

Second Draft Service Plans.

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

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

Final plans will be completed on the 31 January 2018 and presented to Cabinet on 19 February and Full Council on 28 February 2018.

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

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

Index of Departmental Service and Commissioning Plans

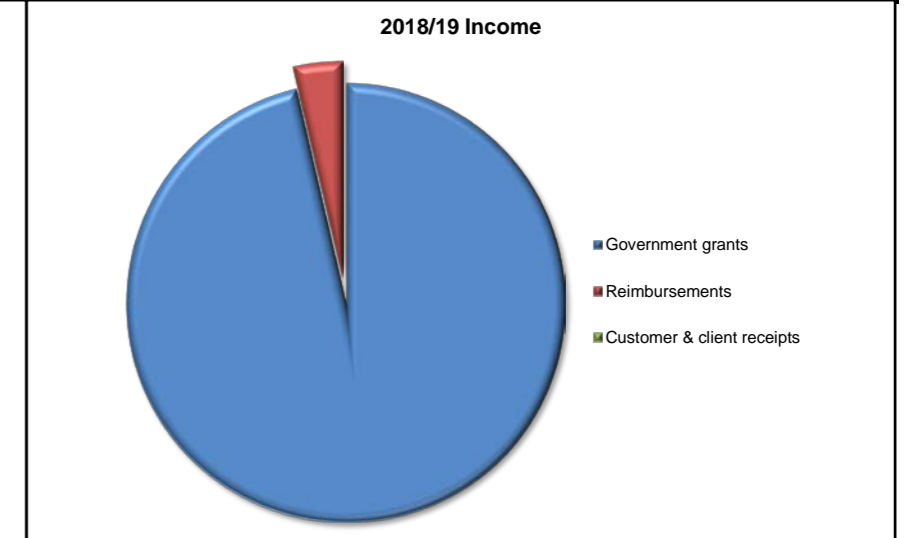
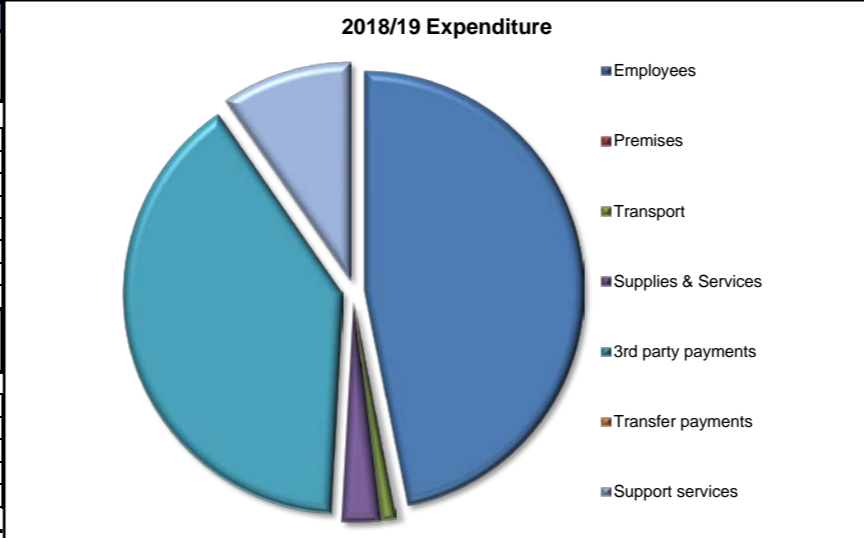
| Children, Schools and Families | Community and Housing | Corporate Services | Environment and Regeneration |
|--------------------------------|--------------------------|-------------------------------|----------------------------------|
| Children's Social Care | Adult Social Care | Business Improvement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

**Commissioning Plan*

Children Schools & Families

| Children's Social Care & Youth Inclusion Cllr Katy Neep: Cabinet Member for Children's Services Enter a brief description of your main activities and objectives below | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------------------|------------|------------|------------|------------|------------------------------------------------------|-----------|-------------------|---------------------|----------------------------------|
| | Anticipated demand | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | | 2021/22 | | | |
| <p>Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, children with disabilities care leavers & young offenders, as well as wider services for families.</p> <p>CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education & life chances.</p> <p>Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model.</p> <p>Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time entrants, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families & promote family strengths to enable them to care for their own children.</p> <p>Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF.</p> <p>Access to resources for looked after children/external placement provision Recruitment of in house foster carers.</p> | Population growth - looked after children & Care leavers | | 15-30 | | | | Looked after Children & Care Leavers Strategy | | | | |
| | Population growth - Child Protection Plans | | 30-60 | | | | Safeguarding Children's Board Annual Plan | | | | |
| | Increase in 0-19 population | | 3,210 | | | | Children and Young People's Plan | | | | |
| | UASC - increased numbers and impact on resources | | 30-32 | | | | | | | | |
| | Anticipated non financial resources | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | | |
| | Staff (FTE) | 209 | 216 | 218 | 211 | 211 | 211 | | | | |
| | (FTE subject to change as a result of restructures) | | | | | | | | | | |
| | Performance indicator (LBC2020 indicators highlighted in purple) | Actual Performance (A) Performance Target (T) Proposed Target (P) | | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
| | | 2016/17(A) | 2017/18(T) | 2018/19(P) | 2019/20(P) | 2020/21(P) | 2021/22(P) | | | | |
| | % single assessments completed within agreed timescales | 91 | 92 | 93 | | | | High | Monthly | Business critical | Safeguarding issues |
| Care application average duration (national target 26 weeks) | 26 | 26 | 26 | | | | Low | Quarterly | Quality | Safeguarding issues | |
| Number YJS first time entrants | 64 | 50 | 50 | | | | Low | Monthly | Outcome | Social exclusion | |
| % LAC (2.5 years or over) in same placement for 2 years | 71 | 66 | 65 | | | | High | Monthly | Outcome | Safeguarding issues | |
| % LAC experiencing 3 or more placements moves | 16 | 12 | 11 | | | | Low | Monthly | Outcome | Social exclusion | |
| % fostered LAC in independent agency FC placements | 44 | 42 | 40 | | | | High | Quarterly | Business critical | Increased costs | |
| Number of in house foster carers recruited | 15 | 15 | 15 | | | | High | Quarterly | Quality | Increased costs | |
| Care Leavers who are ETE (17-21 year olds) | 63 | 68 | 70 | | | | High | Quarterly | Outcome | Social Exclusion | |
| % children subject of a timely safeguarding assessment | N/A | 84% | 84% | | | | High | Quarterly | Outcome | Safeguarding issues | |
| Average duration for care and supervision (s31) applications | N/A | 30 | 30 | | | | High | Quarterly | Business critical | Safeguarding issues | |
| % of care leavers in touch (17-21 year olds) | 86 | | | | | | High | Quarterly | Outcome | Social exclusions | |
| % of care leavers (aged 19-21) in suitable accommodation | 87 | 91% | 91% | | | | High | Quarterly | Outcome | Safeguarding issues | |

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

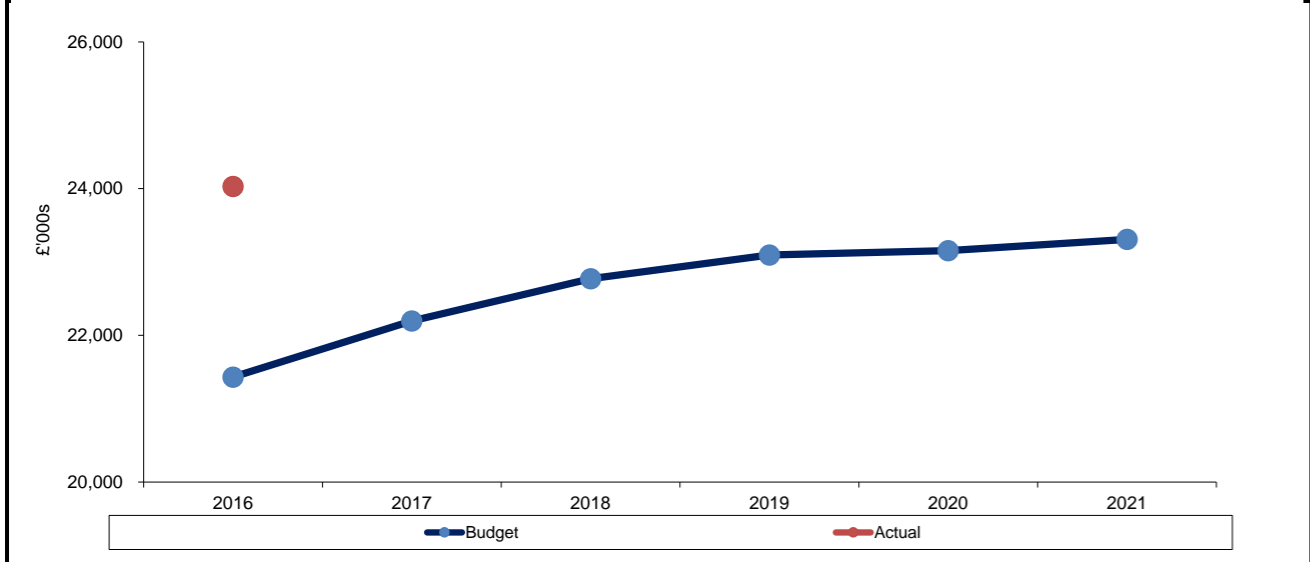


| Capital Budget £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 |
|-----------------------|----------------------|----------------|-------------------------|------------------------------|----------------|----------------|----------------|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

Summary of major budget etc. changes

2018/19

2019/20



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

2020/21

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

2021/22

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

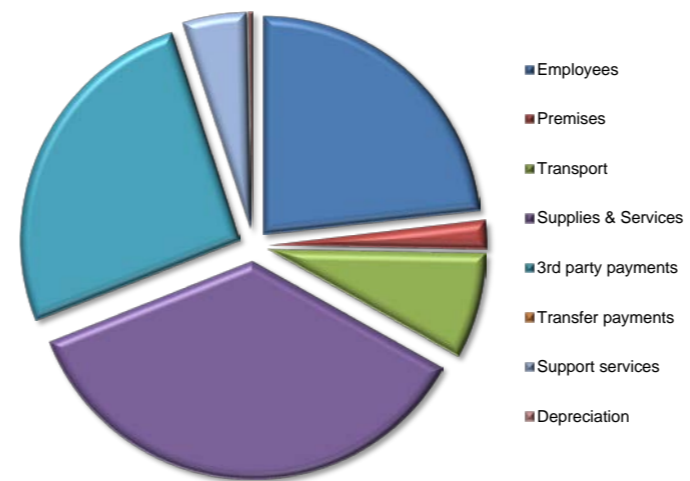
Children's Social Care & Youth Inclusion

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

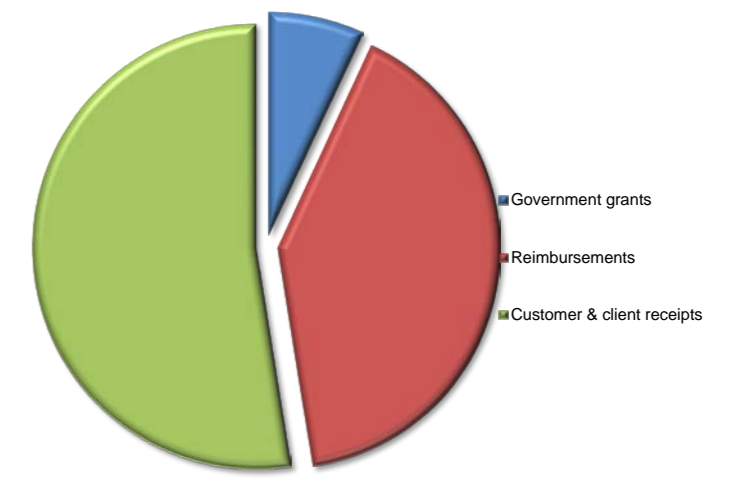
| Education | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|------|-------------------------------------------------------------------|--------------------|------------------------------|--------------------|------------------------------------------------------|----------|----------------------------------|-----------------------------------------------------|----------------------------------|
| Cllr Katy Neep: Cabinet Member for Children's Services | Anticipated demand | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | |
| Cllr Caroline Cooper-Marbiah: Cabinet Member for Education | Forecast increase in population 0-4 | | | | 780 | | | | Children and Young People's Plan | | |
| Enter a brief description of your main activities and objectives below Merton School Improvement (MSI) - monitor, analyse & evaluate pupil & school performance - developing skills in planning, teaching, assessment, leadership & management - working with schools to reduce inequality & improve achievement for vulnerable groups - strengthening partnership working and school to school support Special Education Needs & Disabilities Integrated Service (SENDIS) - building early help capacity in schools & settings, families & the community - focus on safeguarding, early intervention & prevention as well as direct support for families - implementing the requirements of the Children and Families Act ensuring that families are central - Specialist placement provision for pupils with SEN. Early Years Services ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties - delivering Children's Centre services through a locality model with a focus on early help & targeted services for vulnerable families - working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families - Developing the work force to deliver holistically to vulnerable families and young children Education Inclusion - providing universal & targeted in house & commissioned services for YP & schools - providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance - developing alternative education offerings to enable YP to stay in ETE - leading on the council's partnership with the police & CAMHS for education - improving attendance and reduce P Excl in Merton schools - My Futures Service School Organisation Pupil place planning, & schools admissions School expansion & capital programme management. SEN Transport commissioning Policy, Planning and Performance Service Planning, Performance Information and Performance Management, Policy and Communications MSCB - is responsible for agreeing local child protection procedures and for monitoring the performance of local agencies' arrangements for safeguarding children | Forecast increase in population 5-19 | | | | 2400 | | | | SEN and Disabilities Strategy | | |
| | Raise in Participation age 16-18 | | | | 160 | | | | | School Expansion Strategy | |
| | Forecast increase in Children & Y/P with EHCP | | | | 200-400 | | | | | Special Educational Needs and Disabilities Strategy | |
| | Increased demand for secondary school (total across all schools) | | 1 foe | 2 foe (cumulative) | 6 foe (cumulative) | 8 foe (cumulative) | | | | 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) | | | | |
| | Merton pupil average Attainment 8 score | | 53 | 50 | 51 | | | | High | Annual | Outcome |
| 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 maths | | 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 |

2018/19 Expenditure

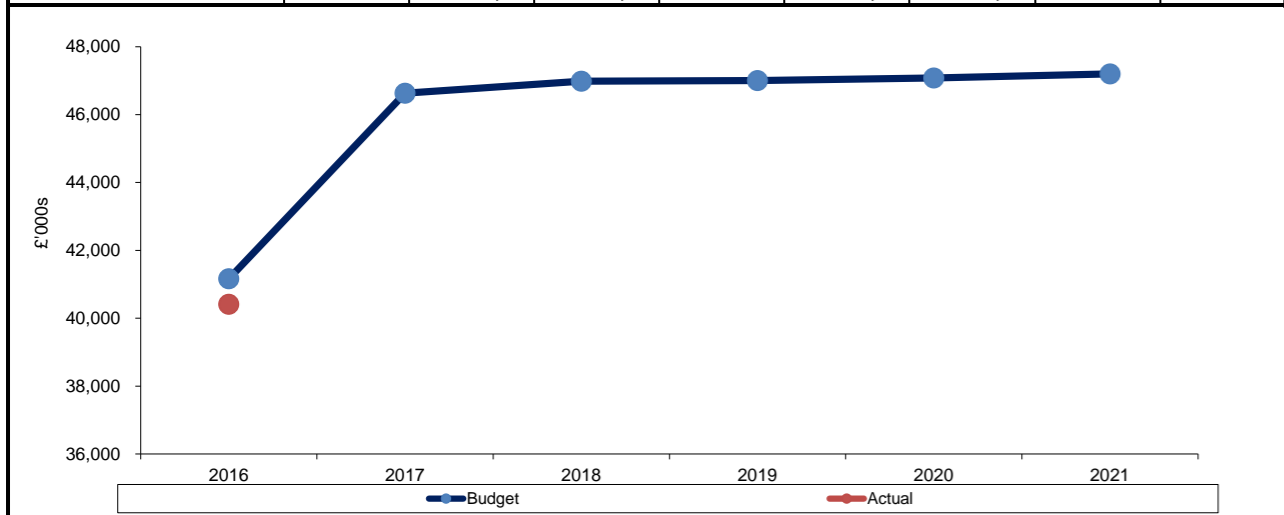


2018/19 Income



| 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 | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| Total | 12042.55 | 12,507 | 8,231 | 0 | 16,905 | 7,536 | 650 | 650 |

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



2019/20
Review of CSF staffing structure beneath management level: £100,000 - Part of CSF2015-09

2020/21
Review schools trade offer, raise charges or consider ceasing services from 2020: £45,000 - Part of CSF2017-07

2021/22

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

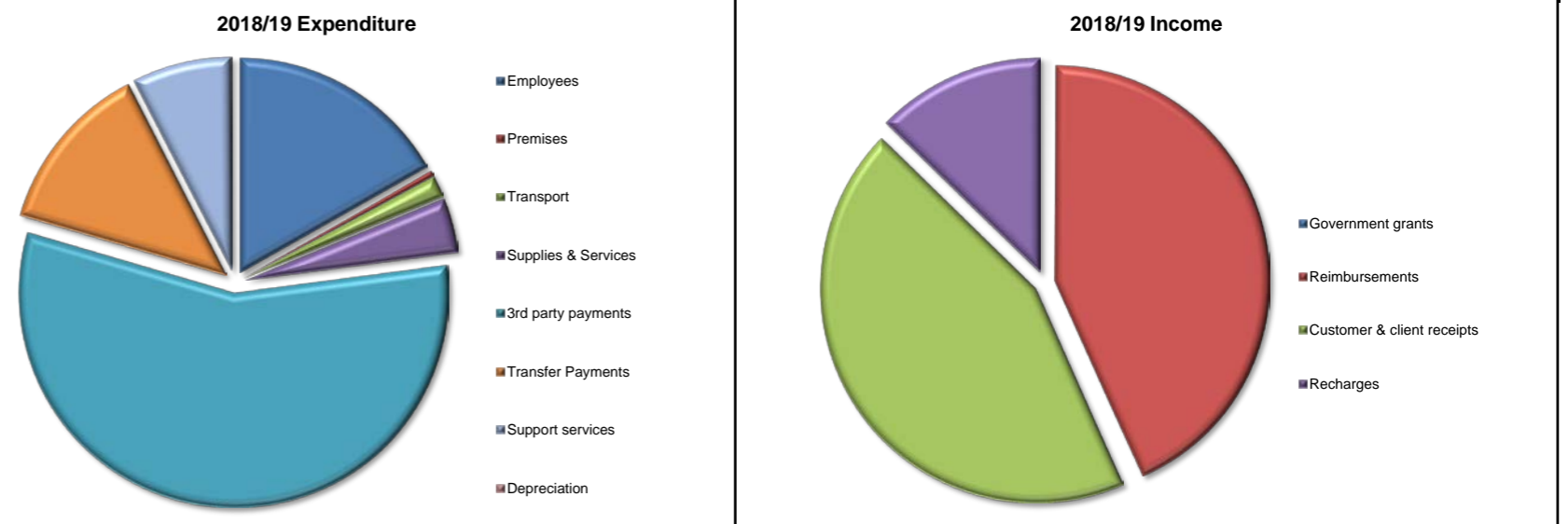
Education

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

Community & Housing

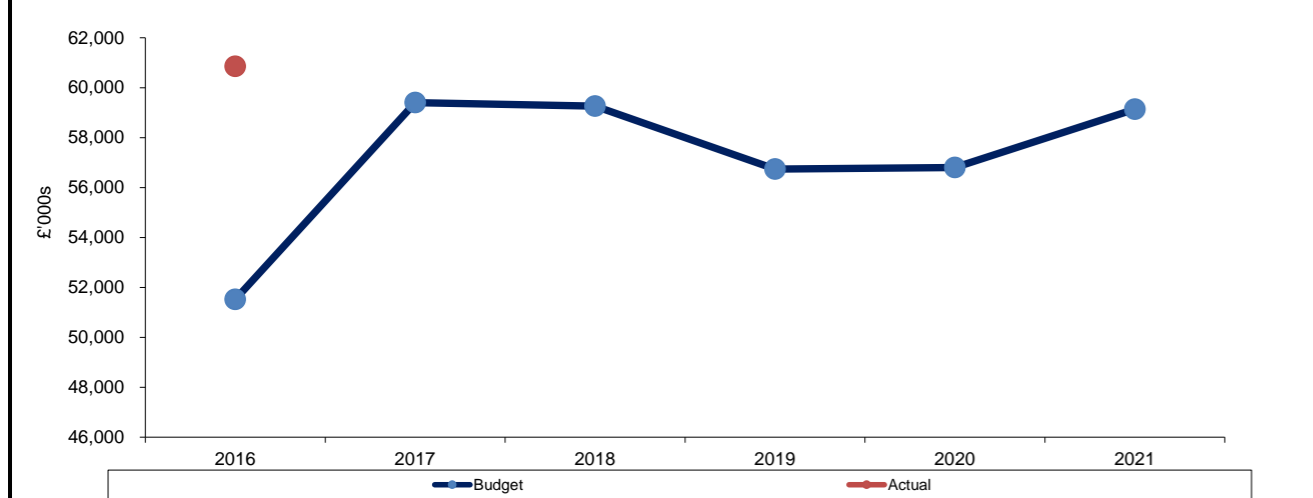
| Adult Social Care | Planning Assumptions | | | | | | | The Corporate strategies your service contributes to | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|------------------------------------------------------|------------------------|-----------------------|-----------------------------------------|
| Cllr Tobin Byers: Cabinet Member for Adult Social Care | Anticipated demand | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | | |
| Enter a brief description of your main activities and objectives below | No. of people requiring services | 3307 | 3278 | 3252 | 3191 | 3170 | | Health & Wellbeing Strategy | | | |
| 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. | 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 | | | | |
| 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. | 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 | | | | | | | | |
|-----------------------------------|----------------------|----------------|-------------------------|------------------------------|----------------|----------------|----------------|----------------|
| 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 |



| 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 |
|-----------------------|----------------------|----------------|-------------------------|------------------------------|----------------|----------------|----------------|----------------|
| ASC IT Equipment | | 48 | 40 | | | | | |
| Telehealth | | | | | 44 | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | 0 | 48 | 40 | 0 | 44 | 0 | 0 | 0 |

| Summary of major budget etc. changes 2018/19 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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) |
| 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

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

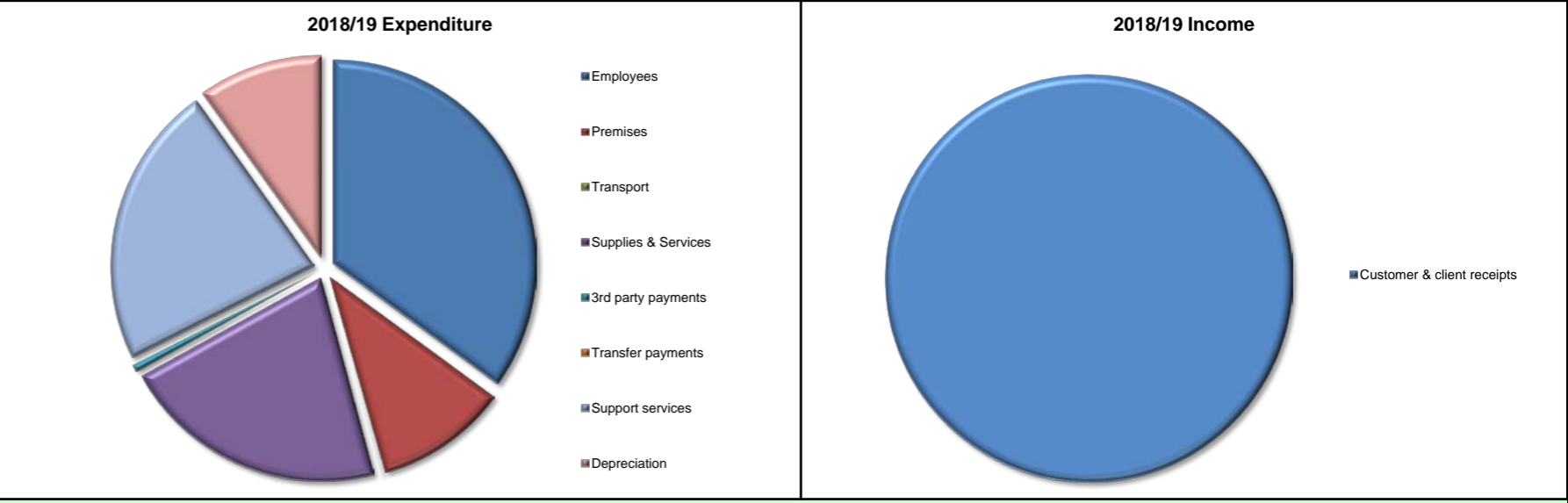
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Housing Needs and Enabling Services

