abuse)		162	170	170	170	200	210	Children and Young People's Plan			
						% of all residents actively engaged in Neighbourhood Watch schemes		38%	40%	35%	38%	40%	40%	Community Cohesion Strategy			
						Anticipated non financial resources		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Health & Wellbeing Strategy			
						Staff (FTE)		9.10	7.99	7.49	7.49	7.49	7.49	Safeguarding Children's Board Annual Hate crime strategy			
						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)
						Multi Agency Risk Assessment cases - domestic abuse		309	153	153	153	200	2010	High	Monthly	Business critical	Safeguarding issues
						Number of Community Protection Warnings Issued		n/a	150	100	100	100	100	High	Quarterly	Outcome	Reduced enforcement
						Number of Community Protection Notices Issued		n/a	8	8	8	8	8	Low	Quarterly	Quality	Reduced enforcement
Number of new Neighbourhood Watch schemes		n/a	10	10	10	15	15	High	Annual	Outcome	Reduced service delivery						
Total Violence with Injury		n/a	1373	1373	1373	1200	1200	Low	Quarterly	Quality	Customer hardship						
Number of premise closure orders used		New	New	10	10	12	12	Low	Quarterly	Outcome	Anti social behaviour						
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	<div>2018/19 Expenditure</div>  <div>■ Employees ■ Premises ■ Transport ■ Supplies &amp; Services ■ 3rd party payments ■ Transfer payments ■ Support services</div>								
Expenditure	756	647	644	2	647	650	652	655									
Employees	340	303	346	2	342	342	342	342									
Premises	1	0	0	0	0	0	0	0									
Transport	5	2	1	0	1	1	1	1									
Supplies & Services	270	222	10	0	15	15	15	15									
3rd party payments	0	4	168	0	170	173	175	178									
Transfer payments	0	0	0	0	0	0	0	0									
Support services	140	116	119	0	119	119	119	119									
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	<div>2018/19 Income</div>  <div>■ Government grants</div>								
Income	76	108	76	(37)	76	76	76	76									
Government grants	76	27	76	(37)	76	76	76	76									
Reimbursements	0	81	0	0	0	0	0	0									
Customer & client receipts																	
Recharges																	
Council Funded Net Budget	680	539	568	(35)	571	574	576	579									
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	<div>Summary of major budget etc. changes</div> <div>2018/19</div> <div>2019/20</div> <div>2020/21</div> <div>2021/22</div>								
CCTV	514			0	0	0	0	0									
	514	0	0	0	0	0	0	0									
<div><p>£'000s</p><p>2016 2017 2018 2019 2020 2021</p><p>—●— Budget —●— Actual 2020</p></div>																	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Safer Merton									
PROJECT DESCRIPTION				MAJOR PROJECT BENEFITS		Risk			
						Likelihood	Impact	Score	
Project 1		Project Title:	Merton says NO MORE	Improved customer experience		2	2	4	
Start date	01/04/2017								
End date	None								
Project 2		Project Title:	DVA commissioning	Improved customer experience		2	3	6	
Start date	01/01/2017								
End date	30/06/2018								
Project 3		Project Title:	ECINS procurement	Improved efficiency (savings)		3	2	6	
Start date	01/09/2017								
End date	31/05/2018								
Project 4		Project Title:		Select one major benefit				0	
Start date									
End date									
Project 5		Project Title:		Select one major benefit				0	
Start date									
End date									
Project 6		Project Title:		Select one major benefit				0	
Start date									
End date									
Project 7		Project Title:		Select one major benefit				0	
Start date									
End date									
Project 8		Project Title:		Select one major benefit				0	
Start date									
End date									
Project 9		Project Title:		Select one major benefit				0	
Start date									
End date									
Project 10		Project Title:		Select one major benefit				0	
Start date									
End date									

