

Second Draft Service Plans

Attached are our 20 Second Draft Service Plans in departmental order.

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

Final plans will be completed on the 30 January 2019 and presented to Cabinet on 18 February 2019, and Full Council on 6 March 2019.

These plans will form part of our 2019/23 Business Plan.

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

Index of Departmental Service and Commissioning Plans

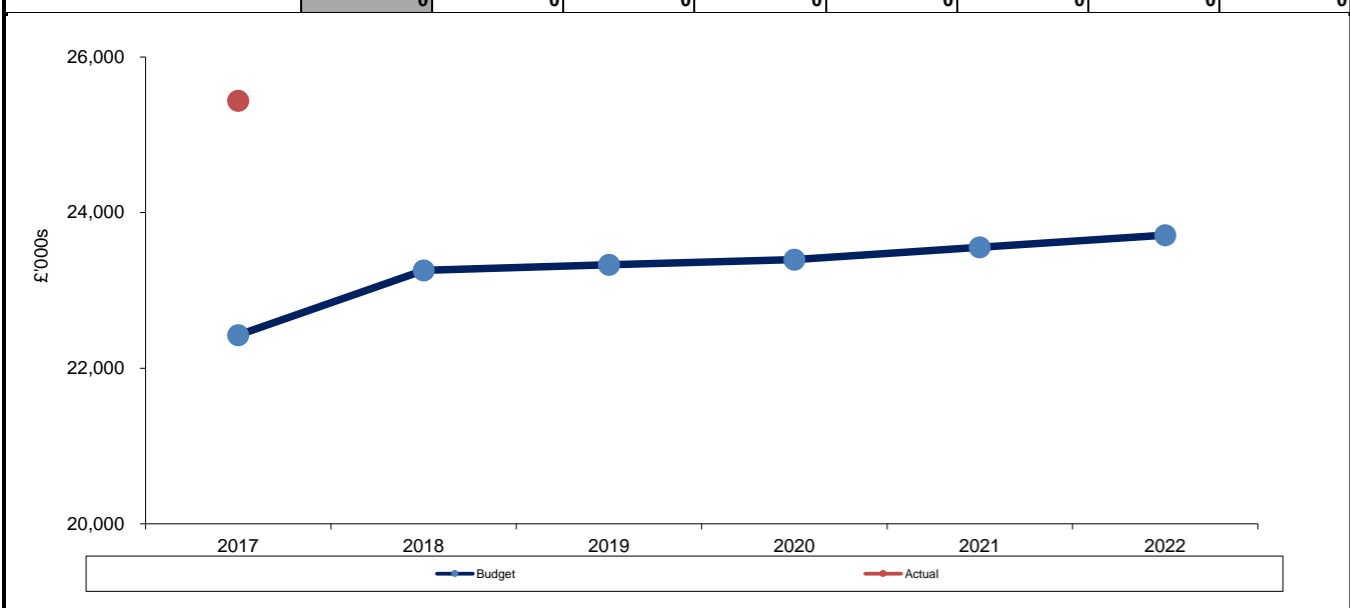
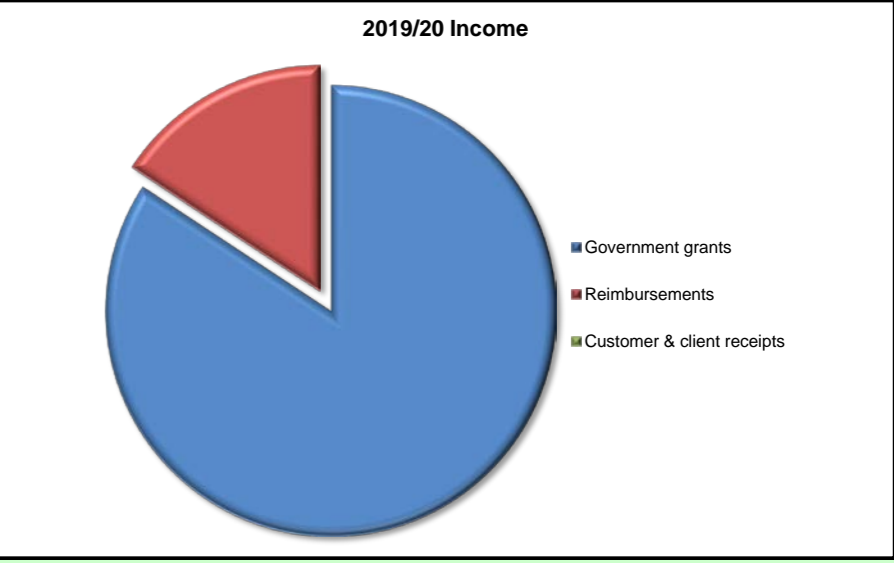
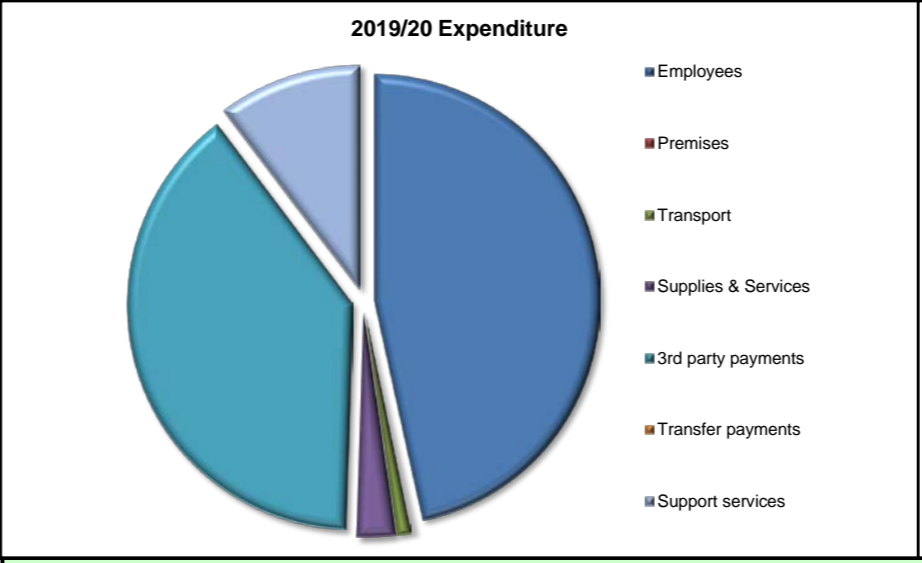
Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	Corporate Governance	Development & Building Control
Education	Housing Needs & Enabling	Customers, Policy and Improvement	Future Merton
	Libraries	Human Resources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