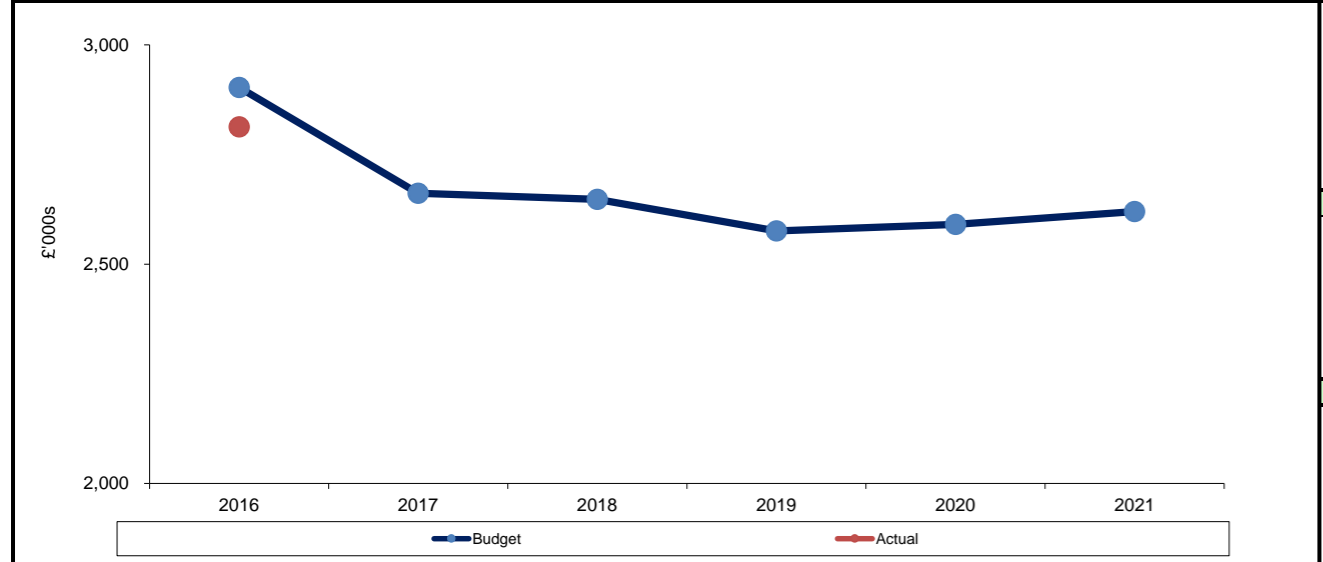
| PROJECT DESCRIPTION | | MAJOR PROJECTS BENEFITS | | | Risk | | | | |
|---------------------|----------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------|--------|-------|---|--|
| | | | | | Likelihood | Impact | Score | | |
| Project 1 | | Project Title: | Homeless Reduction Act - Service Planning | Risk reduction and compliance | | | | | |
| Start date | 2017-18 | Project Details: | Prepare service for implementation of Homelessness Reduction Action in April 2018. This will include new processes, new IT, increased staffing capacity, training. Will also include internal and external stakeholders. | | | 2 | 2 | 4 | |
| End date | 2018-19 | | | | | | | | |
| Project 2 | | Project Title: | Service re-structure | Improved efficiency (savings) | | | | | |
| Start date | 2016-17 | Project Details: | Develop and implement a service re-structure to reflect the implementation of Homelessness Reduction Act and to meet savings targets | | | 2 | 3 | 6 | |
| End date | 2018-19 | | | | | | | | |
| Project 3 | | Project Title: | Public Protection Technology Review | Improved effectiveness | | | | | |
| Start date | 2016-17 | Project Details: | Work with IT / E&R on re-procurement / replacement of M3PP. | | | 2 | 1 | 2 | |
| End date | 2018-19 | | | | | | | | |
| Project 4 | | Project Title: | Refreshed Housing Enforcement Policy | Improved effectiveness | | | | | |
| Start date | 2017-18 | Project Details: | Refresh the policy to ensure the Council is acting fairly in dealing with housing conditions on both a reactive and proactive basis. | | | 2 | 1 | 2 | |
| End date | 2018-19 | | | | | | | | |
| Project 5 | | Project Title: | EDRMS Workflow | Improved effectiveness | | | | | |
| Start date | 2016-17 | Project Details: | Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly | | | 2 | 2 | 4 | |
| End date | 2018-19 | | | | | | | | |
| Project 6 | | Project Title: | Review and re-brand Floating Support | Improved efficiency (savings) | | | | | |
| Start date | 2017-18 | Project Details: | Re-brand floating support and supported housing to better fit the homelessness prevention agenda | | | 2 | 1 | 2 | |
| End date | 2018-19 | | | | | | | | |
| Project 7 | | Project Title: | TOM Re-fresh | Improved effectiveness | | | | | |
| Start date | 2017-18 | Project Details: | Any actions arising from TOM Re-fresh in 2018. | | | 2 | 2 | 4 | |
| End date | 2018-19 | | | | | | | | |
| Project 8 | | Project Title: | | Improved effectiveness | | | | | |
| Start date | | Project Details: | | | | | | 0 | |
| End date | | | | | | | | | |
| Project 9 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | | 0 | |
| End date | | | | | | | | | |
| Project 10 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | | 0 | |
| End date | | | | | | | | | |

| 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 | | |
| | 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 | | | |
| 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 | |
| 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 |



| 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 | | |
| Start date | 2015-16 | Project Details | Continue to develop partnership approach to delivering services in libraries. Increase health partnerships. Refine outcomes in partnership agreements. | | 2 | 1 | 2 |
| End date | 2018-19 | | | | | | |
| Project 2 | | Project Title: | Heritage Strategy | | Improved effectiveness | | |
| Start date | 2015-16 | Project Details | Promote the Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding and improve income streams. | | 3 | 1 | 3 |
| End date | 2019-20 | | | | | | |
| Project 3 | | Project Title: | London Libraries Consortium | | Improved effectiveness | | |
| Start date | 2015-16 | Project Details | Implement actions in the LLC Strategy and procure a new library management system. | | 3 | 2 | 6 |
| End date | 2018-19 | | | | | | |
| Project 4 | | Project Title: | Children & Young People's projects | | Improved customer experience | | |
| Start date | 2013-14 | Project Details | Embed the Schools and Libraries Membership schemes for primary and high schools. Embed outcomes from 'My Library' project. | | 3 | 1 | 3 |
| End date | 2019-20 | | | | | | |
| Project 5 | | Project Title: | Customer consultation, marketing and promotion | | Improved customer experience | | |
| Start date | 2016-17 | Project Details | Undertake customer surveys to gain user views and consult on any significant changes to service delivery. Continue to develop e-marketing services and undertake promotional activities such as Library Connect. | | 2 | 1 | 2 |
| End date | 2020-21 | | | | | | |
| Project 6 | | Project Title: | Income Generation | | Improved efficiency (savings) | | |
| Start date | 2016-17 | Project Details | Implement agreed savings from the rollout out of coffee shops in libraries and further develop income sources such as Merton Arts Space whilst identifying new opportunities. | | 3 | 2 | 6 |
| End date | 2019-20 | | | | | | |
| Project 7 | | Project Title: | Assisted digital support | | Improved customer experience | | |
| Start date | 2013-14 | Project Details | Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives and the Customer Contact project. | | 2 | 2 | 4 |
| End date | 2018-19 | | | | | | |
| Project 8 | | Project Title: | Security services contract | | Improved efficiency (savings) | | |
| Start date | 2015-16 | Project Details | On-going monitoring of performance. Develop security guard services to play a more active role in service transformation and to support with new lone working arrangements. | | 3 | 2 | 6 |
| End date | 2018-19 | | | | | | |
| Project 9 | | Project Title: | Library redevelopments | | Improved customer experience | | |
| Start date | 2015-16 | Project Details | Continue to develop the new Colliers Wood Library and maximise the use of space in existing libraries. Work with other departments to identify new development opportunities. | | 3 | 2 | 6 |
| End date | 2018-19 | | | | | | |
| Project 10 | | Project Title: | | | | | |
| Start date | | Project Details | | | | | 0 |
| Projects | | | | | | | |

| Commissioned Service | | Description of main activities and objectives | | | | | | | | | |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------------------|----------------|----------------|-----------------------------------------------------|------------------------------------|----------------|----------------------------------|--|
| Merton Adult Learning | | The London Borough of Merton is committed to providing high quality and sustainable adult learning in order to improve the social, economic, health and wellbeing of our residents. The service is delivered through a commissioning model, contracting services to the best providers in the field and by developing sophisticated evidence based approaches to what we deliver. | | | | | | | | | |
| Cllr Nick Draper Cabinet Member for Community & Culture | | | | | | | | | | | |
| Service Providers: South Thames College Groundwork London | | The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses. | | | | | | | | | |
| Planning Assumptions | | | | | | | The Corporate strategies the service contributes to | | | | |
| Anticipated demand | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | | | |
| Total number of learners | 3285 | 3285 | 3285 | 3285 | 3285 | 3285 | Culture and Sport Framework | | | | |
| Number of accredited learners | 1467 | 1467 | 1467 | 1467 | 1467 | 1467 | Employment and Skills Action Plan | | | | |
| Total number of enrolments | 3964 | 3964 | 3964 | 3964 | 3964 | 3964 | Local Educational Needs and Disabilities Strategy | | | | |
| | | | | | | | Medium Term Financial Strategy | | | | |
| Anticipated non financial resources | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | Community Plan | | | | |
| Staff (Commissioning Team) | 3.66 | 3.8 | 3.75 | 3.75 | 3.75 | 3.75 | Equality Strategy | | | | |
| Staff (LDD Curriculum manager) | 1 | 1 | 0 | 0 | 0 | 0 | | | | | |
| South Thames College | Sufficient resources to provide service | | | | | | | | | | |
| Groundwork London | Sufficient resources to provide service | | | | | | | | | | |
| Performance indicator | Actual Performance (A) Performance Target (P) Proposed Target (T) | | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met | |
| | 2016/17(A) | 2017/18(T) | 2018/19(P) | 2019/20(P) | 2020/21(P) | 2021/22(P) | | | | | |
| Number of enrolments per annum | n/a | 3964 | 3964 | 3964 | 3964 | 3964 | High | Quarterly | Outcome | Reduced uptake of service | |
| Number of new learners per annum (not registered as learners in previous year) | n/a | 50% | 45% | 40% | 40% | 40% | High | Quarterly | Outcome | Reduced uptake of service | |
| Number of completers (% retention rate per annum) | n/a | 93% | 94% | 95% | 95% | 95% | High | Annual | Outcome | Reduced service delivery | |
| % overall success rate of accredited courses per annum | n/a | 85% | 86% | 88% | 90% | 90% | High | Annual | Outcome | Reduced uptake of service | |
| % of end of course evaluations where teaching and learning is rated as good or above | n/a | 95% | 95% | 95% | 95% | 95% | High | Annual | Perception | Reduced service delivery | |
| % of enrolments from deprived wards | n/a | 27% | 30% | 32% | 35% | 35% | High | Quarterly | Quality | Reduced uptake of service | |
| Average cost per learner | n/a | £247 | £247 | £247 | £247 | £247 | Low | Annual | Unit cost | Reduced uptake of service | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| Financial Information | | | | | | | | Additional Expenditure Information | | | |
| Revenue | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | | | |
| Expenditure | 3,107 | 1,638 | 1,411 | -42 | 1,427 | 1,443 | 1,459 | 1,491 | | | |
| Old Service | 2,062 | 910 | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| Contractor's Fee | 660 | 393 | 1,038 | -68 | 1,052 | 1,070 | 1,085 | 1,116 | | | |
| Employees (Commissioning Team) | 112 | 116 | 184 | 6 | 232 | 229 | 229 | 229 | | | |
| Employees (LDD Curriculum Manager) | 63 | 45 | 123 | -23 | 77 | 77 | 77 | 77 | | | |
| Support Service | 179 | 168 | 28 | 0 | 28 | 28 | 28 | 28 | | | |
| Other Costs | 32 | 7 | 38 | 43 | 38 | 40 | 40 | 41 | | | |
| Revenue | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | | | |
| Income | 3,133 | 1,173 | 1,381 | -36 | 1,381 | 1,381 | 1,381 | 1,381 | | | |
| Adult Education Block Grant | 2312 | 1080 | 1,347 | 0 | 1,347 | 1,347 | 1,347 | 1,347 | | | |
| Adult Apprenticeships Grant | 17 | 0 | 27 | -23 | 27 | 27 | 27 | 27 | | | |
| Other Income | 803 | 94 | 7 | -13 | 7 | 7 | 7 | 7 | | | |
| Council Funded Net Budget | -26 | 465 | 30 | -6 | 46 | 62 | 78 | 110 | | | |
| Capital Expenditure | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | | | |
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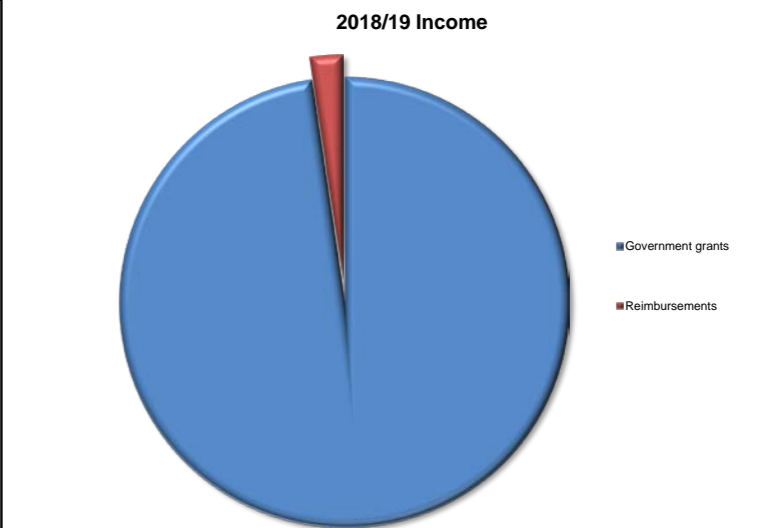
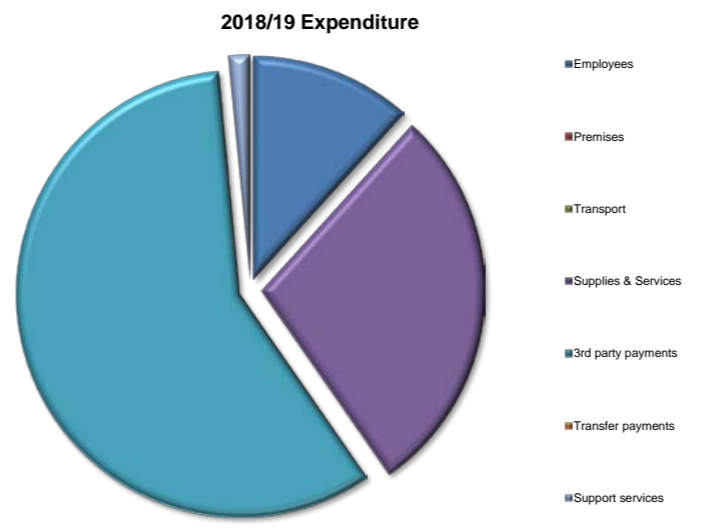
DETAILS OF MAJOR PROJECTS

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: | Implement agreed actions in Post Ofsted Improvement Action Plan (PIAP) ready for re-inspection with the view to achieving a 'Good' status | | | | | | |
| 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: | Embed key threads around employability, maths and English into courses delivered by new providers. | | | | | | |
| End date | 2018/19 | | | | | | | | |
| Project 3 | | Project Title: | Develop new apprenticeship scheme | Economic outcomes | | | 2 | 1 | 2 |
| Start date | 2016/17 | Project Details: | Increase the number of apprenticeships in Merton working with local employers. | | | | | | |
| 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: | Deliver a range of community and family learning initiatives in the borough to increase take up and proactively market services to residents with the greatest needs. | | | | | | |
| 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: | Make more effective usage of learner and community data to inform the future commissioning of adult learning courses whilst retaining a healthy breadth of provision. | | | | | | |
| 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: | Undertake regular contract reviews and identify improvement plans to embed and improve the quality of the new adult learning services | | | | | | |
| 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 Public Health services currently comprise: <ul style="list-style-type: none"> 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) Commissioning support function to the CCG (mandatory) and council; Health protection oversight function (mandatory) Health intelligence including JSNA (mandatory) Our vision for public health in Merton over the next five years is to: <ul style="list-style-type: none"> Protect and improve physical and mental health outcomes for the whole population in Merton throughout the life course, and reduce health inequalities, especially between the West and East of the borough, within the shrinking financial envelope available. Fulfil our statutory PH duties. Contribute to Merton becoming London's best council in 2020 Our strategic objectives are: Objective 1: Service transformation - Deliver East Merton Model of Health and Wellbeing and Wilson health and community campus as blueprint for borough-wide health and care transformation Objective 2: Embedding health & wellbeing into council business - Embed health and wellbeing as relevant outcome across the whole council business (and partners) including establishing health as marker for good government and as investment rather than expenditure, integral to 2020 vision of best London council Objective 3: Strengthening commissioning and commissioning support – Develop public health strategic commissioning (end-to-end) & public health support to commissioning for health and wellbeing outcomes using a range of specific purposefully chosen collaborative commissioning approaches for development and delivery of integrated service models | 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 | Reduced quality of service |
| 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 | Failure to meet PHOF target |
| % excess weight in children age 10 - 11 years | 34.4% | 34.7% | 34.2% | 33.7% | TBC | TBC | Low | Annual | Outcome | Increase prevalence of long term conditions |
| Reduce % gap in age 10-11 obesity between East & West Merton | N/A | 9.2% | 8.0% | 8.0% | TBC | TBC | Low | Annual | Outcome | Increase prevalence of long term conditions |
| 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 |



Page 254

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)

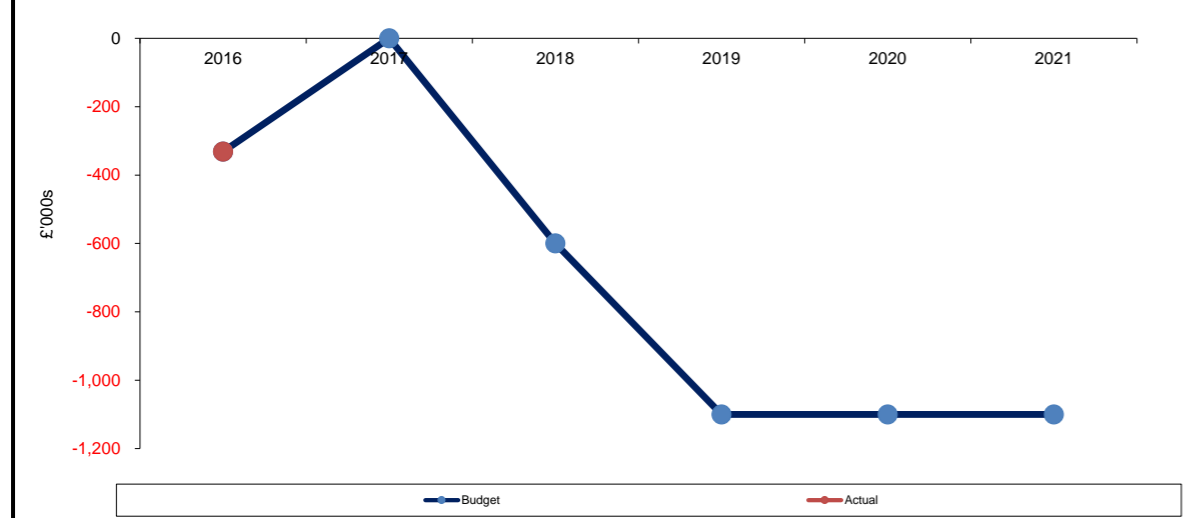
2019/20

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

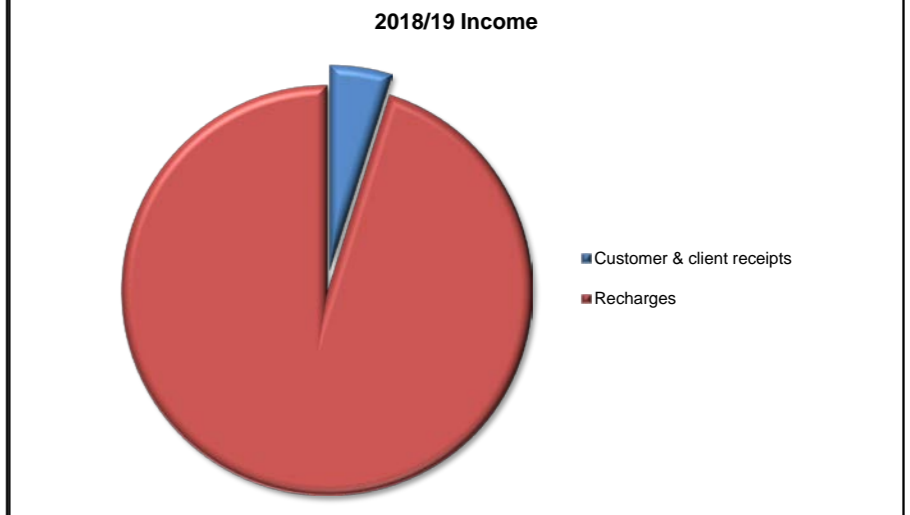
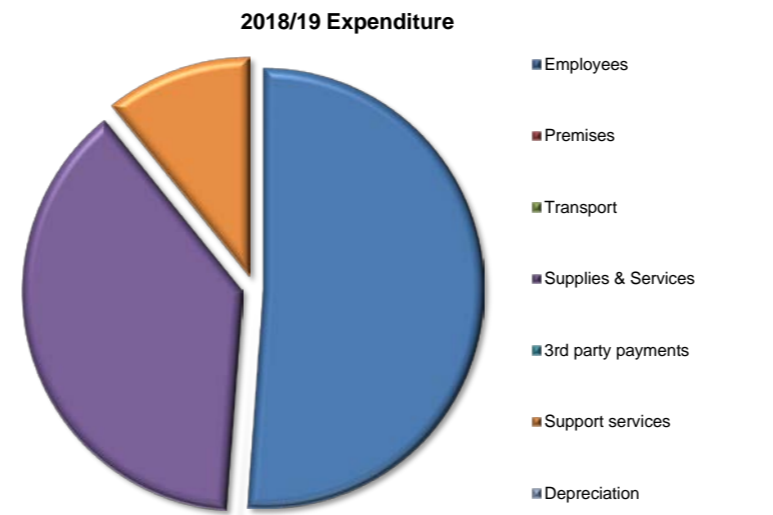
Public Health

| | | 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: <u>TOM TRANSFORMATION DELIVERY PLAN - EAST MERTON MODEL AND WILSON</u> 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 | | | | |
| End date | 2021-22 | | 3 | 3 | 9 | |
| Project 2 | | Project Title: Embed Health and Wellbeing in all policies (TOM URN: PH2; PH3; PH4) | Improved effectiveness | | | |
| Start date | 2018-19 | Project Details: <u>TOM TRANSFORMATION DELIVERY PLAN - HEALTH IN ALL POLICIES</u> 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 | | | | |
| End date | 2020-21 | | 2 | 2 | 4 | |
| Project 3 | | Project Title: Sexual Health Strategy and Integrated sexual health services (TOM URN: PH6) | Improved effectiveness | | | |
| Start date | 2018-19 | Project Details: <u>TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT</u> 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 | | | | |
| End date | 2021-22 | | 3 | 3 | 9 | |
| 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: <u>TOM TRANSFORMATION DELIVERY PLAN - PH SERVICE DEVELOPMENT AND PROCUREMENT</u> 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 | | | | |
| End date | 2020-21 | | 3 | 3 | 9 | |
| Project 5 | | Project Title: Development of collaborative commissioning approaches to adult services (TOM URN: PH7) | Improved effectiveness | | | |
| Start date | 2018-19 | Project Details: <u>TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (ADULTS)</u> Explore development of new cross-team and cross-organisational (PH, ASC and other parts of C&H, and CCG) strategic approaches including defining Core Offer to CCG, and identifying opportunities for long term joint commissioning. Particular priority areas include: - Mental Health pathways and substance misuse - Falls prevention and strategic approach to active ageing - Disability strategy - Supported Housing - Approach to healthy lifestyles services post 3/2019 (break clause in current commissioning) | | | | |
| End date | 2018-19 | | 2 | 2 | 4 | |
| Project 6 | | Project Title: Development of integrated Children's Services (TOM URN: PH7) | Improved effectiveness | | | |
| Start date | 2016-17 | Project Details: <u>TOM TRANSFORMATION DELIVERY PLAN - COLLABORATIVE COMMISSIONING ARRANGEMENTS (CYP)</u> 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 | | | | |
| End date | 2018-19 | | 2 | 3 | 6 | |
| Project 7 | | Project Title: Joint Strategic Needs Assessment Plus/Intelligence Hub (TOM URN: PH11) | Improved effectiveness | | | |
| Start date | 2018-19 | Project Details: <u>TOM TRANSFORMATION DELIVERY PLAN - JSNA PLUS/INTELLIGENCE HUB</u> 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 | | | | |
| End date | 2021-22 | | 2 | 2 | 4 | |
| Project 8 | | Project Title: | Improved effectiveness | | | |
| Start date | | Project Details: | | | | |
| End date | | | 2 | 2 | 4 | |
| Project 9 | | Project Title: | Improved efficiency (savings) | | | |
| Start date | | Project Details: | | | | |
| End date | | | 2 | 2 | 4 | |
| Project 10 | | Project Title: | Improved effectiveness | | | |
| Start date | | Project Details: | | | | |
| End date | | | 2 | 2 | 4 | |