Page 289

Transport - Passenger Fleet Service	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	CSF Passenger Journeys - In-House	70,000	70,000		70,000	70,000	70,000		Children and Young People's Plan		
To provide effective Home to School and Vulnerable Adults transport service, using the in-house fleet of buses and assorted vehicles  To provide health & safety and vehicle related in-house training to all council staff and external organisations utilising the Councils fleet of vehicles.	C&H Passenger Journeys - In-House	70,000	70,000		70,000	70,000	70,000		Special Educational Needs and Disabilities Strategy		
	Anticipated non financial resources	2016/17	2017/18		2018/19	2019/20	2020/21	2021/22			
	No.Transport Fleet vehicles	40	40		40	40	40				
	Staff	61	48.35		45.85	45.85	45.85	45.85			
	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)				
	% Client user satisfaction		97	97	97	97	98	High	Annual	Outcome	Reduced customer service
	Average % passenger vehicles in use	89	85	85	85	85	85	High	Annual	Unit cost	Reduced customer service
	% in-house journey that meet timescales	83	85	85	85	85	85	High	Annual	Outcome	Reduced customer service
	Sickness - average days per FTE	14.35	11	10.5	9.5	8	8	Low	Monthly	Unit cost	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	9,477	10,516	8,608	14	8,557	8,642	8,729	8,814
Employees	1,978	2,072	1,631	35	1,495	1,495	1,496	1,496
Premises	76	79	46	(6)	47	47	48	49
Transport	6,169	7,073	5,576	10	5,659	5,743	5,827	5,910
Supplies & Services	91	112	66	(13)	67	68	69	70
3rd party payments	0	0	0	(12)	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	847	864	952	0	952	952	952	952
Depreciation	316	316	337	0	337	337	337	337
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	9,622	10,303	8,608	91	8,623	8,623	8,623	8,623
Government grants	0	0	0	0				
Reimbursements	609	606	602	11	612	612	612	612
Customer & client receipts	9,013	9,697	8,006	80	8,011	8,011	8,011	8,011
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	(145)	213	0	105	(66)	19	106	191
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
Fleet Vehicles	500	348	208		542	300	300	300
GPS Vehicle Tracking		42	160					
Alleygating		27	40		40	40	40	40
Other			6		6			
	500	417	414	0	588	340	340	340



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:  Project Details:	Review of Fleet provision (Vehicles)		Select one major benefit			3	2	6
Start date	2017-18		Review of the full retained fleet and the future provision of vehicles.		Finacial savings from reduced fleet through shared vehicles					
End date	2018-19									
Project 2		Project Title:  Project Details:			Select one major benefit					0
Start date										
End date										
Project 3		Project Title:  Project Details:			Select one major benefit					0
Start date										
End date										
Project 4		Project Title:  Project Details:			Select one major benefit					0
Start date										
End date										
Project 5		Project Title:  Project Details:			Select one major benefit					0
Start date										
End date										
Project 6		Project Title:  Project Details:			Select one major benefit					0
Start date										
End date										
Project 7		Project Title:  Project Details:			Select one major benefit					0
Start date										
End date										
Project 8		Project Title:  Project Details:			Select one major benefit					0
Start date										
End date										
Project 9		Project Title:  Project Details:			Select one major benefit					0
Start date										
End date										
Project 10		Project Title:  Project Details:			Select one major benefit					0
Start date										
End date										

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



Page 293

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	<div>2018/19</div> <div>E&amp;R20 = 2k</div> <div>E&amp;R21 = £30k</div> <div>ENV31 = (£9k)</div> <div>ENV35 = (£150k)</div> <div>ENR6 = (£200k)</div> <div>ERG2 = £65k</div> <div>2019/20</div> <div>ENR9 = (£200k)</div> <div>EV08 = (£250k)</div> <div>ERG2 = £35k</div> <div>E2 = (£30k)</div>					
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		5	2	10				
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								
End date	01/10/2018													
Project 2		Project Title:	Energy Recovery Facility (Phase B)			Select one major benefit		3	2	6				
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								
End date	01/09/2018													

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