Corporate Services

| Business Improvement | Planning Assumptions | | | | | | | The Corporate strategies your service contributes to | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|--------------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|------------------------------------------------------|------------------------|-----------------------|-----------------------------------------|
| Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance | Anticipated demand | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | | |
| Enter a brief description of your main activities and objectives below | Core IT Systems support and management (days) | 5000 | 5720 | 5720 | 5720 | 5720 | 5720 | Customer Contact Strategy | | | |
| Continuous Improvement and Corporate Change will: - Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to Lean. - Ensure change is effectively planned for and managed across the organisation, embedding change management principles and methodologies. - Drive and facilitate the Targeting Operating Models (TOM) refresh process - Quality assure the Improvement Portfolio on behalf of Merton Improvement Board (MIB), DMTs and CMT. | Continuous improvement & Corporate Change (days) | 880 | 880 | 880 | 880 | 880 | 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 | | |
| Business Systems team will work with the organisation to establish and deliver the IT Strategy and associated implementation plan. Through the Technical Design Authority (TDA) they will ensure a coordinated and planned approach is adopted for the implementation and support of technology, complying with the agreed corporate strategy, standards and supportability. They will proactively provide advice and opportunities to fully exploit existing and emerging technologies to the business to leverage investments and improve business efficiency and service. | | | | | | | | Community Plan | | | |
| | | | | | | | | Communications Strategy | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| The Policy, Strategy and Partnerships team supports the Council's approach to partnership working, including the Merton Partnership, and its annual Conference. It provides advice on equalities and the Council's approach to Equality Assessments. It has the lead role on the Council's Prevent duties and is the key liaison point. It manages the relationship with the voluntary sector, leading on the Voluntary Sector and Volunteering Strategy and the Merton Compact | Anticipated non financial resources | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | | |
| | Staff - CI & CC (FTE & fixed term) | 5.3 | 4.8 | 4.8 | 3.0 | 2.0 | 2.0 | | | | |
| | Staff - Policy, Strategy & Partnerships | 4.8 | 4.8 | 4.8 | 4.8 | 3.8 | 3.8 | | | | |
| | Staff - Business Systems Team (FTE + projects) | 26.5 | 28.7 | 28.7 | 26.2 | 26.2 | 26.2 | | | | |
| | Comms & Engagement | 7.0 | 7.0 | 5.5 | 5.5 | 5.5 | 5.5 | | | | |
| | Performance indicator (LBC2020 indicators highlighted in purple) | Actual Performance (A) Performance Target (P) Proposed Target (T) | | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
| | | 2016/17(A) | 2017/18(T) | 2018/19(P) | 2019/20(P) | 2020/21(P) | 2021/22(P) | | | | |
| | Systems availability | 99.73% | 99% | 99% | 99% | 99% | 99% | High | Monthly | Business critical | Reduced service delivery |
| | % positive and neutral coverage tone | 88.47% | 92% | 92% | 92% | 92% | | High | Monthly | Perception | Reputational risk |
| | No. of new volunteers recruited | n/a | 350 | 350 | 350 | 350 | TBC | High | Quarterly | Outcome | Reduced customer service |
| % who agree people from different backgrounds get on (ARS) | 93% | 90 | 90 | 90 | 90 | 90 | High | Annual | Perception | Reputational risk | |
| % agree Merton is making the area a better place to live (ARS) | 76% | N/A | TBC | N/A | TBC | N/A | High | Annual | Perception | Reputational risk | |
| % of residents who feel informed about council services (ARS) | 81% | N/A | TBC | N/A | TBC | N/A | High | Annual | Perception | Reputational risk | |
| % of residents who agree the council involves them in making decisions | 62% | N/A | TBC | N/A | TBC | N/A | High | Annual | Perception | Reputational risk | |

| DEPARTMENTAL BUDGET AND RESOURCES | | | | | | | | |
|-----------------------------------|-----------------------------|-----------------------|--------------------------------|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenue £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 |
| Expenditure | 3,481 | 4,263 | 3,244 | 125 | 2,810 | 2,835 | 2,810 | 2,836 |
| Employees | 2,149 | 2,823 | 1,244 | 165 | 1,437 | 1,437 | 1,387 | 1,387 |
| Premises | 0 | 0 | 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 | 0 | 0 | 0 | 0 |
| Support services | 317 | 331 | 303 | - | 303 | 303 | 303 | 303 |
| Depreciation | | | | | | | | |
| Revenue £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 |
| Income | 3,712 | 5,137 | 3,030 | (179) | 3,065 | 3,085 | 3,085 | 3,085 |
| Government grants | | | | | | | | |
| Reimbursements | | 893 | | 35 | | | | |
| Customer & client receipts | 114 | 46 | 114 | (189) | 149 | 169 | 169 | 169 |
| Recharges | 3,598 | 4,198 | 2,916 | (25) | 2,916 | 2,916 | 2,916 | 2,916 |
| Reserves | | | | | | 0 | | |
| Capital Funded | | | | | | | | |
| Council Funded Net Budget | (231) | (874) | 214 | (54) | (255) | (250) | (275) | (249) |
| Capital Budget £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 |
| Customer Contact Programme | | 420 | 1,006 | | 1,050 | 250 | | 1,900 |
| IT Systems Projects | | 89 | 405 | | 1,012 | | | 42 |
| Social Care IT System | | 591 | 398 | | 350 | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | 0 | 1,100 | 1,809 | 0 | 2,412 | 250 | 0 | 1,942 |



Summary of major budget etc. changes

2018/19

- CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k
- CS2015-02 Expiration of salary protection 16k
- CSREP 2018-19 (13) Maintenance and Support reduction £10k
- CSREP 2018-19 (14) M3 support to Richmond/Wandsworth £20k
- CSREP 2018-19 (15) Street Naming and Numbering Fees/Charges Review £15k
- CSREP 2018-19 (16) Operating cost reduction £11k

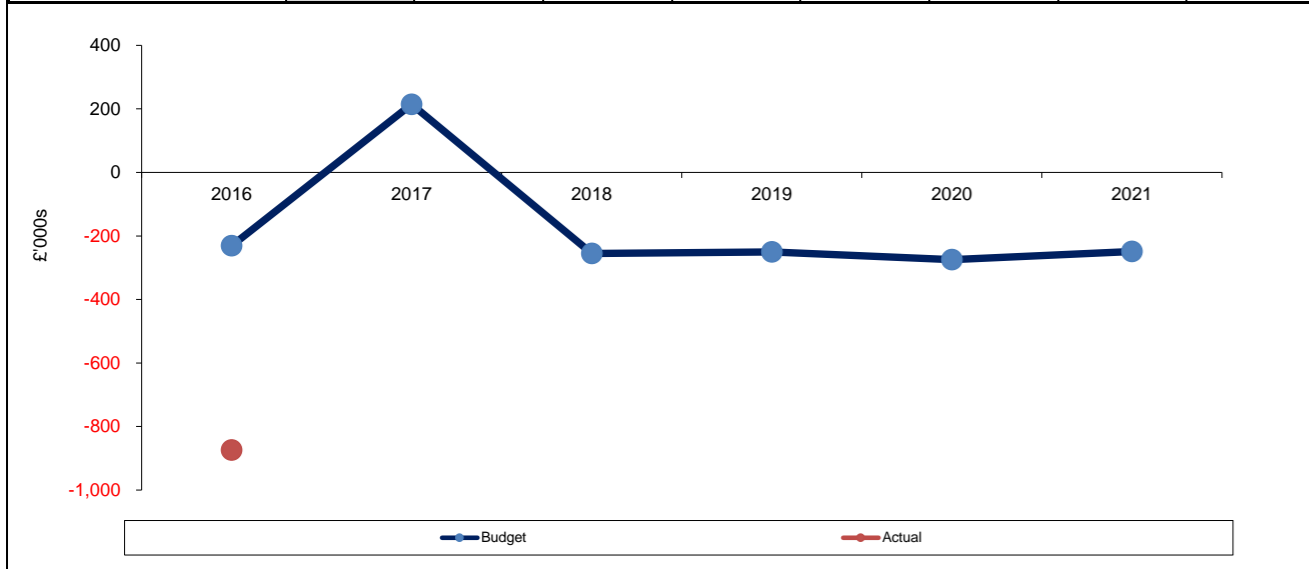
2019/20

- 2018-19 CS14 M3 support to Richmond/Wandsworth £20k

2020/21

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

2021/22



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

Business Improvement

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFIT | | | Risk | | | | |
|---------------------|----------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-------|--|--|
| | | | | | Likelihood | Impact | Score | | |
| Project 1 | | Project Title: | Customer Contact programme | Improved customer experience | | | | | |
| Start date | 2013-14 | Project Details: | Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy. | The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services. | 3 | 2 | 6 | | |
| End date | 2018-19 | | | | | | | | |
| Project 2 | | Project Title: | Electronic document and records management system | Improved efficiency (savings) | | | | | |
| Start date | 2013-14 | Project Details: | Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact. | EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation. | 3 | 2 | 6 | | |
| End date | 2018-19 | | | | | | | | |
| Project 3 | | Project Title: | Social Care Information System - phase 2 | Improved efficiency (savings) | | | | | |
| Start date | 2018/19 | Project Details: | Further enhancements and functionality to the Mosaic system. | A fit for purpose system that supports efficient business practices and care management now and into the future | 1 | 3 | 3 | | |
| End date | 2019/20 | | | | | | | | |
| Project 4 | | Project Title: | | | | | | | |
| Start date | | Project Details: | | | | | 0 | | |
| End date | | | | | | | | | |
| Project 5 | | Project Title: | Strategic Partner Programme | | | | | | |
| Start date | 2017-18 | Project Details: | Selecting new strategic partners from the voluntary sector to provide Information, Advice and Guidance plus support and advice to the sector as a whole. This will involve co-producing specifications with the voluntary sector and statutory partners. The new programme will start in April 2019. | Improved Information, Advice and Guidance will improve prevention/early intervention and defer the need for expensive acute interventions. As the range of public sector services reduce and thresholds are raised, the voluntary sector is an increasingly important provider of services to residents. It is vital that there is support and advice to enable the sector to grow and adapt. | | | 0 | | |
| End date | 2018-19 | | | | | | | | |
| Project 6 | | Project Title: | 4Ps | | | | | | |
| Start date | 2017-18 | Project Details: | Procure and implement M3LP and M3PP hosted environment through CCS framework and migrate all content from current on-premise systems. | Renewal of contract to comply with procurement regulations, migration to managed hosted (cloud) solution, precursor for provision of system for shared services with Wandsworth and Richmond and upgrade path to new product version Azure. | 2 | 2 | 4 | | |
| End date | 2018/9 | | | | | | | | |
| Project 7 | | Project Title: | | | | | | | |
| Start date | | Project Details: | | | 0 | 0 | 0 | | |
| End date | | | | | | | | | |
| Project 8 | | Project Title: | | | | | | | |
| Start date | | Project Details: | | | 0 | 0 | 0 | | |
| End date | | | | | | | | | |
| Project 9 | | Project Title: | | | | | | | |
| Start date | | Project Details: | | | 0 | 0 | 0 | | |
| End date | | | | | | | | | |
| Project 10 | | Project Title: | | | | | | | |
| Start date | | Project Details: | | | 0 | 0 | 0 | | |
| End date | | | | | | | | | |

| 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 |
| Enter a brief description of your main activities and objectives below | | Residents | 205,722 | 207,410 | 208,607 | 209,771 | 210,902 | 2021/22 |

Corporate Governance is made up of 5 core services:

Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function. GDPR - General Data Protection Regulation

Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.

Electoral Services - 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.

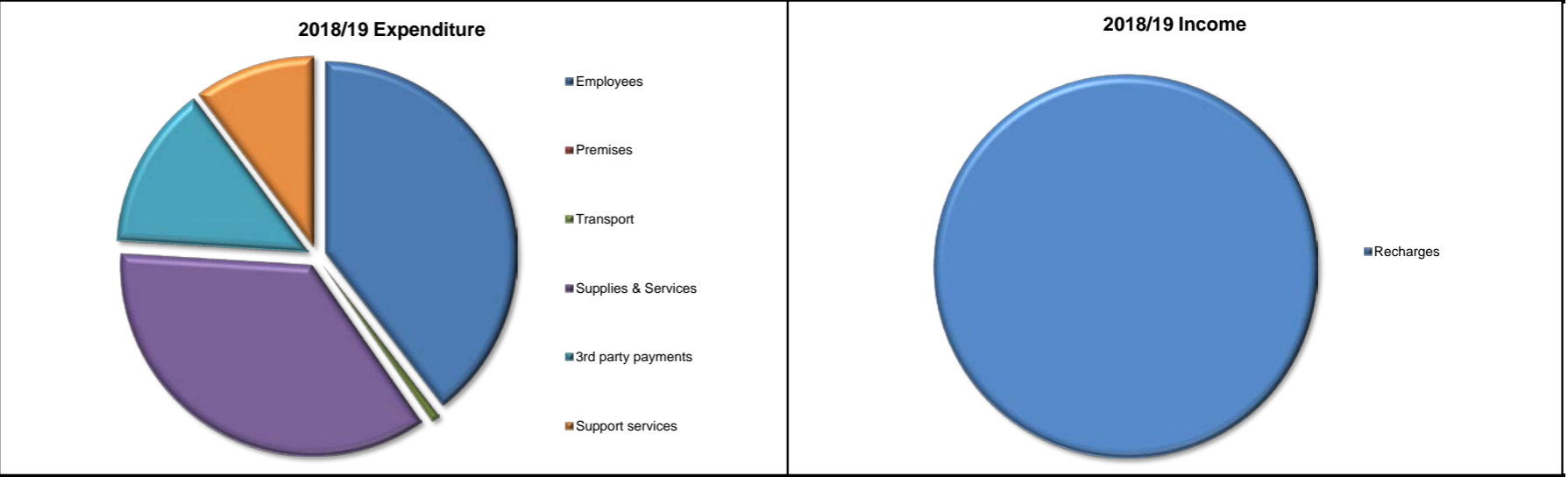
Internal Audit and Investigations - Merton has joined the audit and fraud partnership with its neighbouring authorities. Internal Audit covered by SWLAP (South West London Audit Partnership) and Investigations covered by SWLFP (South West London Fraud Partnership) covering Merton, Kingston, Richmond, 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. Coordinates 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.

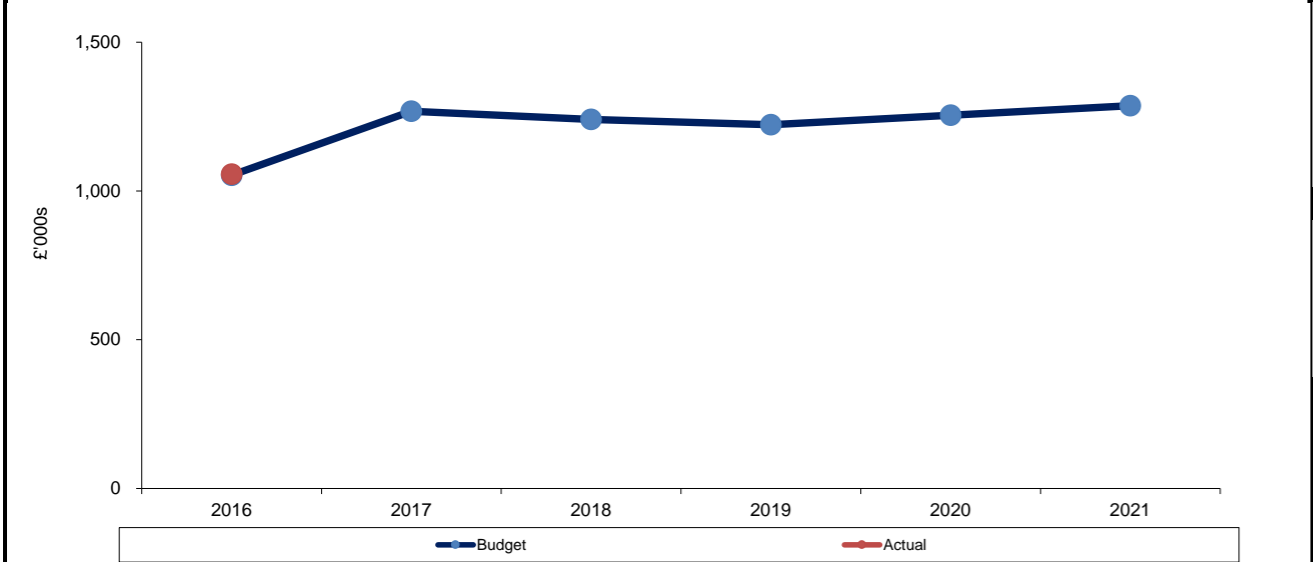
| Performance indicator (LBC2020 indicators highlighted in purple) | Actual Performance (A) | | Performance Target (T) | | Proposed Targets (P) | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
|------------------------------------------------------------------|------------------------|------------|------------------------|------------|----------------------|------------|----------|-----------------|-------------------|----------------------------------|
| | 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% | 90% | High | Quarterly | Business critical | Increased fraud |
| Audits completed against plan | 93% | 90% | 90% | 90% | 90% | 90% | High | Quarterly | Business critical | Increased fraud |
| Complaints - dealt with in time | 80% | 85% | 85% | 85% | 85% | 85% | High | Monthly | Perception | Reduced customer service |
| Complaints progressed to stage 2 | 6% | 9% | 9% | 9% | 9% | 9% | High | Quarterly | Perception | Reduced customer service |
| FOI requests - dealt with in time | 85% | 85% | 85% | 85% | 85% | 85% | High | Monthly | Perception | Reduced customer service |
| Number of supplementary agendas issued | 24 | 20 | 18 | 16 | 14 | 14 | Low | Quarterly | Perception | Government intervention |
| % of councillors who agree scrutiny function effective | 75 | 80 | 75 | 80 | 80 | 80 | High | Annual | Perception | Poor decision making |
| Ombudsman complaints answered in time | 90% | 90% | 90% | 90% | 90% | 90% | High | Monthly | Quality | Rework |
| Ombudsman complaints partially or fully upheld | 7% | 40% | 40% | 40% | 40% | 40% | Low | Quarterly | Perception | Government intervention |
| % of FOI refusal notices not upheld at review | 0% | 4% | 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 | 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 |



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

Corporate Governance

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

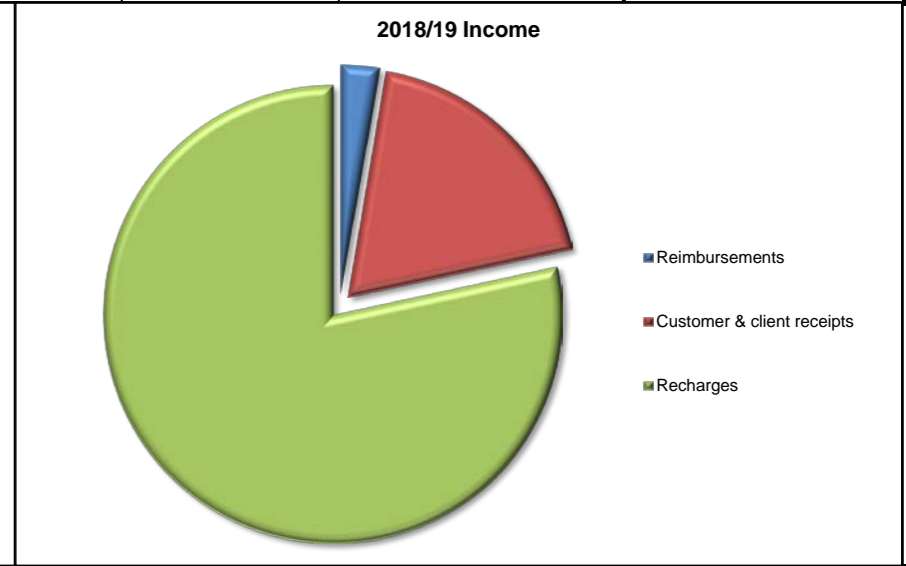
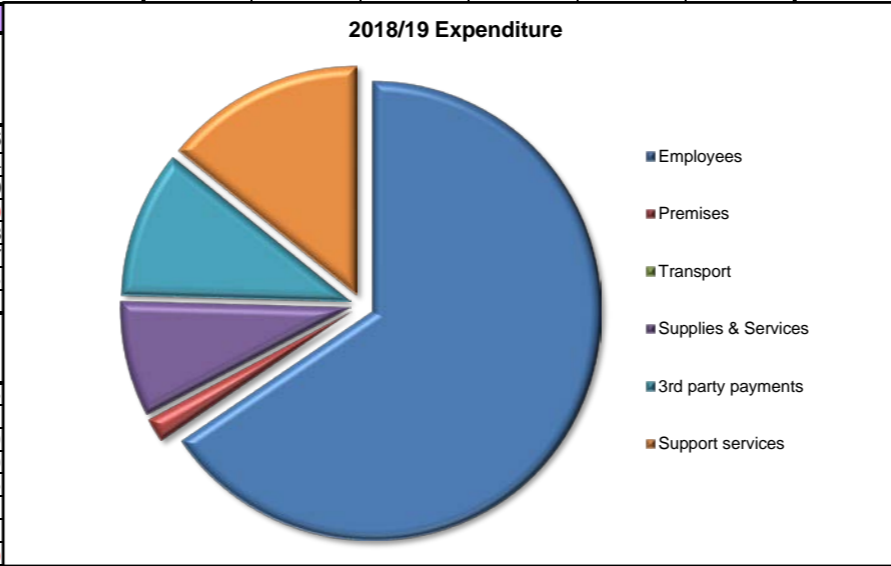
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Customer Services

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFIT | | Risk | | |
|---------------------|----------------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------|-------|
| | | | | Likelihood | Impact | Score |
| Project 1 | | Project Title: | Universal Credit Implementation | Economic outcomes | | |
| Start date | 2015-16 | Project Details: | Implement the 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 | 2 | 1 | 2 |
| End date | 2019-20 | | | | | |
| Project 2 | | Project Title: | Implement an Outside Wedding Venue | Economic outcomes | | |
| Start date | 2013-14 | Project Details: | Planning permission approved for outside wedding venue at Morden Park House. Funding has identified | 2 | 2 | 4 |
| End date | 2018-19 | | | | | |
| Project 3 | | Project Title: | Council Tax support scheme | Economic outcomes | | |
| Start date | 2017-18 | Project Details: | During 18/19 options for a revised scheme will be reviewed for Council decision and possible implementation for 19/20. Moving forward we will review our discretionary rate relief for implementation in 2019/20 | 2 | 1 | 2 |
| End date | 2018-19 | | | | | |
| Project 4 | | Project Title: | Review Debt Collection Processes | Improved effectiveness | | |
| Start date | 2015-16 | Project Details: | With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation. | 2 | 1 | 2 |
| End date | 2018-19 | | | | | |
| Project 5 | | Project Title: | Redesign of Merton Link | Improved customer experience | | |
| Start date | 2015-16 | Project Details: | Implement the re-design of Merton Link area to improve the customer experience and increase self service | 2 | 1 | 2 |
| End date | 2018-19 | | | | | |
| Project 6 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | 0 | 0 | 0 |
| End date | | | | | | |
| Project 7 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | 0 | 0 | 0 |
| End date | | | | | | |
| Project 8 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | 0 | 0 | 0 |
| End date | | | | | | |
| Project 9 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | 0 | 0 | 0 |
| End date | | | | | | |
| Project 10 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | 0 | 0 | 0 |
| End date | | | | | | |

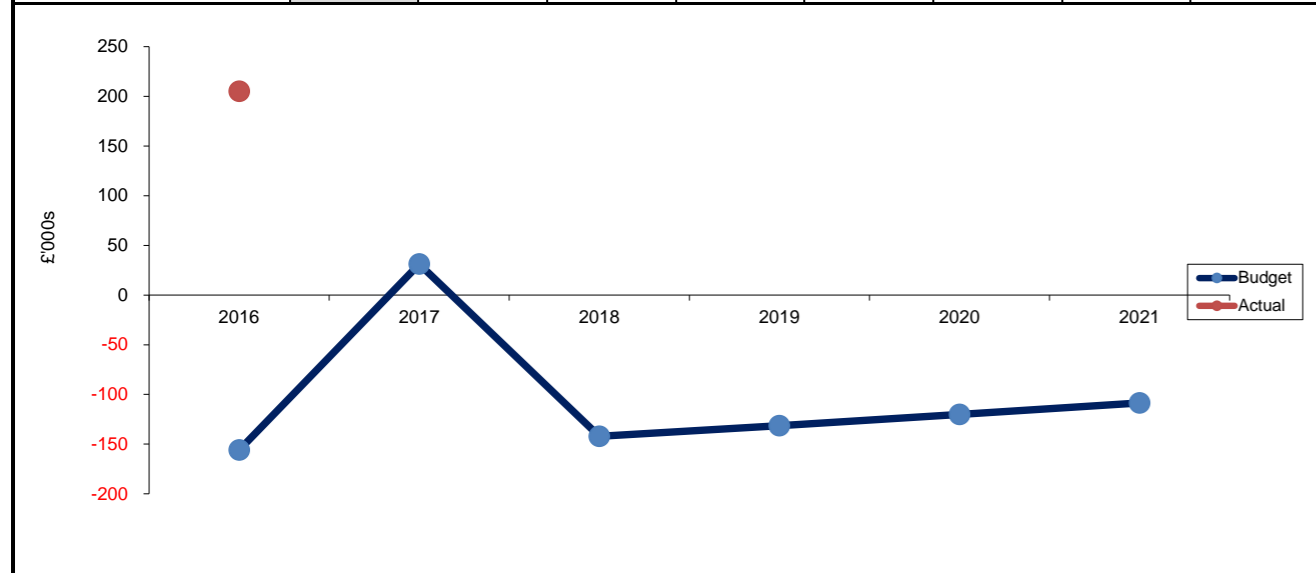
| Human Resources | Planning Assumptions | | | | | | | The Corporate strategies your service contributes to | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------------|------------------------|---------------------|-----------|-----------------|----------------------|------------------------------------------------------|-------------------------------|--|
| Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance Enter a brief description of your main activities and objectives below | Anticipated demand | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | Workforce Strategy | Economic Development Strategy | |
| 1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR advice and consultancy support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members | Employees in Merton for HR, payroll, advice, L&D, EAP etc. | 4,400 | 4,200 | 4,000 | 3800 | 3800 | 3800 | Equality Strategy | | |
| | New recruits to be appointed | 160 | 150 | 140 | 145 | 140 | 142 | | | |
| | New Apprentices to be appointed | 33 | 33 | 33 | 33 | 33 | 33 | | | |
| | Anticipated non financial resources | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | |
| | Staff (FTE) | 35 | 35 | 31 | 31 | 31 | 31 | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | 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 | | |
| | Time to hire (days) | 91 | 90 | 90 | Low | Monthly | Outcome | Increased costs | | |
| | No. of working days lost to sickness, excluding schools | 9.5 | 7.5 | 7.5 | Low | Monthly | Outcome | Increased costs | | |
| % Appraisals completed | 96% | 98% | 98% | High | Annual | Outcome | Poor decision making | | | |
| % Members L&D satisfaction | 95% | 83% | 83% | High | Quarterly | Outcome | Poor decision making | | | |
| No. of Apprentices (Govt Apprenticeship Levy Scheme) | N/A | 35 | 46 | High | Quarterly | Outcome | Increased costs | | | |
| The level (%) of staff engagement (Staff Survey) | 87% | N/A | 87% | High | Biennial | Outcome | Reputational risk | | | |
| % of staff who would recommend Merton as a place to work | 90% | N/A | 90% | High | Biennial | Perception | Select impact | | | |
| Voluntary resignation rate | N/A | 12% | 12% | Low | Quarterly | Outcome | Select impact | | | |

| 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 | 3,177 | 3,105 | 2,984 | (73) | 2,811 | 2,822 | 2,834 | 2,845 |
| Employees | 2,252 | 2,065 | 2,027 | (172) | 1,845 | 1,848 | 1,851 | 1,854 |
| Premises | 47 | 35 | 47 | (17) | 48 | 49 | 49 | 50 |
| Transport | 2 | 5 | (3) | (1) | (3) | (3) | (3) | (3) |
| Supplies & Services | 495 | 545 | 226 | 35 | 229 | 232 | 235 | 238 |
| 3rd party payments | 0 | | 290 | 82 | 294 | 298 | 303 | 307 |
| Support services | 381 | 455 | 398 | | 398 | 398 | 398 | 398 |
| Depreciation | | | | | | | | |
| Revenue £'000s | 3,333 | 2,900 | 2,953 | 69 | 2,953 | 2,954 | 2,954 | 2,953 |
| Government grants | | | | | | | | |
| Reimbursements | 79 | 70 | 79 | | 79 | 79 | 79 | 79 |
| Customer & client receipts | 391 | 368 | 560 | 69 | 560 | 560 | 560 | 560 |
| Recharges | 2,863 | 2,462 | 2,315 | | 2,315 | 2,315 | 2,315 | 2,315 |
| Reserves | | | | | | | | |
| Capital funded | | | | | | | | |
| Council Funded Net Budget | (156) | 205 | 31 | (3) | (142) | (131) | (120) | (108) |



| 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
CSREP 2018-19 (12) Reduction in posts across the department £185k



2019/20

2020/21

2021/22

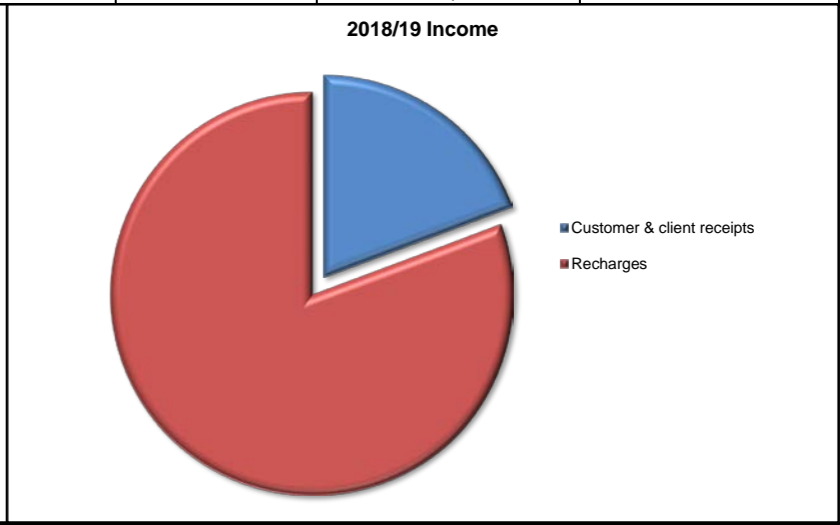
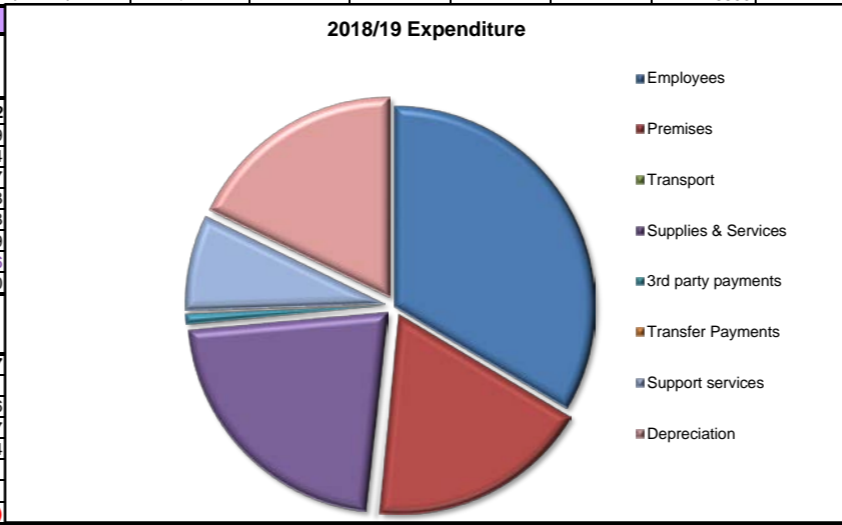
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Human Resources

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFIT | | | Risk | | |
|---------------------|---------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------------------------------------|--------|-------|
| | | | | | Likelihood | Impact | Score |
| Project 1 | | Project Title: | Workforce Strategy | | Improved staff skills and development | | |
| Start date | 2014-15 | Project Details: | Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change | | 3 | 3 | 9 |
| End date | 2018-19 | | | | | | |
| Project 2 | | Project Title: | Establishment and workforce | | Improved staff skills and development | | |
| Start date | 2015-16 | Project Details: | Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff | | 3 | 4 | 12 |
| End date | 2018-19 | | | | | | |
| Project 3 | | Project Title: | Review HR policies | | Improved effectiveness | | |
| Start date | 2015-16 | Project Details: | Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development | | 3 | 3 | 9 |
| End date | 2018-19 | | | | | | |
| Project 4 | | Project Title: | Review and retender key HR contracts | | Improved effectiveness | | |
| Start date | 2016-17 | Project Details: | Commission Occupational Health, Agency contract, Eteach and Kingston/Sutton SLA and Schools SLA | | 3 | 3 | 9 |
| End date | 2018-19 | | | | | | |
| Project 5 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | 0 | 0 | 0 |
| End date | | | | | | | |
| Project 6 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | 0 | 0 | 0 |
| End date | | | | | | | |
| Project 7 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | 0 | 0 | 0 |
| End date | | | | | | | |
| Project 8 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | 0 | 0 | 0 |
| End date | | | | | | | |
| Project 9 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | 0 | 0 | 0 |
| End date | | | | | | | |
| Project 10 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | 0 | 0 | 0 |
| End date | | | | | | | |

| Infrastructure and Transactions | Planning Assumptions | | | | | | | The Corporate strategies your service contributes to | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|------------------------|---------------------|------------|------------|-----------------|----------------|------------------------------------------------------|-------------------|--------------------------|
| Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance | | | | | | | | | | |
| Enter a brief description of your main activities and objectives below | | | | | | | | | | |
| Infrastructure & Transactions Division (I&T) is a support service made up of six functions which are:- | Anticipated demand | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | |
| IT Service Delivery - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security. | Repairs & Maintenance of Corporate Buildings (Revenue) | 740,000 | 740,000 | 700,00 | 600,00 | 600,00 | 600,000 | Civic Centre Accommodation Strategy | | |
| Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services. | IT Service Calls | 28,500 | 28,500 | 27,800 | 25,500 | 25,000 | 25,000 | IT Strategy and Implementation Plan | | |
| Transactional Services - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleaned, Providing training and support for all users of the systems required for payments or invoicing | Health & Safety Statutory Inspections | 100 | 100 | 100 | 100 | 100 | 100 | Risk Management Strategy | | |
| Safety Services - Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Etc. Act 1974, The Management of Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and all sister regulations. | Transactions requested by departments | 115,000 | 85,000 | 80,000 | 80,000 | 80,000 | 80,000 | Local Plan | | |
| Client Financial Affairs - Act as court appointed deputies for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity. | Number of Client Affairs cases being managed | 250 | 250 | 250 | 250 | 250 | 250 | Procurement Strategy | | |
| Commercial Services & Procurement - Are the strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register. | Procurement Support (Number of projects) | 45 | 50 | 42 | 42 | 42 | 42 | Workforce Strategy | | |
| | Management | 2 | 2 | 2 | 2 | 2 | 2 | Medium Term Financial Strategy | | |
| | Anticipated non financial resources | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | |
| | 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 |

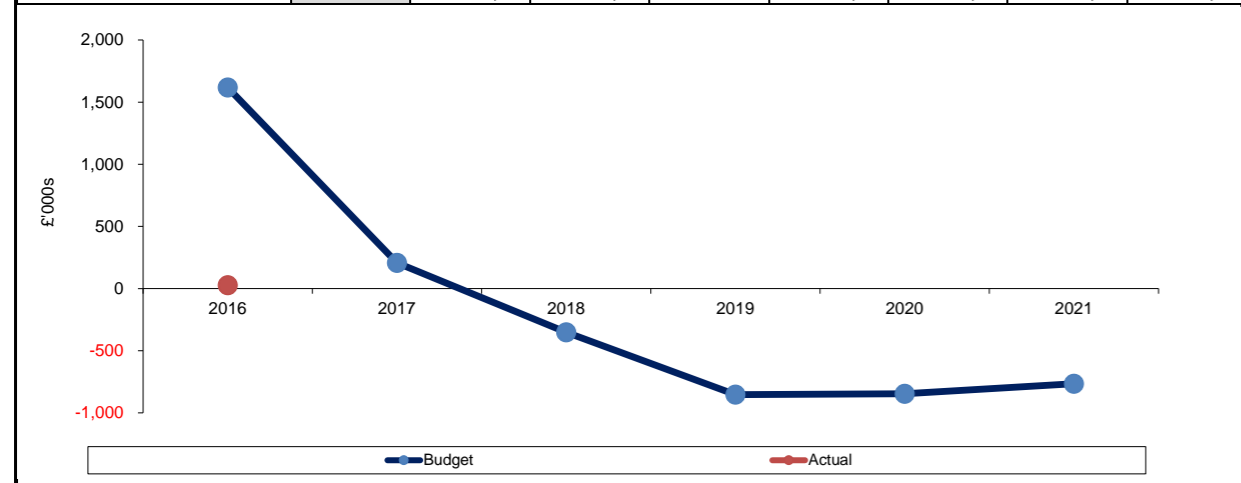
| DEPARTMENTAL BUDGET AND RESOURCES | | | | | | | | | |
|-----------------------------------|-----------------------------|-----------------------|--------------------------------|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
| 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 | 0 | 312 | (112) | 98 | 99 | 101 | 103 | |
| Transfer Payments | 9 | 18 | 9 | (5) | 9 | 9 | 9 | 9 | |
| Support services | 1,423 | 979 | 911 | 0 | 936 | 936 | 936 | 936 | |
| Depreciation | 2,141 | 2,141 | 2,140 | 0 | 2,140 | 2,140 | 2,140 | 2,140 | |
| Revenue £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | |
| Income | 12,207 | 12,557 | 12,638 | (251) | 12,397 | 12,587 | 12,587 | 12,587 | |
| Government grants | | | | | | | | | |
| Reimbursements | | | | | 46 | 46 | 46 | 46 | |
| Customer & client receipts | 2,351 | 1,935 | 2,674 | (190) | 2,387 | 2,577 | 2,577 | 2,577 | |
| Recharges | 9,856 | 10,622 | 9,964 | (61) | 9,964 | 9,964 | 9,964 | 9,964 | |
| Reserves | | | | | | | | | |
| Capital Funded | | | | | | | | | |
| Council Funded Net Budget | 1,617 | 28 | 206 | 57 | (352) | (853) | (846) | (765) | |



| Capital Budget £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 |
|---------------------------|----------------------|----------------|-------------------------|------------------------------|----------------|----------------|----------------|----------------|
| Capital Building Works | | 558 | 733 | | 600 | 950 | 650 | 650 |
| Invest to Save | | 401 | 1,479 | | 2,010 | 300 | 300 | 300 |
| IT Modernisation | | 903 | 2,268 | | 1,085 | 630 | 1,060 | 970 |
| Water / Fire Safety Works | | 183 | 447 | | 350 | | | |
| | | | | | | | | |
| | | | | | | | | |
| | 0 | 2,045 | 4,927 | 0 | 4,045 | 1,880 | 2,010 | 1,920 |

Summary of major budget etc. changes

| 2018/19 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CS71 Deletion of two posts 43k (deferred by 6 months) |
| CSD2 Energy savings 150k |
| CS2015-09 Restructure of Safety Services and Emergency Planning 30k |
| CS2015-10 Facilities Management - Energy 'Invest to Save' Initiatives 465K |
| CSREP 2018-19 (1) Renegotiation of income generated through the corporate catering contract £20k |
| CSREP 2018-19 (2) Review the specification on the corporate cleaning contract and reduce frequency of visits £15k |
| 2019/20 |
| CS2016-08 Income from letting two floors vacant space in Civic Centre £190 |
| CS2015-03 Restructure of Transactional Services team 50k |
| CSD7 Restructure Print and Post service and delete two posts 23k |
| 2018-19 CS01 Revenue Saving associated with current MFD contract £150k |
| 2018-19 CS02 Reduction in the level of building repairs and maintenance undertaken on the corporate buildings £100k |
| 2018-19 CS03 Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake the duties as part of their job description. £33k |
| 2020/21 |
| CS2015-03 Restructure of Transactional Services team 50k |
| CSD7 Restructure Print and Post service and delete two posts 24k |
| 2021/22 |



| 2021/22 |
|---------|
| |

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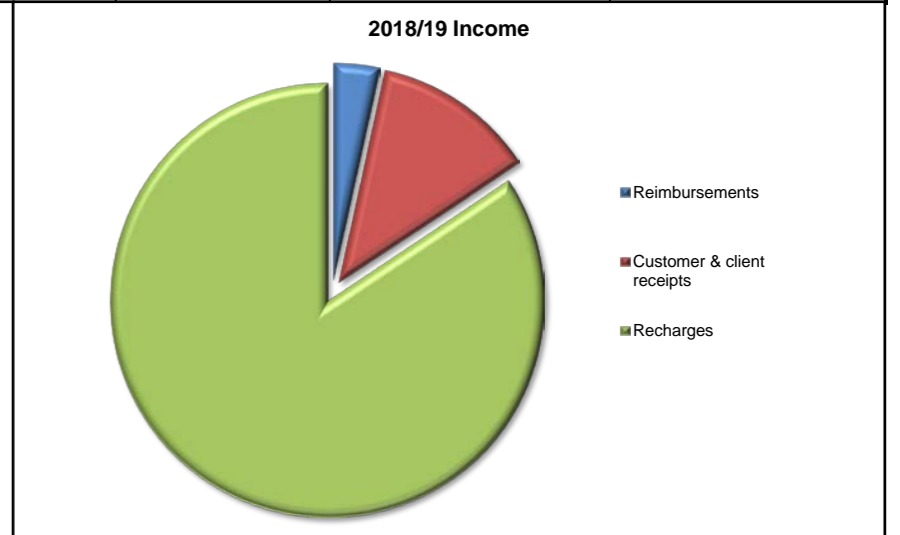
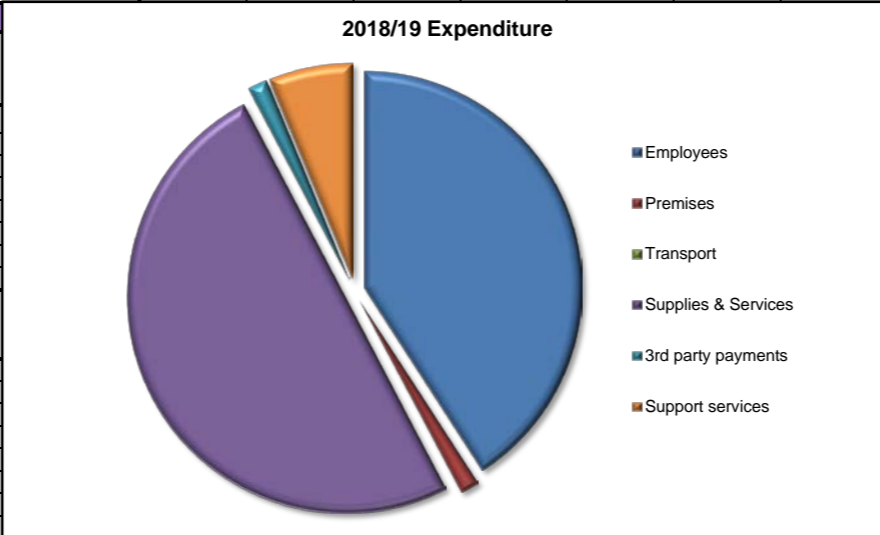
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Infrastructure and Transactions

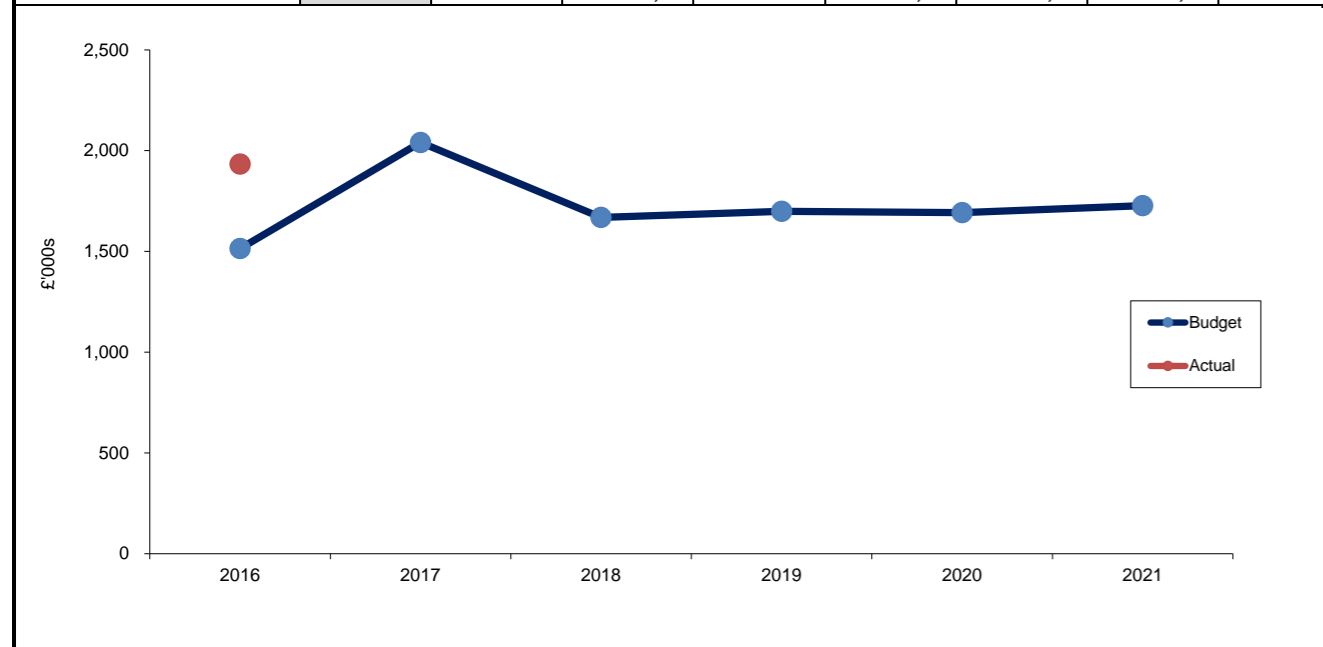
| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFIT | | Risk | | |
|---------------------|---------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------|-------|
| | | | | Likelihood | Impact | Score |
| Project 1 | | Project Title: | Implementation of IT Strategy & Plan | Improved efficiency (savings) | | 6 |
| Start date | 2016-17 | Project Details: | Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models. | 3 | 2 | |
| End date | 2018-19 | | | | | |
| Project 2 | | Project Title: | Digital Archiving of existing paper records | Improved efficiency (savings) | | 1 |
| Start date | 2014-15 | Project Details: | Scanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact programme which includes the implementation of a new Electronic Documents and Records Management System (EDRMS). | 1 | 1 | |
| End date | 2018-19 | | | | | |
| Project 3 | | Project Title: | Upgrading of IT Disaster Recovery Arrangements | Risk reduction and compliance | | 6 |
| Start date | 2013-14 | Project Details: | Complete works to improve disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of service in the event of a major incident or IT equipment failure. | 2 | 3 | |
| End date | 2017-18 | | | | | |
| Project 4 | | Project Title: | Replacement of PABX Equipment | Risk reduction and compliance | | 6 |
| Start date | 2017/18 | Project Details: | Replace obsolete PABX and associated telephony equipment. | 2 | 3 | |
| End date | 2018/19 | | | | | |
| Project 5 | | Project Title: | Implement New Procurement Service Delivery Model | Improved effectiveness | | 8 |
| Start date | 2016-17 | Project Details: | Implement a new "Centre led" procurement operating model and embed category management across the Council. | 4 | 2 | |
| End date | 2018-19 | | | | | |
| Project 6 | | Project Title: | Energy "Invest to Save" Initiatives | Improved efficiency (savings) | | 6 |
| Start date | 2017-18 | Project Details: | Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum financial pay back of between 7 and 10 years. | 3 | 2 | |
| End date | 2018-19 | | | | | |
| Project 7 | | Project Title: | Undertake 'Make/Buy/Share' reviews of key service provision | Improved efficiency (savings) | | 6 |
| Start date | 2017-18 | Project Details: | Review of current operational service delivery models to ensure that the Council is utilising the most cost effective and efficient means of providing services to both internal and external customers. | 3 | 2 | |
| End date | 2018-19 | | | | | |
| Project 8 | | Project Title: | Review Departmental Business Continuity/Disaster Recovery plans | Risk reduction and compliance | | 4 |
| Start date | 2016-17 | Project Details: | Undertake a review and refresh of the Councils Business Continuity and Disaster Recovery plans and arrangements in order to ensure that they are robust and fit for purpose. | 2 | 2 | |
| End date | 2017-18 | | | | | |
| Project 9 | | Project Title: | Upgrade to Office 365 | Improved effectiveness | | 12 |
| Start date | 2018/19 | Project Details: | Complete works to upgrade from current version of Microsoft Office to Office 365 and implement cloud based services, including telephony. | 4 | 3 | |
| End date | 2019/20 | | | | | |

| Resources | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-------|-------------------------------------------------------------------|------------|------------|----------|------------------------------------------------------|----------------|----------------------------------|-------------------|--------------------------|
| Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance | Anticipated demand | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | |
| Enter a brief description of your main activities and objectives below | Revenue/Capital Budget Managers | | 147/23 | 139/23 | 139/23 | 139/23 | 139/23 | 139/23 | Medium Term Financial Strategy | | |
| Resources is made up of four major areas of activity: Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems. Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems, Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management. The team facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management. The Team is also responsible for the development and maintenance of e5 in accordance with legislation and best practice. Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG. Treasury and pensions - to manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for | Voluntary Sector Organisations Supported | | 150+ | 150+ | 150+ | 150+ | | | Capital Strategy | | |
| | Budget, Service, Performance & Risk Monitoring Reports | | 8 | 8 | 8 | 8 | 8 | 8 | Equality Strategy | | |
| | Budget, Service, Performance & Risk Closing Reports | | 2 | 2 | 2 | 2 | 2 | 2 | Procurement Strategy | | |
| | Anticipated non financial resources | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 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) |
| | Accuracy of P10 Revenue Forecast (compared to outturn) | | 91% | 90% | 90% | 90% | 90% | | High | Annual | Outcome |
| Accuracy of P8 Capital Forecast | | 91.5% | 90% | 90% | 90% | 90% | | High | Annual | Outcome | Poor decision making |
| Number of Adjustments to Draft Accounts | | 0 | 0 | 0 | 0 | 0 | | Low | Annual | Business critical | Government intervention |
| Action plans in place for 'red' risks | | 100% | 90% | 90% | 90% | 90% | | High | Quarterly | Outcome | Poor decision making |
| % of Loans Paid on Time | | N/A | 92% | 93% | 94% | 94% | | High | Quarterly | Business critical | Reputational risk |
| % of Claims Responded to within 5 Working Days | | N/A | 94% | 95% | 96% | 96% | | High | Quarterly | Outcome | Reduced customer service |
| Delivery against current year MTFS savings target | | N/A | 100% | 100% | 100% | 100% | | High | Quarterly | Business critical | Poor decision making |

| DEPARTMENTAL BUDGET AND RESOURCES | | | | | | | | |
|-----------------------------------|-----------------------------|-----------------------|--------------------------------|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenue £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 |
| Expenditure | 7,931 | 8,142 | 7,715 | 364 | 7,471 | 7,501 | 7,494 | 7,530 |
| Employees | 3,387 | 3,524 | 3,229 | 293 | 3,054 | 3,024 | 3,024 | 3,024 |
| Premises | 101 | 105 | 103 | 2 | 104 | 106 | 107 | 109 |
| Transport | 2 | 5 | 2 | 1 | 2 | 2 | 2 | 2 |
| Supplies & Services | 3,971 | 3,943 | 3,807 | 68 | 3,735 | 3,793 | 3,783 | 3,815 |
| 3rd party payments | 157 | 157 | 108 | 0 | 109 | 111 | 113 | 114 |
| Support services | 313 | 408 | 466 | 0 | 466 | 466 | 466 | 466 |
| Revenue £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 |
| Income | 6,417 | 6,209 | 5,674 | (143) | 5,802 | 5,802 | 5,802 | 5,802 |
| Government grants | | | | | | | | |
| Reimbursements | 54 | 396 | 54 | (151) | 198 | 198 | 198 | 198 |
| Customer & client receipts | 726 | 775 | 726 | 8 | 710 | 710 | 710 | 710 |
| Recharges | 5,637 | 5,038 | 4,894 | | 4,894 | 4,894 | 4,894 | 4,894 |
| Council Funded Net Budget | 1,514 | 1,933 | 2,041 | 221 | 1,669 | 1,699 | 1,692 | 1,728 |
| Capital Budget £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 |
| Financial Systems | | 538 | 18 | | | | | |
| ePayments | | | 107 | | | | 125 | |
| Invoice Scanning SCIS/FIS | | | 41 | | | | | |
| Multi-Function Device | | | 36 | | | 600 | | |
| Acquisitions Budget | | 206 | 5,580 | | 5,792 | | | |
| Capital Bidding Fund | | | | | 1,186 | | | |
| Housing Company | | | 949 | | 9,587 | 13088 | 1810 | |
| | 0 | 744 | 6,731 | 0 | 16,565 | 13,688 | 1,935 | 0 |



| Summary of major budget etc changes | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 2018/19 | |
| Savings: Savings of 100k will be made from further restructuring of the service (CSD27), and a further 16k of increased income (CSD20). Further review of staffing budgets across the division saving 75k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11) CSREP 2018-19 (3) Miscellaneous budgets within Resources £13k CSREP 2018-19 (4) Recharges to the pension fund £128k | |
| 2019/20 | |
| 2018-19 CS05 Reduction in permanent staffing £30k | |
| 2020/21 | |
| 2018-19 CS06 Miscellaneous budgets within Resources £17k 2018-19 CS07 Retender of insurance contract £50k | |
| 2021/22 | |
| 2018-19 CS07 Retender of insurance contract £25k | |



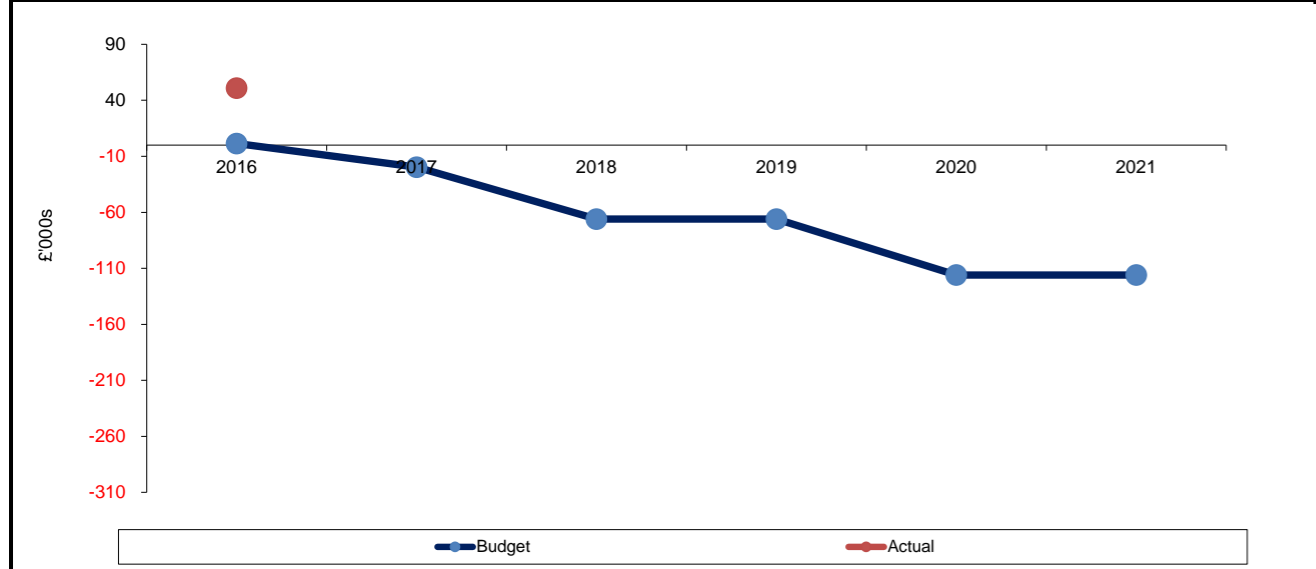
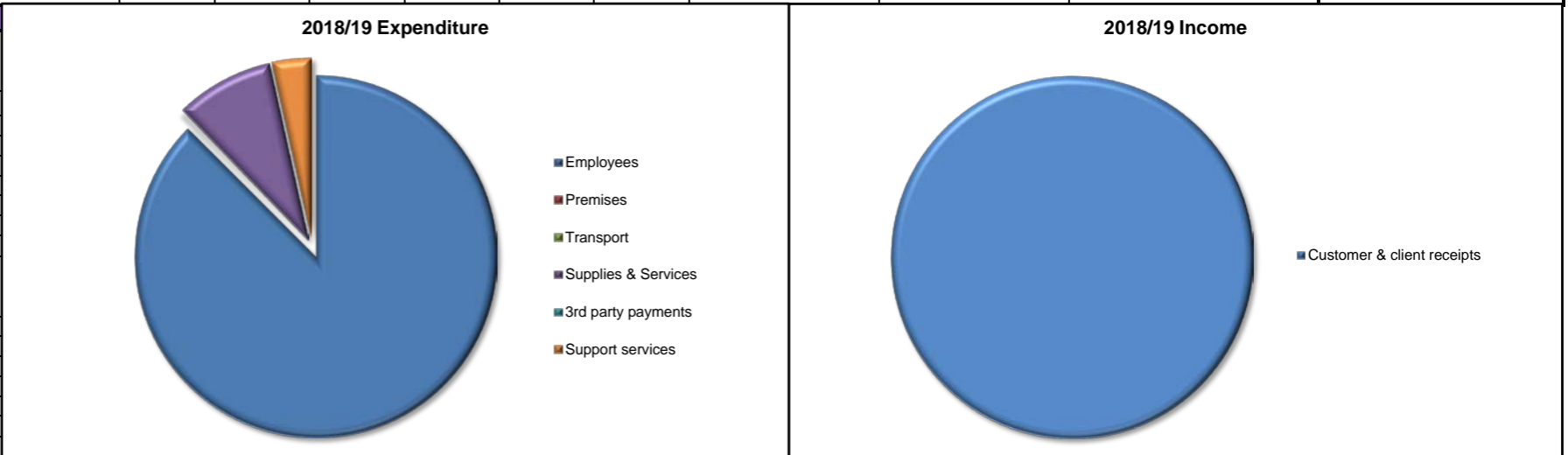
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Resources

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFIT | | | Risk | | | | |
|---------------------|----------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-------|--|--|
| | | | | | Likelihood | Impact | Score | | |
| Project 1 | | Project Title: | Evaluation of future funding levels | Risk reduction and compliance | | | | | |
| Start date | 2017-18 | Project Details: | Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis. | Requires considerable horizon spotting activity a performance indicator would be developed comparing the estimated grant levels compared to those actually received. | 2 | 2 | 4 | | |
| End date | 2021-22 | | | | | | | | |
| Project 2 | | Project Title: | Financial systems re-engineering programme | Improved effectiveness | | | | | |
| Start date | 2013-14 | Project Details: | Procurement of a single integrated financial system to replace the suite of products that are currently used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. The system went live on 06/02/17 and the accounts were closed using the new system. A post-implementation review has been completed with a system controls Internal Audit Review scheduled for 2018. A programme of development has been agreed and a permanent team of three people is being established within Business Planning to develop and maintain the system in accordance with legislation and best practice. | Lean reviews being undertaken on to areas of operation. | 2 | 2 | 4 | | |
| End date | 2018-19 | | | | | | | | |
| Project 3 | | Project Title: | Develop and implement whole life costing for capital projects | Improved effectiveness | | | | | |
| Start date | 2018-19 | Project Details: | This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the temple to selected schemes | | 3 | 2 | 6 | | |
| End date | 2019-20 | | | | | | | | |
| Project 4 | | Project Title: | Improve joint finance and business planning | Improved effectiveness | | | | | |
| Start date | 2016-17 | Project Details: | The project requires the quarterly update of service plans scheduled to start with September 2017 information. Provision made this year to update financial information for Period 7 monitoring | | 2 | 2 | 4 | | |
| End date | 2018-19 | | | | | | | | |
| Project 5 | | Project Title: | Pilot Early closure of Accounts | Improved effectiveness | | | | | |
| Start date | 2015-16 | Project Details: | 2 years of early closing of accounts was undertaken in preparation of 17/18 when the early close deadlines apply. Work is currently underway to ensure the lessons learned from the 16/17 closedown process and external auditors comment are addressed and changes implemented for 17/18 | Current performance indicators will be adjusted for this. | 1 | 3 | 3 | | |
| End date | 2018-19 | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

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

| DEPARTMENTAL BUDGET AND RESOURCES | | | | | | | | |
|-----------------------------------|----------------------|----------------|-------------------------|------------------------------|----------------|----------------|----------------|----------------|
| Revenue £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 |
| Expenditure | 5,083 | 8,362 | 6,740 | 179 | 6,892 | 6,892 | 6,842 | 6,842 |
| Employees | 4,464 | 5,300 | 5,924 | 188 | 6,030 | 6,030 | 5,980 | 5,980 |
| Premises | 5 | 6 | 5 | | 5 | 5 | 5 | 5 |
| Transport | 14 | 23 | 14 | | 14 | 14 | 14 | 14 |
| Supplies & Services | 415 | 420 | 556 | (9) | 603 | 603 | 603 | 603 |
| 3rd party payments | | 2,428 | | | 0 | | | |
| Support services | 185 | 185 | 240 | | 240 | 240 | 240 | 240 |
| Depreciation | | | | | | | | |
| Income £'000s | 5,082 | 8,311 | 6,759 | (179) | 6,958 | 6,958 | 6,958 | 6,958 |
| Government grants | | | | | | | | |
| Reimbursements | 0 | 2,428 | | | | | | |
| Customer & client receipts | 5,082 | 5,883 | 6,759 | (179) | 6,958 | 6,958 | 6,958 | 6,958 |
| Recharges | 0 | | 0 | | 0 | 0 | 0 | 0 |
| Capital Funded | | | | | | | | |
| Council Funded Net Budget | 1 | 51 | (20) | 0 | (66) | (66) | (116) | (116) |
| Capital Budget £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 |
| | | | | | | | | |
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| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |



| Summary of major budget etc. changes | |
|--------------------------------------|---------------------------------------------------------------------------------------------------------|
| Year | Change |
| 2018/19 | CS2015-12 £41,000 Reduction in running costs CSREP 2018-19 (10) SLLp - Increase in legal income £25k |
| 2019/20 | |
| 2020/21 | 2018-19 CS12 SLLp - reduction in legal demand £50k |
| 2021/22 | |

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

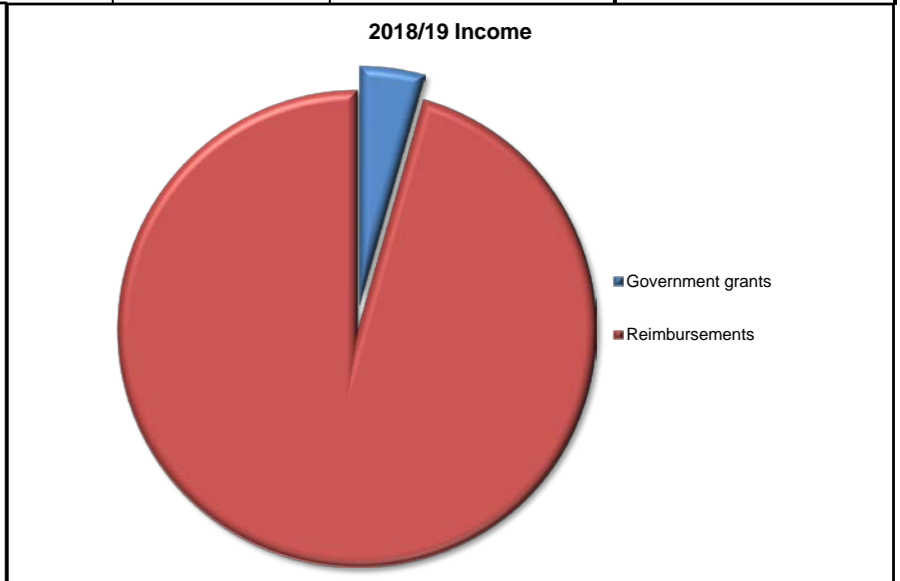
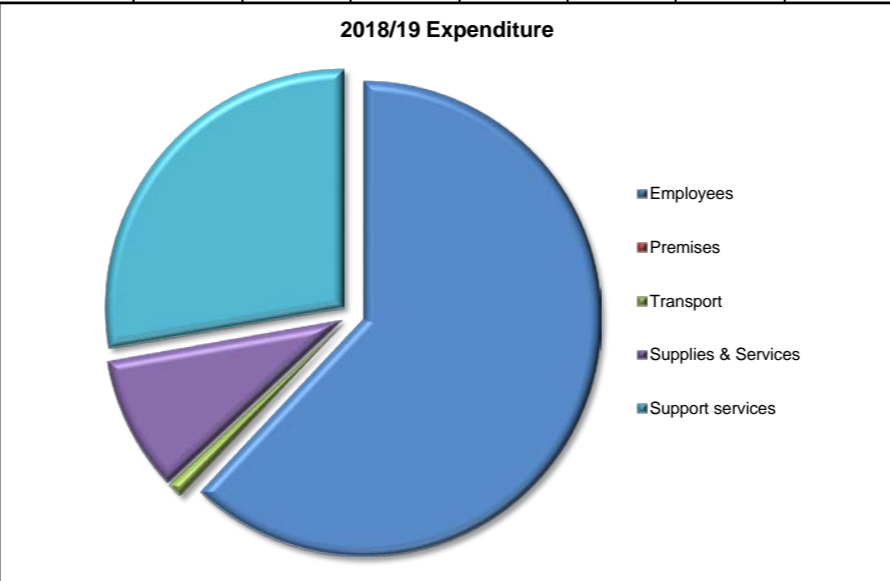
Shared Legal Services

| PROJECT DESCRIPTION | | MAJOR PROJECTS BENEFITS | | | Risk | | | | |
|---------------------|----------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------|--------|-------|---|---|
| | | | | | Likelihood | Impact | Score | | |
| Project 1 | | Project Title: | Increase 3rd party income | Economic outcomes | | | | | |
| Start date | 2018-19 | Project Details: | To increase income from fees and charges of 3rd parties by £150k (£25k per council) | | | | 4 | 2 | 8 |
| End date | 2018-19 | | | | | | | | |
| Project 2 | | Project Title: | Increase Productivity | Improved efficiency (savings) | | | | | |
| Start date | 2018-19 | Project Details: | To identify productivity improvements as a result of the implementation of workflows in debt, housing, property matters and prosecutions. | | | | 2 | 1 | 2 |
| End date | 2018-19 | | | | | | | | |
| Project 3 | | Project Title: | Future Model | Improved sustainability | | | | | |
| Start date | 2018-19 | Project Details: | Subject to Governance Board approval to obtain a licence from the Solicitors Regulatory Authority to be an Alternative Business Structure | | | | 2 | 2 | 4 |
| End date | 2018-19 | | | | | | | | |
| Project 4 | | Project Title: | In House Advocates | Improved efficiency (savings) | | | | | |
| Start date | 2018-19 | Project Details: | The in house advocacy team to deliver £300k of savings on counsel expenditure on children's social care matters across Merton, Sutton, AFC and Wandsworth | | | | 0 | 0 | 0 |
| End date | 2018-19 | | | | | | | | |
| Project 5 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | 0 | 0 | 0 |
| End date | | | | | | | | | |
| Project 6 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | 0 | 0 | 0 |
| End date | | | | | | | | | |
| Project 7 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | 0 | 0 | 0 |
| End date | | | | | | | | | |
| Project 8 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | 0 | 0 | 0 |
| End date | | | | | | | | | |
| Project 9 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | 0 | 0 | 0 |
| End date | | | | | | | | | |
| Project 10 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | 0 | 0 | 0 |
| End date | | | | | | | | | |

Environment & Regeneration

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

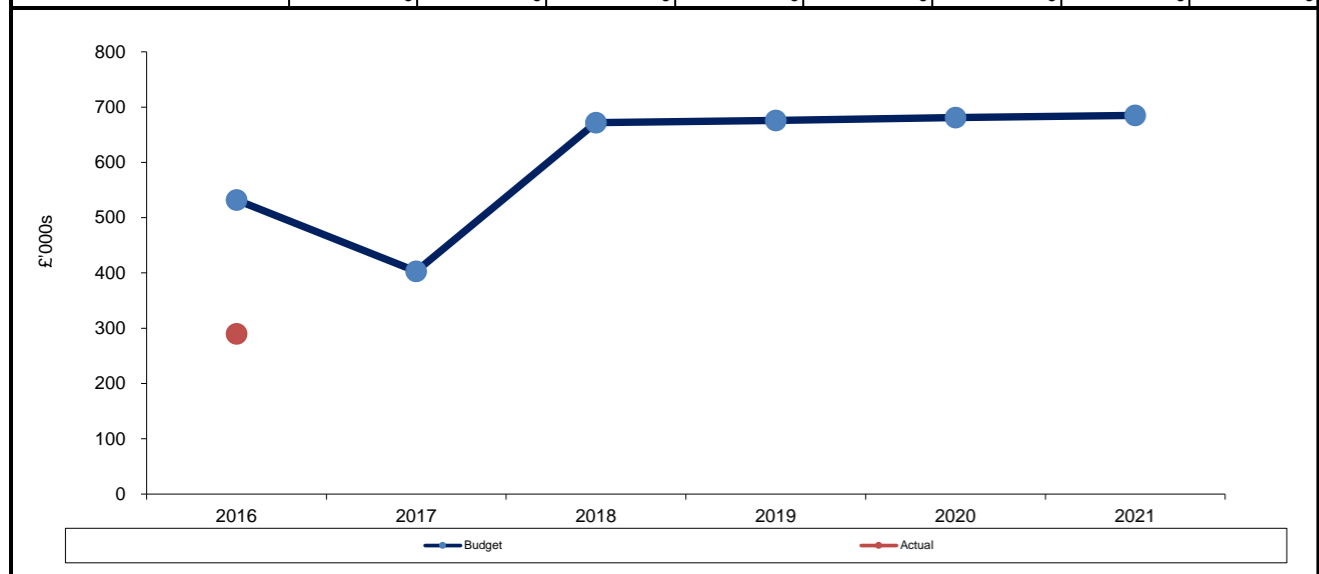
| DEPARTMENTAL BUDGET AND RESOURCES | | | | | | | | |
|-----------------------------------|-----------------------------|-----------------------|--------------------------------|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|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



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

Summary of major budget etc. changes 2018/19

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



| 2019/20 |
|---------|
| 2020/21 |
| 2021/22 |
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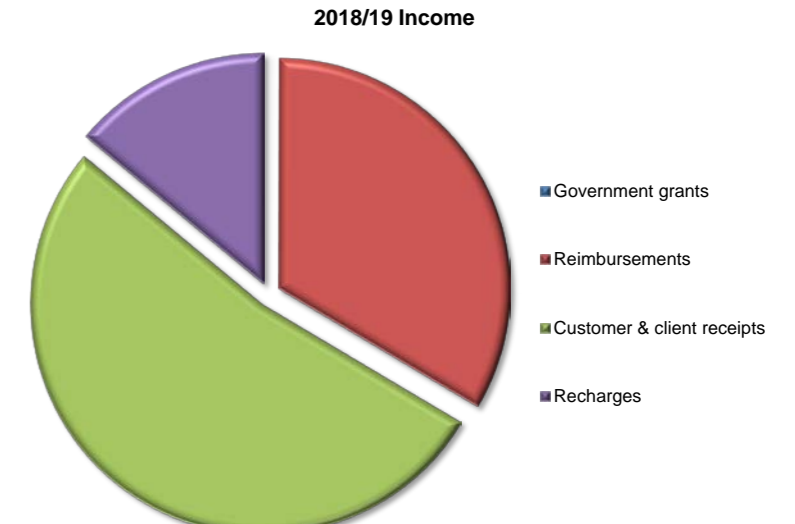
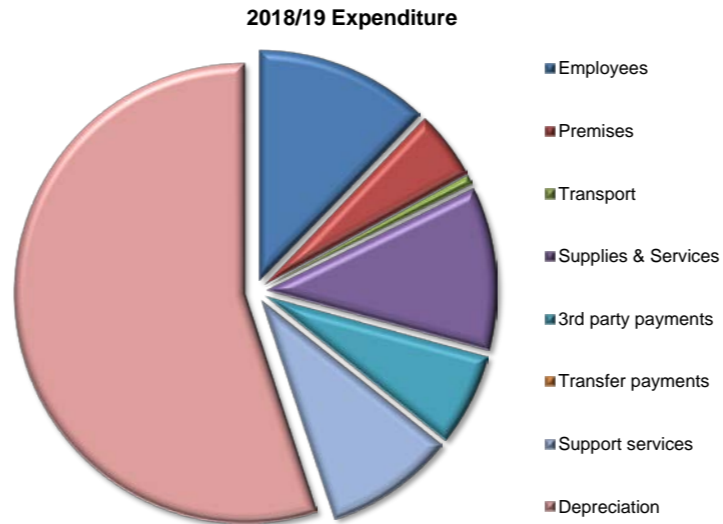
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Development and Building Control

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFIT | | Risk | | |
|---------------------|---------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------|-------|
| | | | | Likelihood | Impact | Score |
| Project 1 | | Project Title: | Commercialisation of Building Control | Improved efficiency (savings) | | 12 |
| Start date | 2013-14 | Project Details: | This is to ensure Building Control is more commercially aware in a more competitive market. | 6 | 2 | |
| End date | 2018-19 | | | | | 4 |
| Project 2 | | Project Title: | Improving the development management processes | Improved effectiveness | | |
| Start date | 2015-16 | Project Details: | As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives. | 2 | 2 | |
| End date | 2018-19 | | | | | 4 |
| Project 3 | | Project Title: | developing eforms and M3 capability and e-payments | Improved customer experience | | |
| Start date | 2014-15 | Project Details: | Enforcement eforms, BC eforms and DC e-payments | 4 | 1 | |
| End date | 2018-19 | | | | | 6 |
| Project 4 | | Project Title: | Lean review of pre-application process (part of TOM) | Improved effectiveness | | |
| 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. | 6 | 1 | |
| End date | 2018-19 | | | | | 3 |
| Project 5 | | Project Title: | Re-procurement of M3 or equivalent IT system | Improved effectiveness | | |
| Start date | 2014-15 | Project Details: | Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities | 3 | 1 | |
| End date | 2018-19 | | | | | 2 |
| Project 6 | | Project Title: | Further develop Planning Performance agreements potential | Economic outcomes | | |
| Start date | 2014-15 | Project Details: | Ensure cost neutral or better staffing levels to ensure this can be delivered | 1 | 2 | |
| End date | 2018-19 | | | | | 0 |
| Project 7 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | | | |
| End date | | | | | | 0 |
| Project 8 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | | | |
| End date | | | | | | 0 |
| Project 9 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | | | |
| End date | | | | | | 0 |
| Project 10 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | 0 | 0 | |
| End date | | | | | | |

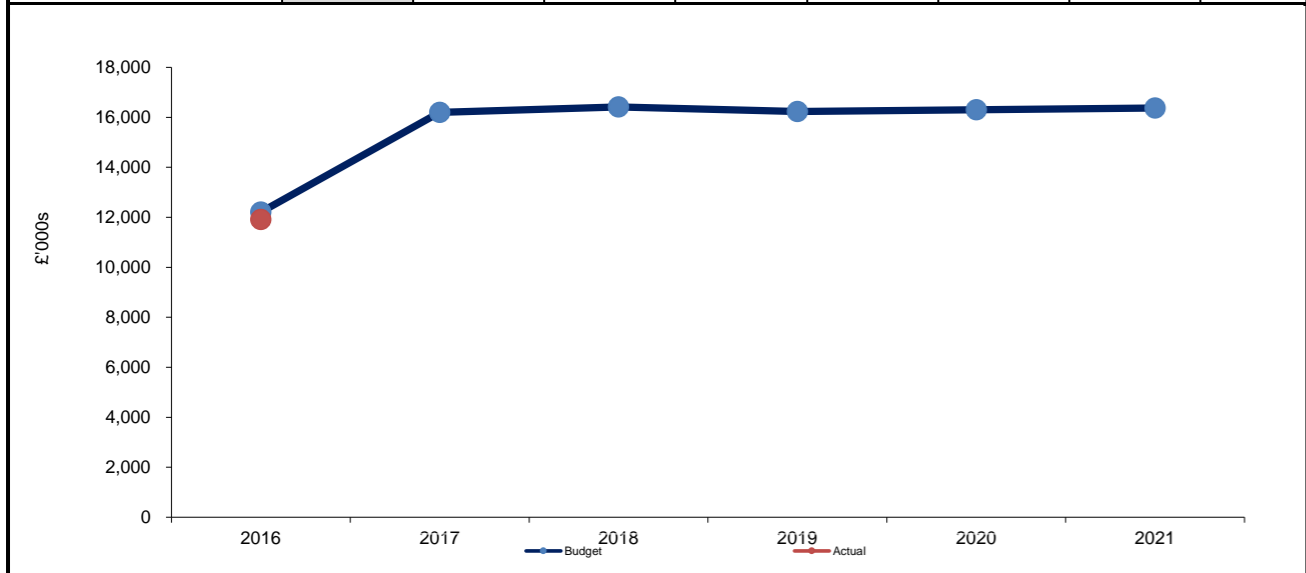
| Future Merton & Traffic and Highways | | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|------------------------------------------------------------------|-------------------------------------------------------------------|------------|------------|----------|-----------------|------------------------------------------------------|-----------------------------------|-------------------------------|
| 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 |
| 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 | Employment and Skills Action Plan | |
| | | Staff (FTE) | 51 | 49 | 48 | 48 | 48 | 48 | Health & Wellbeing Strategy | |
| | | | | | | | | | Local Plan | |
| 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) |
| | | New homes built | 688 | 411 | 411 | 411 | 411 | | High | Annual |
| 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 | | | | | | | | |
|-----------------------------------|-----------------------------|-----------------------|--------------------------------|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 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 | 2,434 | 2,435 | 2,436 |
| Premises | 1,047 | 1,053 | 954 | 287 | 968 | 982 | 997 | 1,011 |
| Transport | 132 | 132 | 135 | (13) | 137 | 139 | 141 | 143 |
| Supplies & Services | 3,153 | 3,176 | 2,222 | (379) | 2,301 | 2,184 | 2,217 | 2,251 |
| 3rd party payments | 396 | 423 | 1,285 | 2 | 1,305 | 1,324 | 1,343 | 1,363 |
| Transfer payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support services | 1,424 | 1,286 | 1,819 | 0 | 1,819 | 1,819 | 1,819 | 1,819 |
| Depreciation | 6,334 | 6,334 | 11,012 | 0 | 11,012 | 11,012 | 11,012 | 11,012 |
| 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 | 1,293 | 1,293 | 1,293 |
| Customer & client receipts | 1,907 | 1,745 | 1,905 | 271 | 1,869 | 1,869 | 1,869 | 1,869 |
| 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 |

| Summary of major budget etc changes | |
|-------------------------------------|---------------------------------------------------------------------------|
| 2018/19 | ENV16 = (£65k) ENV17 = (£35k) E&R39 = £50k ERG1 (Growth) = £157k |
| 2019/20 | E4 = (£100k) ERG1 (Growth) = (£150k) |



| | |
|-----------|--|
| 2020/2021 | |
| 2021/22 | |

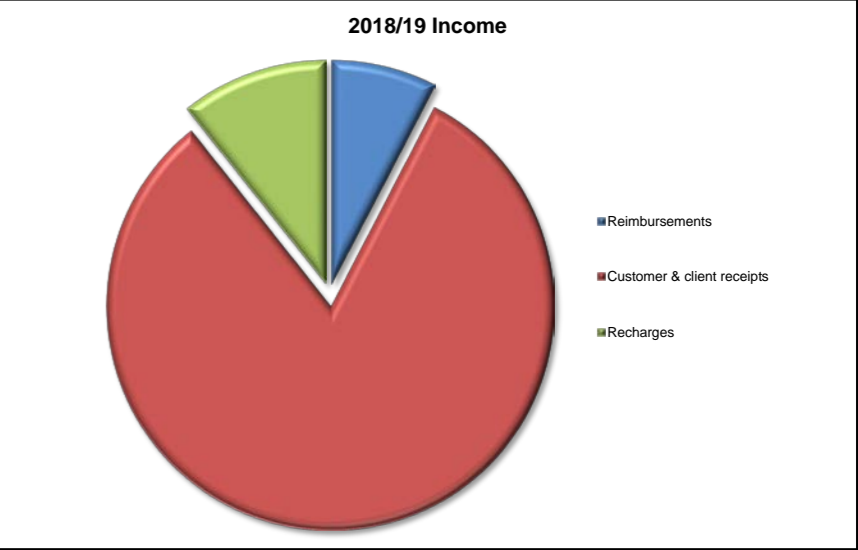
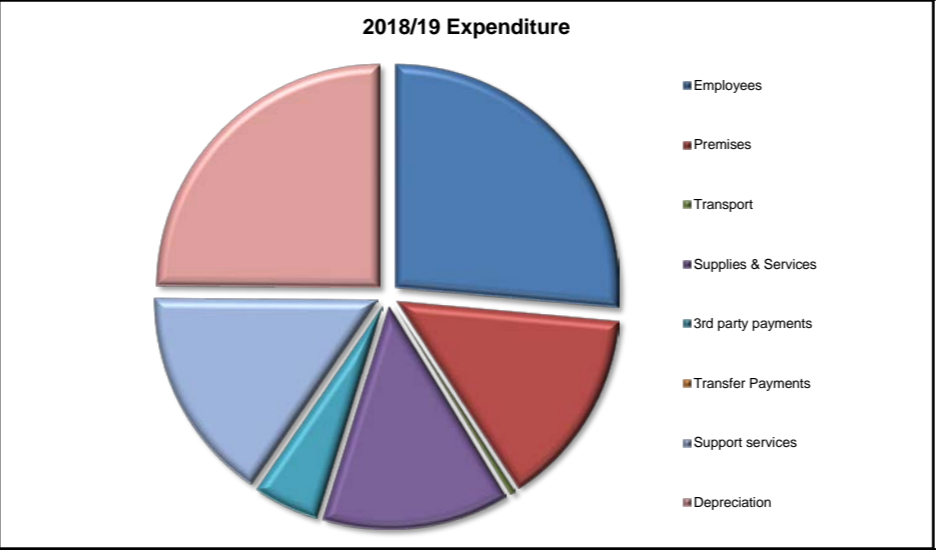
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Future Merton & Traffic and Highways

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFITS | | | Risk | | | | |
|---------------------|----------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|--------|-------|----|--|
| | | | | | Likelihood | Impact | Score | | |
| Project 1 | | Project Title: | Local Plan: Estate Regeneration | Infrastructure renewal | | | | | |
| Start date | 2014/15 | Project Details: | Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill. | | | 3 | 2 | 6 | |
| End date | 2024/25 | | | | | | | | |
| Project 2 | | Project Title: | Rediscover Mitcham | Infrastructure renewal | | | | | |
| Start date | 2012-13 | Project Details: | Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with Transport for London. | | | 2 | 2 | 4 | |
| End date | 2017-18 | | | | | | | | |
| Project 3 | | Project Title: | Future Wimbledon & Crossrail 2 | Economic outcomes | | | | | |
| Start date | 2014-15 | Project Details: | Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Masterplan linked to Crossrail 2 (2017/18) | | | 3 | 4 | 12 | |
| End date | 2022-23 | | | | | | | | |
| Project 4 | | Project Title: | Wimbledon Stadium | Infrastructure renewal | | | | | |
| Start date | 2011-12 | Project Details: | Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i> | | | 3 | 1 | 3 | |
| End date | 2017-18 | | | | | | | | |
| Project 5 | | Project Title: | Local Authority Property Company | Economic outcomes | | | | | |
| Start date | 2016-17 | Project Details: | Establish a Local Authority owned Property Company to develop sites to generate revenue income to assist the MTFS | | | 2 | 2 | 4 | |
| End date | 2020-21 | | | | | | | | |
| Project 6 | | Project Title: | Morden Town Centre Regeneration | Improved reputation | | | | | |
| Start date | 2011/12 | Project Details: | Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18 | | | 3 | 2 | 6 | |
| End date | 2019-20 | | | | | | | | |
| Project 7 | | Project Title: | Smarter travel: road safety | Improved reputation | | | | | |
| Start date | 2013-14 | Project Details: | Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy. | | | 2 | 2 | 4 | |
| End date | 2017-18 | | | | | | | | |

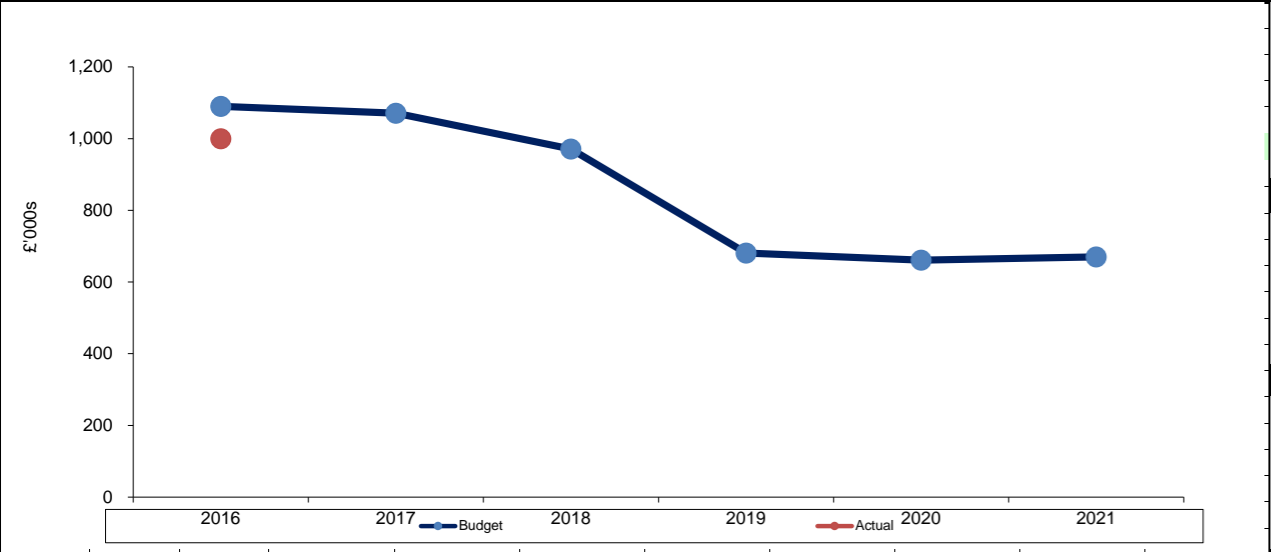
| Leisure & Cultural Development | | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|----------------------|--------------------------------------------------------------------------|------------------|----------------|----------------|-----------------|------------------------------------------------------|-----------------------|-----------------------------------------|---------------------------|
| Cllr Nick Draper Cabinet Member for Community & Culture | | Anticipated demand | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | |
| Enter a brief description of your main activities and objectives below | | Population | | 205,722 | 207,410 | 208,607 | 213,497 | 212,180 | 213,198 | | |
| Main Activities: Build infrastructure to enable local people to engage in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer. | No. of Children & Young People aged 8-17 in west of borough | 8,050 | 8,200 | 8,700 | 12,407 | 12,445 | 12,604 | Children & Young person's Plan | | | |
| | Population of most disadvantaged wards | 127,540 | 128,100 | 104,155 | 100,227 | 99,841 | 100,265 | Cultural Strategy | | | |
| Main Objectives: - Build a new Morden Leisure Centre & open it for public use before end of 2018 - Negotiate contract changes with GLL to operate Morden Leisure Centre & make contract savings - Demolish existing Morden Park Pools & re-landscape site - Develop and implement plans to de-silt & mitigate flood risk at Wimbledon Park Lake - Develop & deliver Merton's - London Borough of Culture Bid (should it be successful) - Commission works to determine the most effective management solution for the Watersports Centre - Implement the new approved management arrangements for the Watersports Centre - Deliver the Commemorative WW1 Victoria Cross Stone Laying Ceremony - Deliver the council's support to the national 'The Battle's Over' initiative - Commission culture, arts & sports services where funding allows or with external funding - Deliver core functionality in Ride London, Mini Marathon, Fireworks, Tennis Car Parking, etc. - Manage Leisure Centres contract & New Wimbledon Theatre lease - Manage Polka & Attic Theatre grants - Manage Morden Assembly Hall & Dudley Hall Lease - Develop and deliver projects and programmes based on invest to save principles | Users of Merton's Leisure Centres | 912,002 | 1,028,879 | 1,092,592 | 1,100,026 | 1,115,078 | 1,124,265 | Community Plan | | | |
| | Anticipated non financial resources | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | |
| | Staff (FTE) | 13.6 | 7.8 | 7.8 | 7.8 | 7.8 | 7.8 | Open Spaces Strategy | | | |
| | Accommodation | 7 | 7 | 7 | 7 | 7 | 7 | Social Inclusion Strategy | | | |
| | Volunteers | 20 | 20 | 20 | 20 | 20 | 20 | Voluntary Sector Strategy | | | |
| | Staff seasonal | 30 | 30 | 30 | 30 | 30 | 30 | | | | |
| | Performance indicator | | Actual Performance (A) Performance Target (T) Proposed Target (P) | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met | |
| | | 2016/17(A) | 2017/18(T) | 2018/19(P) | 2019/20(P) | 2020/21(P) | 2021/22 | | | | |
| | Income £ from Merton Active Plus | 57,252 | 60,000 | 45,000 | 46,000 | 47,000 | 48,000 | High | Monthly | Business critical | Loss of income |
| | Income £ from Watersports Centre | 340,733 | 397,000 | 365,000 | 370,000 | 375,000 | 380,000 | High | Monthly | Business critical | Loss of income |
| | 14-25 yr old Fitness Centre Participation at leisure centres | 103,003 | 98,448 | 104,000 | 106,120 | 108,546 | 109,626 | High | Monthly | Output | Reduced uptake of service |
| | % residents rating facilities Good to Excellent | 79 | n/a | 80 | n/a | 80 | n/a | High | Biennial | Output | Reduced customer service |
| | Total Number of Users of Merton's Leisure Centres | 912,002 | 1,028,879 | 1,092,592 | 1,100,026 | 1,115,078 | 1,124,265 | High | Monthly | Outcome | Reduced customer service |
| | Total Number of Users of Polka Theatre | 104,025 | 94,600 | 87,226 | 18,700 | 97,000 | 111,030 | High | Quarterly | Output | Reduced uptake of service |

| DEPARTMENTAL BUDGET AND RESOURCES | | | | | | | | |
|-----------------------------------|-----------------------------|-----------------------|--------------------------------|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenue £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 |
| Expenditure | 2,329 | 2,320 | 1,977 | 83 | 1,982 | 1,992 | 1,972 | 1,981 |
| Employees | 705 | 678 | 523 | 22 | 524 | 524 | 524 | 524 |
| Premises | 277 | 336 | 282 | 86 | 285 | 290 | 294 | 298 |
| Transport | 9 | 9 | 8 | 0 | 8 | 8 | 8 | 8 |
| Supplies & Services | 456 | 438 | 269 | 43 | 269 | 272 | 247 | 251 |
| 3rd party payments | 0 | 0 | 94 | (68) | 95 | 97 | 98 | 99 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support services | 389 | 366 | 308 | 0 | 308 | 308 | 308 | 308 |
| Depreciation | 493 | 493 | 493 | 0 | 493 | 493 | 493 | 493 |
| Revenue £'000s | 1,239 | 1,320 | 906 | (172) | 1,011 | 1,311 | 1,311 | 1,311 |
| Government grants | 0 | 0 | | | | | | |
| Reimbursements | 148 | 123 | 77 | 0 | 77 | 77 | 77 | 77 |
| Customer & client receipts | 733 | 844 | 721 | (172) | 826 | 1,126 | 1,126 | 1,126 |
| Recharges | 358 | 353 | 108 | 0 | 108 | 108 | 108 | 108 |
| Reserves | | | | | | | | |
| Capital Funded | | | | | | | | |
| Council Funded Net Budget | 1,090 | 1,000 | 1,071 | (89) | 971 | 681 | 661 | 670 |
| Capital Budget £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 |
| Morden Leisure Centre | 1,574 | 477 | 6,068 | 0 | 6,389 | 242 | | |
| Wimbledon Park Lake de-silting | | | 107 | 0 | 1,250 | | | |
| Other | 399 | 424 | 424 | 0 | 300 | 250 | 250 | 250 |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | 1,973 | 901 | 6,599 | 0 | 7,939 | 492 | 250 | 250 |



Summary of major budget etc changes 2018/19

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



2019/20

ENR10 = (£300k)

2020/21

E3 = (£30k)

2021/22

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

Leisure & Cultural Development

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFIT | | Risk | | | |
|---------------------|-------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------|----|
| | | | | Likelihood | Impact | Score | |
| Project 1 | | Project Title: | Morden Leisure Centre | Improved customer experience | | | |
| Start date | 2014 | Project Details: | Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools. | Brand new leisure facility providing a modern and increased range of leisure facilities with a family friendly appeal. Delivered against the outcomes of a public consultation. | 2 | 2 | 4 |
| End date | 2019 | | | | | | |
| Project 2 | | Project Title: | Morden Park Pools | Risk reduction and compliance | | | |
| Start date | 2018 | Project Details: | Decommission and demolish the existing Morden Park Pools and reinstate the land to fit in with the Morden Park landscape | Once the Morden Park Pools becomes disused and derelict it will be an increased risk to break-ins and unlawful use. It is a building which contains a number of hazardous which increase once not in use. | 2 | 2 | 4 |
| End date | 2020 | | | | | | |
| Project 3 | | Project Title: | Leisure Centres Contract | Economic outcomes | | | |
| Start date | 2017 | Project Details: | Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre and any other variations that might be appropriate at this time. E.g Contract Length; Changes linked to Canons HLF bid; etc. | The new leisure centre will increase the income over expenditure of the leisure centres operation, which will provide an increased income to the council. | 2 | 1 | 2 |
| End date | 2018 | | | | | | |
| Project 4 | | Project Title: | Implement the Wimbledon Park Lake Flood Risk & De-silting Plans | Risk reduction and compliance | | | |
| Start date | 2017 | Project Details: | Develop solutions and plans to de-silt and implement flood risk requirements to deliver solutions for the lake. Procure and implement the solutions | There are a number of requirements on the council to address flood risks of this reservoir. It is also a facility that has been silting up for 300 years. Works to the lake to address the silt issues and flood risks will enhance our compliance for years to come. | 4 | 3 | 12 |
| End date | 2020 | | | | | | |
| Project 5 | | Project Title: | Wimbledon Park Watersports and Outdoor Adventure Centre | Economic outcomes | | | |
| Start date | 2018 | Project Details: | Commission works to determine the most effective management solution for this service. Implement the solution. | This service has not yet been market tested to determine its efficiency and effectiveness within its own market, nor has it been evaluated for alternative business models. The outcomes of this work will address this and give clarity on the possible economic benefits | 2 | 2 | 4 |
| End date | 2020 | | | | | | |
| Project 6 | | Project Title: | London Borough Of Culture - Merton | Improved customer experience | | | |
| Start date | 2017 | Project Details: | Deliver those elements of the London Borough of Culture Bid that are successful for Merton and in partnership where appropriate across London | This programme, if successful, will bring increased cultural activities primarily to the east of the borough, enhancing the lives of many of the community through culture. | 2 | 2 | 4 |
| End date | 2020 | | | | | | |
| Project 7 | | Project Title: | WW1 Victoria Cross Commemorative Stone Laying | Improved reputation | | | |
| Start date | 2018 | Project Details: | Deliver an appropriate ceremony with key partners on the due date | Merton has had 2 recipients of the Victoria Cross in WW1. The first Commemorative Stone laying has already been completed and this year will see the second such ceremony, resulting in increased reputational significance for Merton. | 2 | 2 | 4 |
| End date | 2018 | | | | | | |
| Project 8 | | Project Title: | Wimbledon Park Watersports and Outdoor Adventure Centre | Infrastructure renewal | | | |
| Start date | 2019 | Project Details: | Develop proposals, gain approvals and funding for a new watersports centre. Construct new facility and demolish existing once completed. | The current Watersports and Outdoor Centre is becoming tired and deteriorating. If this service is to continue this facility will need to be replaced with a more economically and efficient structure that is fit for purpose for the next generation. | 3 | 1 | 3 |
| End date | 2025 | | | | | | |
| Project 9 | | Project Title: | | | | | |
| Start date | | Project Details: | | | 0 | 0 | 0 |
| End date | | | | | | | |
| Project 10 | | Project Title: | | | | | |
| Start date | | Project Details: | | | 0 | 0 | 0 |
| End date | | | | | | | |

Parking & CCTV Services
Cllr Ross Garrod: Cabinet Member for Street Cleanliness & Parking

Enter a brief description of your main activities and objectives below

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.

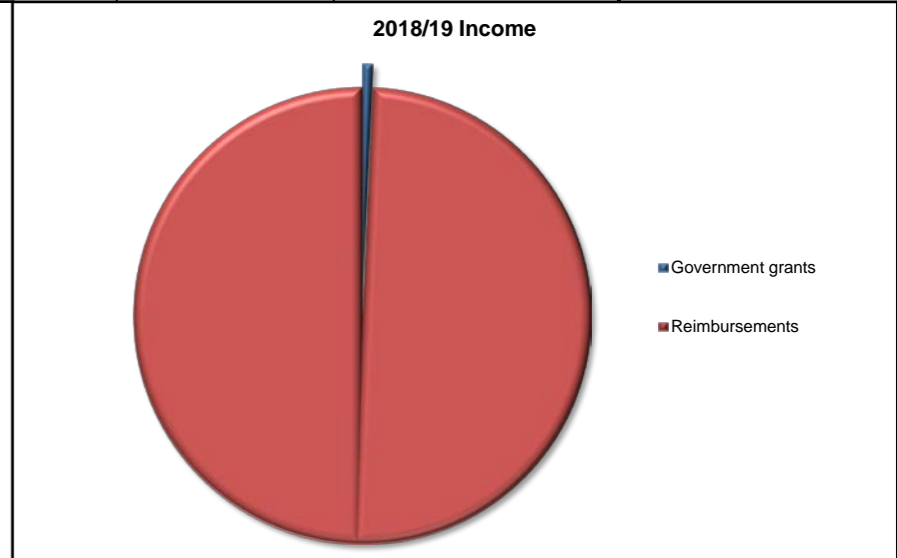
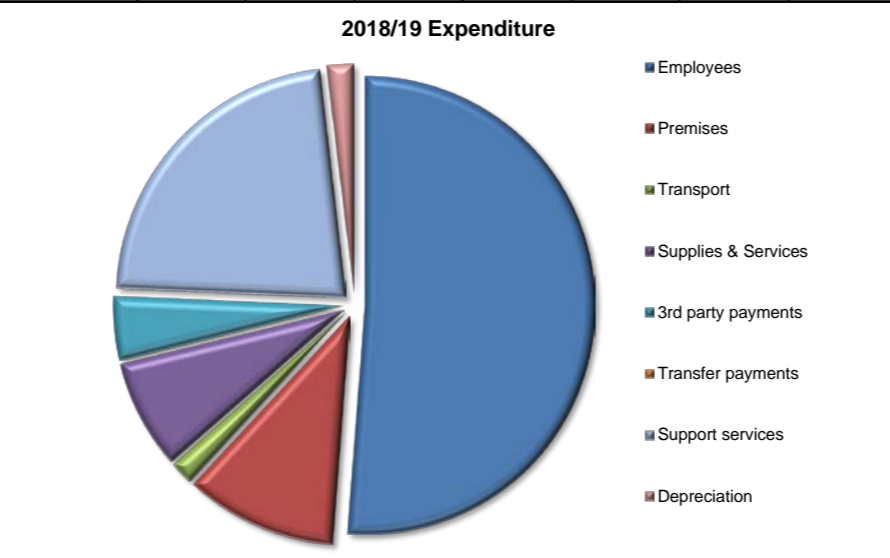
Objectives

- 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.

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.

| Planning Assumptions | | | | | | | The Corporate strategies your service contributes to | | | |
|---------------------------------------------------------|-------------------------------------------------------------------|------------|------------|------------|------------|---------|------------------------------------------------------|-----------------|-------------------|----------------------------------|
| Anticipated demand | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | | |
| 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 | | | |
| | | | | | | | | | | |
| 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 | | | | | |
| | | | | | | | | | | |
| 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 |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |

| 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 | 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 |



Summary of major budget etc. changes 2018/19

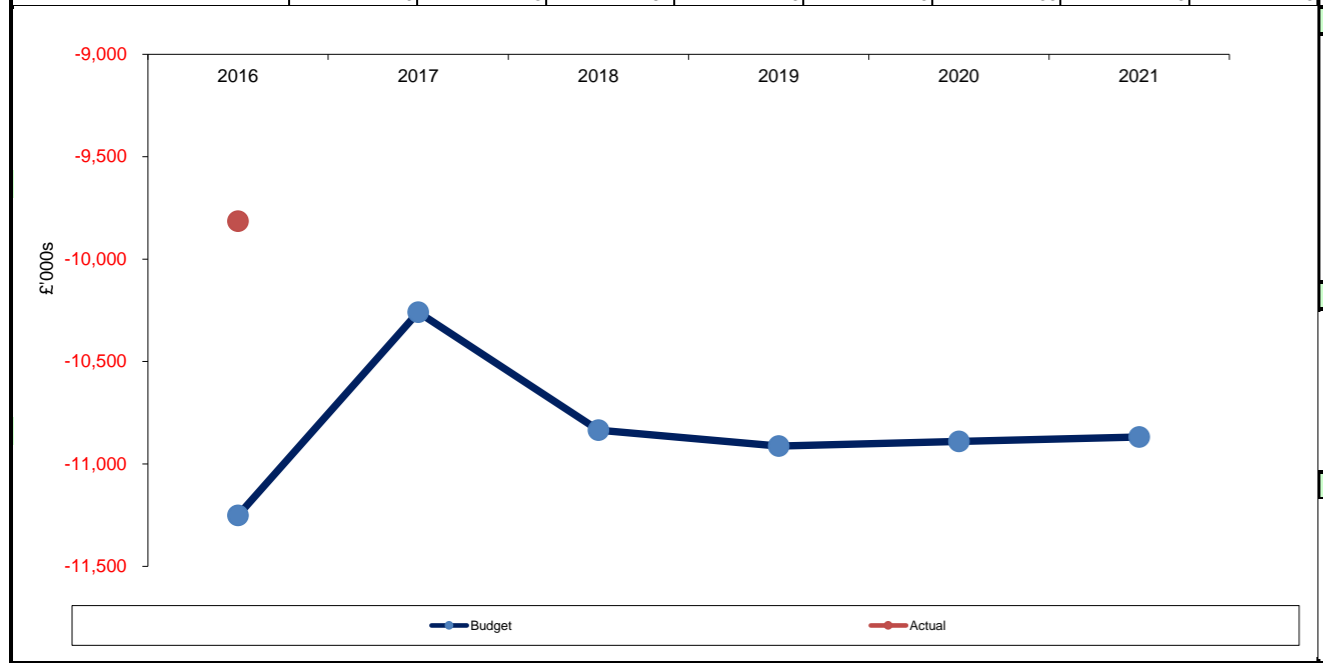
E&R7 = (£163k)
 E&R10 = £80k
 ENV06 = £46k
 ENV07 = (£60k)
 ENR2 = (£44k)
 ENR3 = (£17k)
 ALT1 (replacement saving) = (£440k)

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 | | | | | |
| Start date | 2016-17 | Project Details: | Consult on the introduction of a more efficient shift patterns | | | | 2 | 1 | 2 |
| End date | 2018-19 | | | | | | | | |
| Project 2 | | Project Title: | Review CCTV Shift Patterns | Infrastructure renewal | | | | | |
| Start date | 2016-17 | Project Details: | Consult on the introduction of a more efficient shift patterns | | | | 2 | 1 | 2 |
| End date | 2018-19 | | | | | | | | |
| Project 3 | | Project Title: | Procurement of new PCN system | Improved effectiveness | | | | | |
| Start date | 2017-18 | Project Details: | Procuring of a new PCN system which maybe linked with Enforcement and Safer Merton | | | | 2 | 3 | 6 |
| End date | 2018-19 | | | | | | | | |
| Project 4 | | Project Title: | | Improved effectiveness | | | | | |
| Start date | | Project Details: | | | | | 2 | 1 | 2 |
| End date | | | | | | | | | |
| Project 5 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | | | 0 |
| End date | | | | | | | | | |
| Project 6 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | | | 0 |
| End date | | | | | | | | | |
| Project 7 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | | | 0 |
| End date | | | | | | | | | |
| Project 8 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | | | 0 |
| End date | | | | | | | | | |
| Project 9 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | | | 0 |
| End date | | | | | | | | | |
| Project 10 | | Project Title: | | Select one major benefit | | | | | |
| Start date | | Project Details: | | | | | | | 0 |
| End date | | | | | | | | | |

| | |
|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Commissioned Service | <p>The service maintains and develops Merton's numerous parks & open spaces (more than 115 separate sites), including sports facilities (including pavilions), gardens, playgrounds (more than 40), the borough's highways verges, and the management of its cemetery and allotments services. The portfolio also includes support for, and the production of, a varied programme of outdoor events from small community to large commercial ones in parks, including the annual civic fireworks displays, Mitcham Carnival and elements of the Wimbledon (tennis) Championships. The service manages more than 50,000 Council-owned trees and several nature reserves. Greenspaces serves as the managing agent for Mitcham Common (for the Mitcham Common Conservators) and the Merton & Sutton Joint Cemetery (for the Merton & Sutton Joint Cemetery Board).</p> <p>The grounds maintenance elements of the service are outsourced to idverde UK Limited, overseen by the Greenspaces client team who, in</p> |
| Parks & Green Spaces | |
| Cllr Nick Draper Cabinet Member for Community & Culture | |
| Service Provider: idverde UK Ltd | |

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

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

| Financial Information | | | | | | | | | Additional Expenditure Information | |
|----------------------------------|----------------------|----------------|-------------------------|------------------------------|----------------|----------------|----------------|----------------|------------------------------------------------|--|
| Revenue £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | | |
| Revenue £'000s | | | | | | | | | 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 | | | | | | | | | | |
| 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 | | | | | | | | | | |
| Capital Budget £'000s | | | | | | | | | | |
| Parks Investment | 715 | | 485 | | 1,452 | 491 | 300 | 300 | | |
| | | | | | | | | | | |
| | 715 | 0 | 485 | 0 | 1,452 | 491 | 300 | 300 | | |

DETAILS OF MAJOR PROJECTS

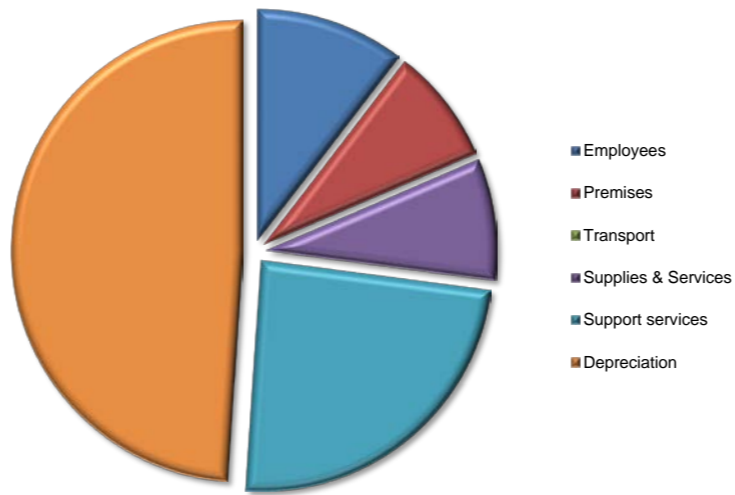
Parks & Green Spaces

| PROJECT DESCRIPTION | | MAJOR PROJECTS BENEFITS | | | Risk | | | | |
|---------------------|------------|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------|-------|---|---|
| | | | | | Likelihood | Impact | Score | | |
| Project 1 | | Project Title: | Greenspaces TOM | Improved effectiveness | | | 3 | 2 | 6 |
| Start date | 01/12/2017 | Project Details: | Production & implementation of Target Operating Model for Greenspaces | Various benefits & enhancements across a range of services & themes | | | | | |
| End date | 31/03/2019 | | | | | | | | |
| Project 2 | | Project Title: | Greenspaces Commercialisation | Improved efficiency (savings) | | | 3 | 2 | 6 |
| Start date | 01/04/2017 | Project Details: | Increased commercialisation across a range of Greenspaces services | Diversifying the outdoor events portfolio, including new commercial events to increase income. Working with our new grounds maintenance service provider, idverde, to increase income for the service, especially from sport & recreational activities | | | | | |
| End date | 31/03/2019 | | | | | | | | |
| Project 3 | | Project Title: | Canons House & Rec Restoration | Improved customer experience | | | 3 | 2 | 6 |
| Start date | 01/07/2017 | Project Details: | Delivery of Lottery-funded Canons Restoration Project | Multi-million pound investment project to restore, conserve & improve recreational opportunities at Canons Recreation Ground & Canons House. | | | | | |
| End date | 31/03/2019 | | | | | | | | |
| Project 4 | | Project Title: | Morley Park | Improved customer experience | | | 3 | 2 | 6 |
| Start date | 01/04/2017 | Project Details: | Transfer, opening & establishment of Morley Park | Opening & development of a brand new public open space in West Wimbledon, comprising informal recreational areas, nature conservation features & sports facilities | | | | | |
| End date | 31/03/2019 | | | | | | | | |
| Project 5 | | Project Title: | Phase C, Lot 2 Contract | Improved reputation | | | 3 | 2 | 6 |
| Start date | 01/02/2017 | Project Details: | Embedding new systems & processes and ensuring quality & performance standards in relation to Phase C, Lot 2 grounds maintenance contract | Working with our grounds maintenance contractor, idverde, to maintain & improve green spaces & recreational services at a lower cost | | | | | |
| End date | 31/03/2019 | | | | | | | | |
| Project 6 | | Project Title: | Re-use of Parks Assets | Improved efficiency (savings) | | | 3 | 2 | 6 |
| Start date | 01/01/2018 | Project Details: | Re-use of surplus & redundant parks facilities: pavilions, yards & mess rooms and other parks assets | Increased income & preservation of some existing parks assets | | | | | |
| End date | 31/03/2019 | | | | | | | | |
| Project 7 | | Project Title: | | Select one major benefit | | | | | 0 |
| Start date | | Project Details: | | | | | | | |
| End date | | | | | | | | | |
| Project 8 | | Project Title: | | Select one major benefit | | | | | 0 |
| Start date | | Project Details: | | | | | | | |
| End date | | | | | | | | | |
| Project 59 | | Project Title: | | Select one major benefit | | | | | 0 |
| Start date | | Project Details: | | | | | | | |
| End date | | | | | | | | | |
| Project 10 | | Project Title: | | Select one major benefit | | | | | 0 |
| Start date | | Project Details: | | | | | | | |
| End date | | | | | | | | | |

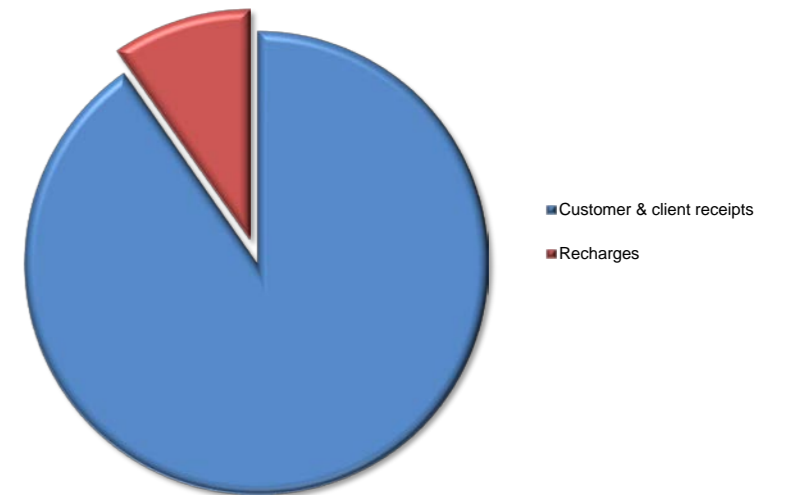
| Property | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-------------------------------|----------------|-------------------------------|----------------|----------------------------|------------------------------------------------------|-----------------|------------------------|-----------------------|-----------------------------------------|
| | Anticipated demand | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | | 2021/22 | | | |
| Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance | | | | | | | | | | | |
| Enter a brief description of your main activities and objectives below | | | | | | | | | | | |
| To ensure that all property transactions provide value for money and comply with statute | The number of proposed disposals | Not known | Not known | Not known | Not known | | Corporate Asset Management Plan | | | | |
| To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts.(Section 151) | The number of proposed lettings. | 8 | 8 | 8 | 8 | | Economic Development Strategy | | | | |
| To manage the councils investment portfolio to maximise income, managing the councils asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford. | The number of proposed rent reviews | 21 | 35 | 36 | Not known | | Medium Term Financial Strategy | | | | |
| To support regeneration, deal with occupation of council land by Gypsies and Travellers and lead the Integrated Project Team to deliver a programme of property sales to maximise capital receipts. | The number of commercial properties | 394 | 394 | 394 | 394 | | | | | | |
| Community Right to Bid -to manage applications for community assets to be listed and claims for compensation. | Anticipated non financial resources | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | | |
| To maintain publicly available list of property assets as required by transparency agenda under Localism Act 2011.TOM will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts. | Staff (FTE) | 4.85 | 4.60 | 4.60 | 4.60 | 4.60 | 4.60 | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| Objectives | Performance indicator | Actual Performance (A) | | Performance Target (T) | | Proposed Target (P) | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
| <ul style="list-style-type: none">complete Asset Valuations to timetable agreed with Director of Corporate ServicesImplement review of non operational property to maximise revenue incomecritically examine operational property to ensure the council has the minimum necessary to support the business planmaximise revenue income by letting vacant propertyprovide timely advice to inform regeneration projectsensure team is arranged to support objectives | % Vacancy rate of prop. owned by council | 2016/17(A) | 2017/18(T) | 2018/19(P) | 2019/20(P) | 2020/21(P) | 2021/22(P) | | | | |
| | | | | | | | | | | | |
| | % Debt owed to LBM by tenants Inc. businesses | 0.35 | 3.3 | 3.3 | 3.3 | 3.3 | 3.3 | Low | Quarterly | Outcome | Loss of income |
| | Asset Valuations | 8.7 | 8.0 | 8.0 | 8.0 | 8.0 | 8.0 | Low | Quarterly | Outcome | Loss of income |
| | | 167 | 150 | 150 | 150 | 150 | 150 | High | Annual | Business critical | 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 | 2,027 | 2,060 | 2,067 | 135 | 2,056 | 2,061 | 2,066 | 2,071 |
| 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 |
| 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 | 4,580 | 5,200 | 4,660 | (284) | 4,949 | 4,949 | 4,949 | 4,949 |
| 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 | | | | | | | | |
| Council Funded Net Budget | (2,553) | (3,140) | (2,593) | (149) | (2,893) | (2,888) | (2,883) | (2,878) |

2018/19 Expenditure



2018/19 Income



| 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 | 0 |

Summary of major budget etc. changes

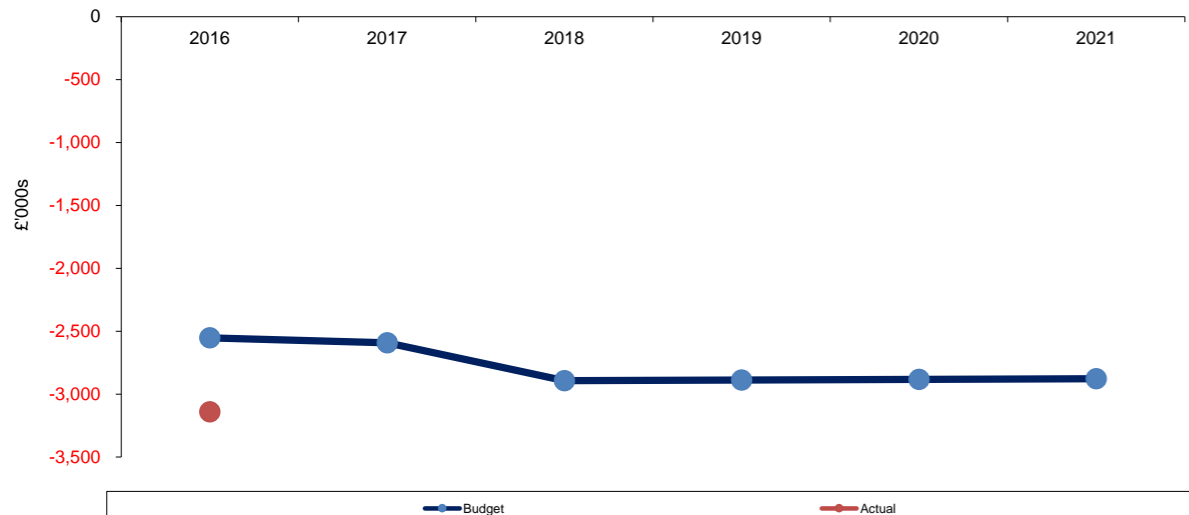
2018/19

E&R6 = (£18k)
ENV14 = (£100k)
ENV34 = (£40k)
ENR8 = (£150k)

2019/20

2020/21

2021/22



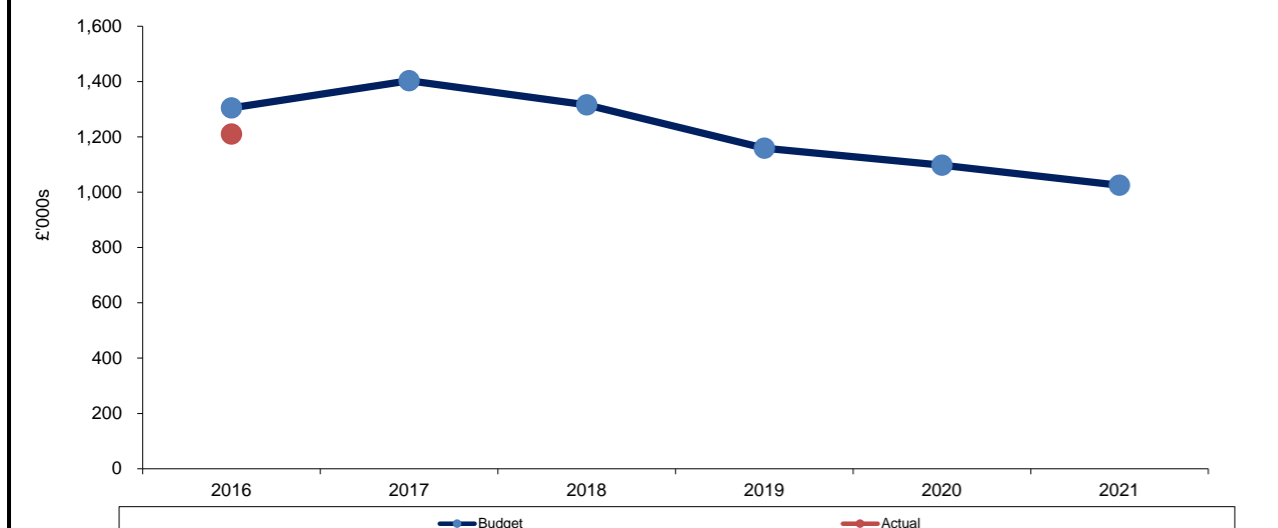
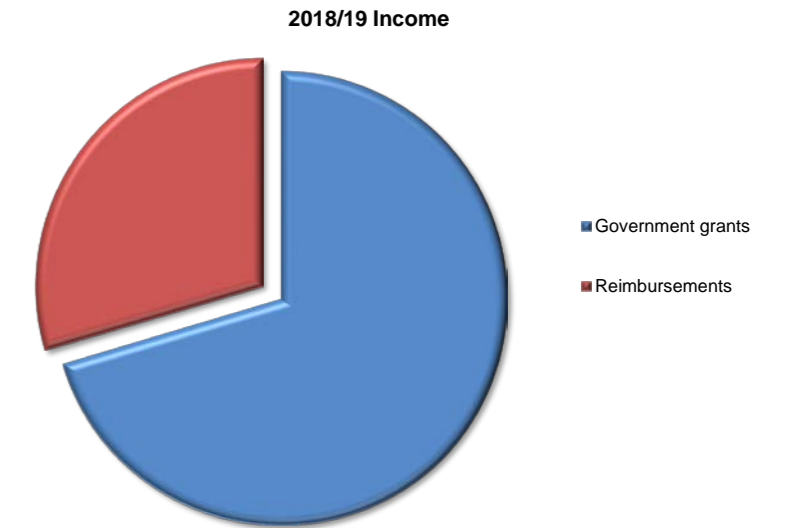
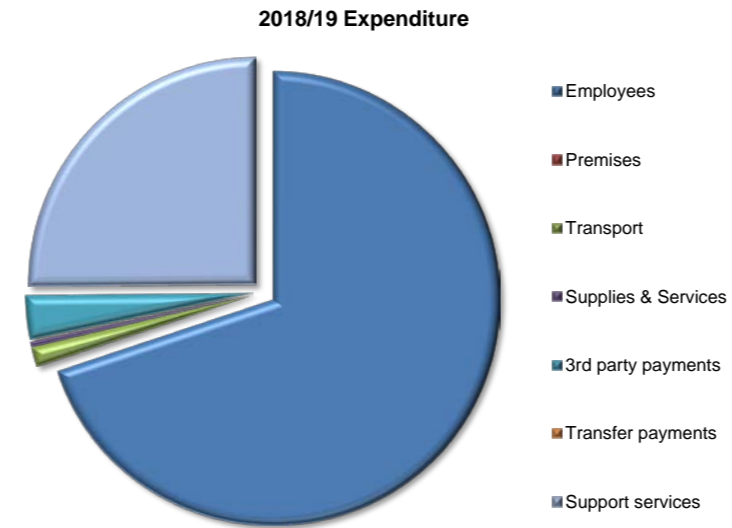
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Property

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFIT | | | Risk | | |
|---------------------|----------|-----------------------|----------------------------------------------|--|--------------------------|--------|-------|
| | | | | | Likelihood | Impact | Score |
| Project 1 | | Project Title: | New secondary school | | Infrastructure renewal | | |
| Start date | 2016-17 | Project Details: | Land acquisition and granting of new leases. | | 2 | 2 | 4 |
| End date | on going | | | | | | |
| Project 2 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | | | 0 |
| End date | | | | | | | |
| Project 3 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | | | 0 |
| End date | | | | | | | |
| Project 4 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | | | 0 |
| End date | | | | | | | |
| Project 5 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | | | 0 |
| End date | | | | | | | |
| Project 6 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | | | 0 |
| End date | | | | | | | |
| Project 7 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | | | 0 |
| End date | | | | | | | |
| Project 8 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | | | 0 |
| End date | | | | | | | |
| Project 9 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | | | 0 |
| End date | | | | | | | |
| Project 10 | | Project Title: | | | Select one major benefit | | |
| Start date | | Project Details: | | | | | 0 |
| End date | | | | | | | |

| | | | | | | | | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--------------------------------------------------------------------------------------|--|------------|------------|------------------------------------------------------------------|------------|------------|------------------------------------------------------|----------------|----------------------------------------------------------------|-------------------|--------------------------|
| 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 | | | Total number of food premises | | 1790 | 1803 | 1816 | 1829 | 1829 | 1829 | | Air Quality Action Plan | | |
| A brief description of your main activities and objectives: | | | Total number of service requests | | 5995 | 6113 | 6234 | 6357 | 6357 | 6357 | | Climate Change Strategy | | |
| Provide statutory environmental health, trading standards and licensing functions across those councils that make up the Regulatory Services Partnership (currently LB Merton, LB Richmond and LB Wandsworth). | | | Licence/permit applications | | 1890 | 1900 | 1900 | 1900 | 1900 | 1900 | | Merton Regeneration Strategy Medium Term Financial Strategy | | |
| Deliver savings and efficiencies by: | | | Anticipated non financial resources | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | | |
| <ul style="list-style-type: none"> reducing overheads generating additional income attracting new business rationalising ICT systems | | | Staff (FTE) | | 39.48 | 39.48 | 86.18 | 86.18 | 86.18 | 86.18 | | | | |
| Transform the service by: | | | Performance indicator | | | | Actual Performance (A) Performance Target (T) Proposed Target(P) | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met | | |
| <ul style="list-style-type: none"> demand management streamlining business processes implementing new ways of working | | | | | 2016/17(A) | 2017/18(T) | 2018/19(P) | 2019/20(P) | 2020/21(P) | 2020/21(P) | | | | |
| | | | % service requests replied in 5 working days | | 95 | 96 | 96 | 96 | 96 | 96 | High | Monthly | Perception | Reduced customer service |
| | | | Income generation by EHTSL | | £392,026 | £345,000 | £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 | 98 | High | Annual | Business critical | Government intervention |
| | | | No. of underage sales test purchases | | 103 | 100 | 100 | 100 | 100 | 100 | High | Quarterly | Business critical | Anti social behaviour |
| | | | Annual average amount of Nitrogen Dioxide per m3 | | NMTP | 40 | 40 | 40 | 40 | 40 | Low | Annual | Outcome | Political risk |
| | | | Nitrogen Dioxide Diffusion Monitoring Sites in the Borough exceeding National Levels | | 29/50 | New | 0/50 | 0/50 | 0/50 | 0/50 | Low | Quarterly | Outcome | Political risk |
| | | | Annual average amount of Particulates per m3 | | 24 | 40 | 40 | 40 | 40 | 40 | Low | Annual | Outcome | Political risk |
| | | | Number of licence applications determined within 28 days | | 96.75% | 95% | 95% | 95% | 95% | 95% | High | Quarterly | Business critical | Reputational risk |
| | | | % of food premises rated 2 or below | | 9.65% | 15% | 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 | 1,346 | 1,346 | 1,346 |
| Customer & client receipts | 424 | 372 | 474 | 106 | 524 | 584 | 649 | 724 |
| 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) |

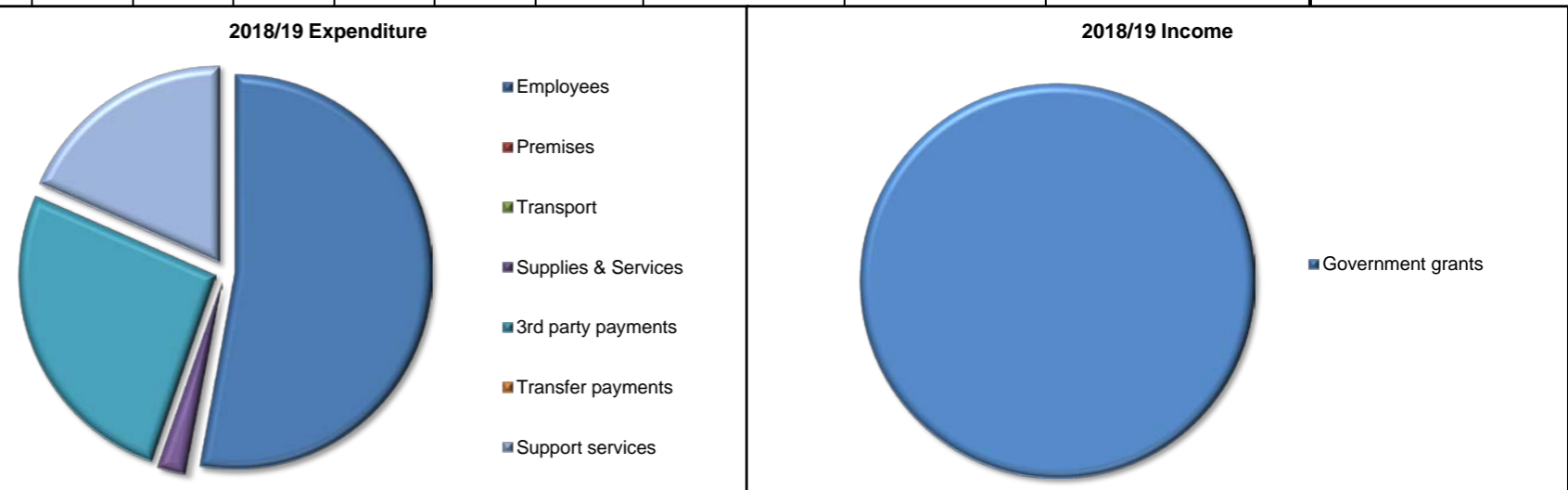
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

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 |
| Start date | 2016-17 | Project Details: | | 2 | 1 | |
| End date | 2017-18 | | | | | |
| Project 2 | | Project Title: | Design and implement a joint Merton/Richmond budget | Economic outcomes | | 2 |
| Start date | 2015-16 | Project Details: | | 2 | 1 | |
| End date | 2017-18 | | | | | |
| Project 3 | | Project Title: | | Select one major benefit | | 0 |
| Start date | 2015-16 | Project Details: | | 0 | 0 | |
| End date | 2017-18 | | | | | |
| Project 4 | | Project Title: | | Select one major benefit | | 0 |
| Start date | 2014-15 | Project Details: | | 0 | 0 | |
| End date | 2017-18 | | | | | |
| Project 5 | | Project Title: | | Select one major benefit | | 0 |
| Start date | | Project Details: | | | | |
| End date | | | | | | |
| Project 6 | | Project Title: | | Select one major benefit | | 0 |
| Start date | | Project Details: | | | | |
| End date | | | | | | |
| Project 7 | | Project Title: | | Select one major benefit | | 0 |
| Start date | | Project Details: | | | | |
| End date | | | | | | |
| Project 8 | | Project Title: | | Select one major benefit | | 0 |
| Start date | | Project Details: | | | | |
| End date | | | | | | |
| Project 9 | | Project Title: | | Select one major benefit | | 0 |
| Start date | | Project Details: | | | | |
| End date | | | | | | |
| Project 10 | | Project Title: | | Select one major benefit | | 0 |
| Start date | | Project Details: | | | | |
| End date | | | | | | |

| 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 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: 1) Tackling anti-social behaviour in non social housing 2) Protecting victims of Domestic Violence and Abuse and taking action against perpetrators 3) Managing and delivering a borough wide Neighbourhood Watch programme 4) Delivering the partnerships analytical functions 5) Managing and delivering the boroughs work to tackle hate crime 6) Managing and delivering the Home Office pilot to tackle alcohol related crime and ASB 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. Safer Merton forms part of and is managed through the councils Public Protection division which forms part of the E&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: 1) A duty to establish a crime and disorder partnership and deliver an annual partnership plan 2) Completion of an annual strategic assessment governed by the Community Safety Partnership 3) Respond to and deal with crime and disorder through evidence based analytical work in a | Number of new, actionable, ASB cases | 360 | 400 | 400 | 400 | 350 | 350 | Safer & Stronger Strategic Assessment | | |
| | Population | 205,722 | 207,410 | 208,607 | 209,771 | 210,902 | 210,902 | Violence Against Women and Girls Strategy | | |
| | 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 | | | |
| | 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 |
| 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 |
| 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 |
|-----------------------|----------------------|----------------|-------------------------|------------------------------|----------------|----------------|----------------|----------------|
| CCTV | 514 | | | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | 514 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

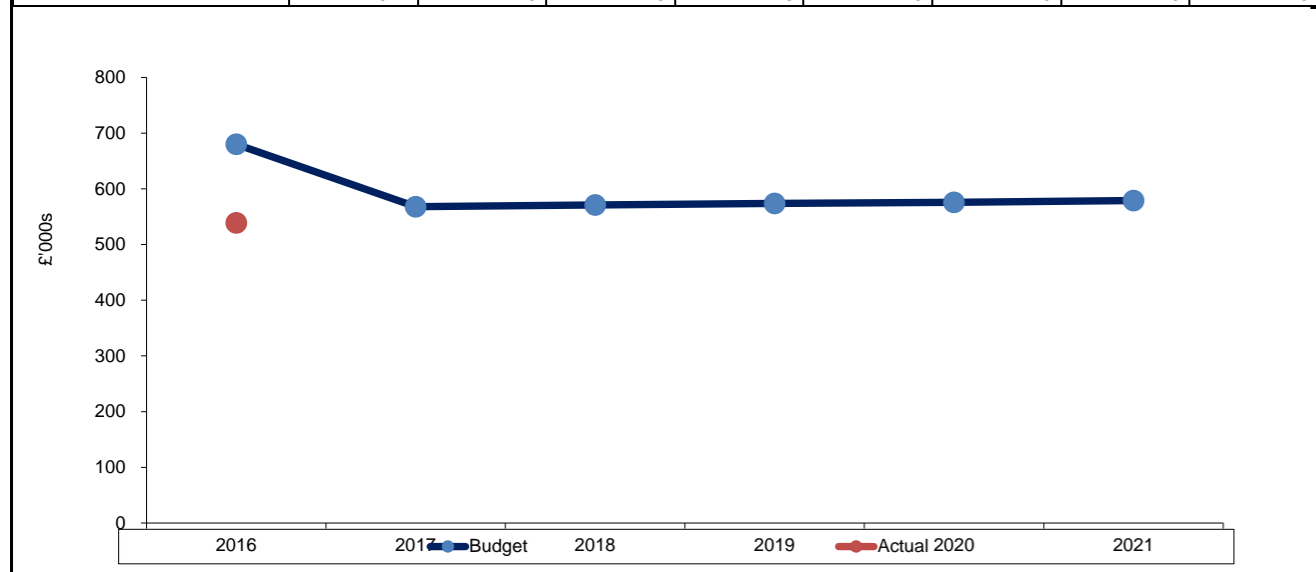
Summary of major budget etc. changes

2018/19

2019/20

2020/21

2021/22



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

Safer Merton

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFITS | | | Risk | | | | |
|---------------------|------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------|---|---|
| | | | | | Likelihood | Impact | Score | | |
| Project 1 | | Project Title: | Merton says NO MORE | | Improved customer experience | | | | |
| Start date | 01/04/2017 | Project Details: | Building on the success of the UK SAYS NO MORE launch in September 2016, where Merton was the second London borough to launch the campaign to condemn Domestic Violence and Sexual Violence, the Community Safety Partnership wish to roll the programme out across other strands of key business. This will ensure that Merton's residents and businesses are fully aware of the Community Safety Partnership's commitment to tackling a range of issues affecting our residents | | Improved victim awareness, increased profile for Merton as a pro-active borough in addressing crime and ASB and associated reputational benefits across London | | 2 | 2 | 4 |
| End date | None | | | | | | | | |
| Project 2 | | Project Title: | DVA commissioning | | Improved customer experience | | | | |
| Start date | 01/01/2017 | Project Details: | To bring together the two contracts for Independent Domestic Violence Advocates (IDVAs) and Mertons Refuge provision together to recommission. The recommission will be under a 3+1+1 term seeing a rise in investment from across the directorates of CSF, C&H and E&R. This work will improve the victims journey ensuring that the victims receive the right support, at the right time | | Improved victim journey, improved outcomes for families, improved safety and an improved reputation for merton as a borough whom delivers good quality service to victims | | 2 | 3 | 6 |
| End date | 30/06/2018 | | | | | | | | |
| Project 3 | | Project Title: | ECINS procurement | | Improved efficiency (savings) | | | | |
| Start date | 01/09/2017 | Project Details: | Procurement of a new risk and information management system to improve safety for vulnerable people with partners from across all sectors coming together to share information and safeguard. Commissioned for use by safer merton and the YOT in CSF initially this software, which is cloud based, will deliver real time benefits to the public purse as we work to support, safeguard and/or enforce against some of our most complex and in need residents | | By utilising information/intelligence in a more direct and real time environment we can identify a range of outcomes which, when met, will reduce risk of crime, ASB, risk of exploitation, missing etc | | 3 | 2 | 6 |
| End date | 31/05/2018 | | | | | | | | |
| Project 4 | | Project Title: | | | Select one major benefit | | | | |
| Start date | | Project Details: | | | | | | | 0 |
| End date | | | | | | | | | |
| Project 5 | | Project Title: | | | Select one major benefit | | | | |
| Start date | | Project Details: | | | | | | | 0 |
| End date | | | | | | | | | |
| Project 6 | | Project Title: | | | Select one major benefit | | | | |
| Start date | | Project Details: | | | | | | | 0 |
| End date | | | | | | | | | |
| Project 7 | | Project Title: | | | Select one major benefit | | | | |
| Start date | | Project Details: | | | | | | | 0 |
| End date | | | | | | | | | |
| Project 8 | | Project Title: | | | Select one major benefit | | | | |
| Start date | | Project Details: | | | | | | | 0 |
| End date | | | | | | | | | |
| Project 9 | | Project Title: | | | Select one major benefit | | | | |
| Start date | | Project Details: | | | | | | | 0 |
| End date | | | | | | | | | |
| Project 10 | | Project Title: | | | Select one major benefit | | | | |
| Start date | | Project Details: | | | | | | | 0 |
| End date | | | | | | | | | |

Transport - Passenger Fleet Service

Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing

Enter a brief description of your main activities and objectives below

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.

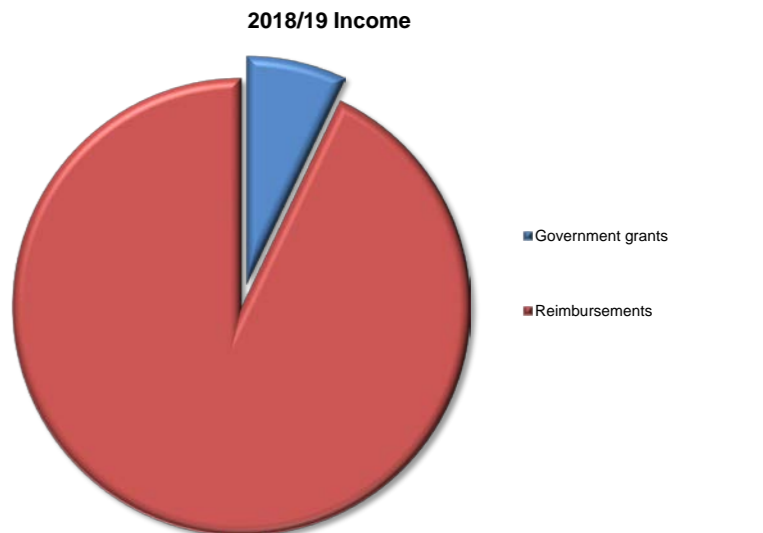
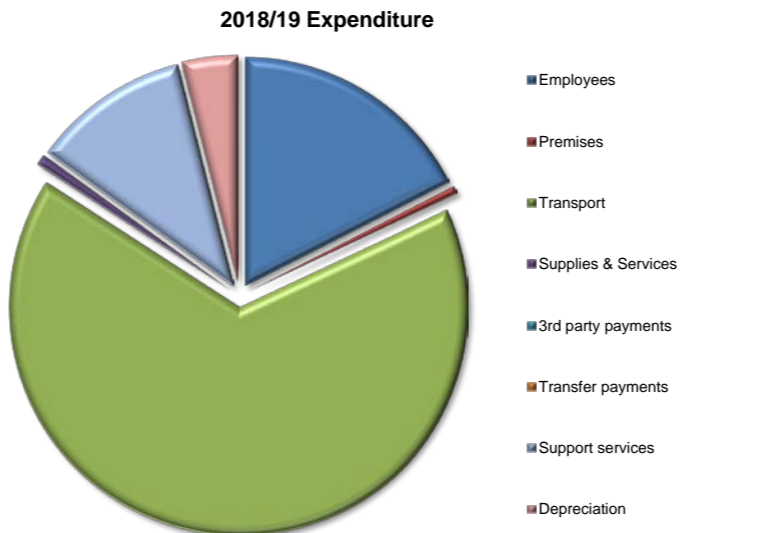
| Planning Assumptions | | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|--------------------------------------------|--|---------|---------|---------------|---------|---------|---------|
| Anticipated demand | | | | | | | |
| CSF Passenger Journeys - In-House | | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | |
| C&H Passenger Journeys - In-House | | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | |
| Anticipated non financial resources | | | | | | | |
| No.Transport Fleet vehicles | | 40 | 40 | 40 | 40 | 40 | |
| Staff | | 61 | 48.35 | 45.85 | 45.85 | 45.85 | 45.85 |

The Corporate strategies your service contributes to

- Children and Young People's Plan
- Special Educational Needs and Disabilities Strategy

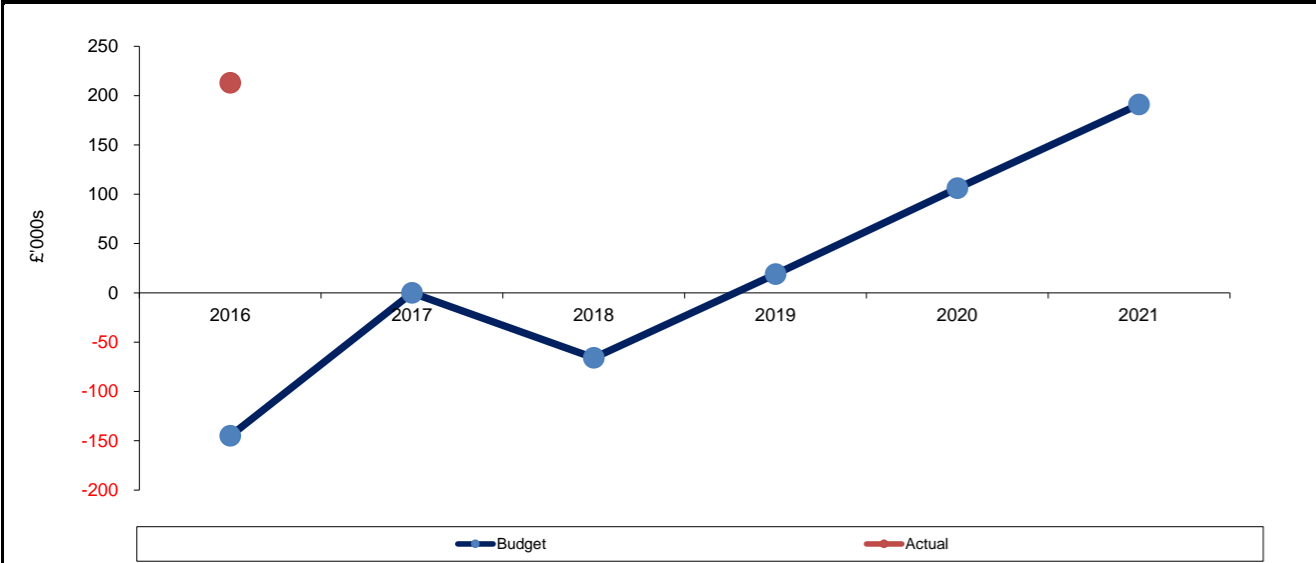
DEPARTMENTAL BUDGET AND RESOURCES

| 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 | 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 | 9,622 | 10,303 | 8,608 | 91 | 8,623 | 8,623 | 8,623 | 8,623 |
| Government grants | 0 | 0 | 0 | 0 | 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 |
| 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 | | | |
| Total | 500 | 417 | 414 | 0 | 588 | 340 | 340 | 340 |

| Summary of major budget etc. changes | |
|--------------------------------------|--------------------------------------------------------------------|
| 2018/19 | ENV32 = (£30k) ENV37 = (£35k) ENR5 = (£76k) ENR7 = (£10k) |
| 2019/20 | |
| 2020/21 | |
| 2021/22 | |



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

Transport - Passenger Fleet Service

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFIT | | Risk | | |
|---------------------|---------|-----------------------|-------------------------------------------------------------------------|--------------------------|--------|-------|
| | | | | Likelihood | Impact | Score |
| Project 1 | | Project Title: | Review of Fleet provision (Vehicles) | Select one major benefit | | |
| Start date | 2017-18 | Project Details: | Review of the full retained fleet and the future provision of vehicles. | 3 | 2 | 6 |
| End date | 2018-19 | | | | | |
| Project 2 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | | | 0 |
| End date | | | | | | |
| Project 3 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | | | 0 |
| End date | | | | | | |
| Project 4 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | | | 0 |
| End date | | | | | | |
| Project 5 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | | | 0 |
| End date | | | | | | |
| Project 6 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | | | 0 |
| End date | | | | | | |
| Project 7 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | | | 0 |
| End date | | | | | | |
| Project 8 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | | | 0 |
| End date | | | | | | |
| Project 9 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | | | 0 |
| End date | | | | | | |
| Project 10 | | Project Title: | | Select one major benefit | | |
| Start date | | Project Details: | | | | 0 |
| End date | | | | | | |

| |
|---------------------------------------------------------------------------------------|
| Commissioned Service |
| Waste Management and Cleansing |
| Cllr Ross Garrod Cabinet Member for Street Cleanliness & Parking |
| Cllr Martin Whelton Cabinet Member for Regeneration, Environment & Housing |
| Service Providers: |
| Veolia UK Ltd |
| Viridor Waste Management Kingdom Ltd (Environmental Protection) |
| Noah's Ark (Stray Dogs / Enforcement) |

The London Borough of Merton is committed to managing the provision of high quality and sustainable waste management and cleansing services to residents, businesses and those passing through the borough. The service ambition is to maintain a clean, green and safe environment that meet the standards of London's Best Council. These services are delivered through a combination of commissioned services and in-house engagement and enforcement activities.

The key objectives of the service are:
 To fulfil the council's statutory responsibilities and duties with respect to waste management, street cleaning, waste enforcement and the management of stray animals.
 To provide value for money services that meet the needs of the community
 To provide a safe and supportive environment for our community and all employees engaged in delivering services.
 To promote and encourage sustainable waste management activities, maximising resource efficiency and securing value from all waste streams as far as practicably possible

| Planning Assumptions | | | | | | | The Corporate strategies the service contributes to | | | |
|---------------------------------------------------------------------|-------------------------------------------------------------------|------------|----------------|------------|------------|------------|-----------------------------------------------------|-----------------|-------------------|----------------------------------|
| Anticipated demand | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | | |
| Housing Properties | 83,500 | 84,000 | 85,000 | 86,000 | 86,500 | | Waste Management Strategy | | | |
| Kilometres of Roads | 375 | 375 | 375 | 375 | 375 | | | | | |
| Population | 205,722 | 207,410 | 208,607 | 209,771 | 210,902 | | | | | |
| Total household waste tonnage | 71,000 | 71,000 | 71,000 | 71,000 | 71,000 | | | | | |
| Anticipated non financial resources | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | | |
| Clienting and Commissioning Team | 6.69 | 6.69 | 3.19 | 3.19 | 3.19 | 3.19 | | | | |
| Community Engagement and Enforcement | 9 | 9 | 9 | 9 | 9 | 9 | | | | |
| SLWP | 0 | 4 | 2 | 2 | 2 | 2 | | | | |
| Client Neighbourhood team | 0 | 1.5 | 2.4 | 2.4 | 2.4 | 2.4 | | | | |
| Veolia UK Ltd | Sufficient resources to provide service | | | | | | | | | |
| Viridor | | | | | | | | | | |
| Kingdom Ltd | | | | | | | | | | |
| Noah's Ark | | | | | | | | | | |
| Performance indicator (LBC2020 indicators highlighted in purple) | Actual Performance (A) Performance Target (T) Proposed Target (P) | | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
| | 2016/17(A) | 2017/18(T) | 2018/19(P) | 2019/20(P) | 2020/21(P) | 2021/22(P) | | | | |
| % Residents satisfied with street cleanliness | 53 | 57 | 57 | 58 | 60 | | High | Annual | Perception | Reputational risk |
| % Sites surveyed below standard for litter | 9 | 8.5 | 8 | 6 | 4 | | Low | Monthly | Perception | Reputational risk |
| % Sites surveyed below standard for Detritus | 12 | 13 | 10 | 9 | 7 | | Low | Quarterly | Perception | Reputational risk |
| % Sites surveyed below standard for graffiti | 5.2 | 5.0 | 5.0 | 5.0 | 5.0 | | Low | Quarterly | Perception | Reputational risk |
| % Sites surveyed below standard for weeds | 7.79 | 12 | 11 | 10 | 9 | | Low | Quarterly | Perception | Reputational risk |
| Number of fly tips reported | 3113 | 3600 | 8400 | 8400 | 8400 | | Low | Monthly | Outcome | Reputational risk |
| % of fly tips removed within 24 hours | n/a | 90% | 90% | 95% | 95% | | High | Monthly | Outcome | Reputational risk |
| % Sites surveyed below standard for flyposting | 1 | 1 | 1 | 1 | 1 | | Low | Quarterly | Perception | Reputational risk |
| % of FPNs issued that have been paid | 73% | 68% | 70% | 70% | 70% | | High | Monthly | Output | Loss of income |
| % Household waste recycled | 36 | 42 | 46 | 48 | 50 | | High | Monthly | Business critical | Reputational risk |
| % Residents satisfied with refuse collection | 69 | 72 | 73 | 74 | 75 | | High | Annual | Perception | Reputational risk |
| Residual waste kg per household pa | 567.47 | 540 | 500 | 475 | 435 | | Low | Monthly | Outcome | Increased costs |
| % Municipal solid waste landfilled | 57 | 59 | 65% | 10% | 5% | | Low | Monthly | Outcome | Increased costs |
| Number of missed bins per 100,000 | 50 | 50 | 50 | 40 | 30 | | Low | Monthly | Outcome | Reduced customer service |
| Total waste arising per household Kg | 887 | 910 | 910 | 910 | 910 | | Low | Monthly | Outcome | Reputational risk |
| % Residents satisfied with recycling facilities | 77 | 70 | 72 | 74 | 75 | | High | Annual | Perception | Reputational risk |

| Financial Information - Waste Management and Cleansing | | | | | | | | | Additional Expenditure Information |
|--------------------------------------------------------|-----------------------------|-----------------------|--------------------------------|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Revenue £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | 2018/19 E&R20 = 2k E&R21 = £30k ENV31 = (£9k) ENV35 = (£150k) ENR6 = (£200k) ERG2 = £65k 2019/20 ENR9 = (£200k) EV08 = (£250k) ERG2 = £35k E2 = (£30k) |
| Expenditure | 20,750 | 21,353 | 15,457 | 376 | 15,307 | 15,264 | 15,466 | 15,667 | |
| Employees | 7,597 | 8,033 | 1,042 | 62 | 757 | 757 | 757 | 757 | |
| Premises | 452 | 421 | 397 | -43 | 400 | 406 | 412 | 417 | |
| Transport | 1,940 | 2,317 | 26 | -5 | 26 | 27 | 27 | 27 | |
| Supplies & Services | 1,531 | 1,521 | 316 | -37 | 321 | 325 | 330 | 335 | |
| 3rd party payments | 5,806 | 5,747 | 12,723 | 401 | 12,852 | 12,798 | 12,989 | 13,180 | |
| Transfer payments | 2 | 0 | 2 | -2 | 0 | 0 | 0 | 0 | |
| Support services | 2,828 | 2,720 | 366 | 0 | 366 | 366 | 366 | 366 | |
| Depreciation | 594 | 594 | 585 | 0 | 585 | 585 | 585 | 585 | |
| Revenue £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | |
| Income | 3,497 | 3,983 | 956 | (10) | 866 | 1,066 | 1,066 | 1,066 | |
| Government grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Reimbursements | 406 | 452 | 455 | 15 | 367 | 367 | 367 | 367 | |
| Customer & client receipts | 2,348 | 2,843 | 501 | (25) | 499 | 699 | 699 | 699 | |
| Recharges | 743 | 688 | 0 | | 0 | 0 | 0 | | |
| Reserves | | | | | | | | | |
| Capital Funded | | | | | | | | | |
| Council Funded Net Budget | 17,253 | 17,370 | 14,501 | 366 | 14,441 | 14,198 | 14,400 | 14,601 | |
| Capital Budget £'000s | Final Budget 2016/17 | Actual 2016/17 | Original Budget 2017/18 | Forecast Variance 2017/18 P7 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | |
| Waste Bins | | | | | 2,674 | | | | |
| Fleet Vehicles | | 316 | 972 | | 2,670 | | | | |
| Other | | | 113 | | | | | | |
| | 0 | 316 | 1,085 | 0 | 5,344 | 0 | 0 | 0 | |

DETAILS OF MAJOR PROJECTS

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

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