**Commissioning Plan*

Children Schools & Families

Children's Social Care & Youth Inclusion	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22		2022/23		
Enter a brief description of your main activities and objectives below	Population growth - Care leavers	30		40-60						
	Population growth - Child Protection Plans	60		60						
	Increase in 0-19 population	900		3,210						
	UASC - increased numbers and impact on resources	15		30-32						
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.	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
	Staff (FTE subject to change as a result of restructures)	216	220	213	213	213	213			
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.	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
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(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.	% children subject of a timely safeguarding assessment	N/A	93	93			High	Monthly	Business critical	Safeguarding issues
	Average duration for care and supervision (s31) applications	31	26	26			Low	Quarterly	Quality	Safeguarding issues
	% CYP on Child Protection Plan for 2nd or subsequent time	13%	16	16			Low	Monthly	Quality	Safeguarding issues
	% NEET aged 16-17	1.6%	3	3			Low	Monthly	Outcome	Social exclusion
	Number YJS first time entrants	47	50	50			Low	Monthly	Outcome	Social exclusion
	% LAC (2.5 years or over) in same placement for 2 years	N/A	65	65			High	Monthly	Outcome	Safeguarding issues
	% LAC experiencing 3 or more placements moves	N/A	11	10			Low	Monthly	Outcome	Social exclusion
	% fostered LAC in independent agency FC placements	N/A	40	40			Low	Quarterly	Business critical	Increased costs
	Number of in house foster carers recruited	11	15	15			High	Quarterly	Quality	Increased costs
	Care Leavers who are ETE (17-21 year olds)	N/A	70	70			High	Quarterly	Outcome	Social Exclusion
	% of care leavers in touch (17-21 year olds)	N/A	90	90			High	Quarterly	Outcome	Social exclusion
	% of care leavers (aged 19-21) in suitable accommodation	N/A	91	91			High	Quarterly	Outcome	Safeguarding issues

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	23,903	27,022	24,385	2,902	24,620	24,686	24,843	25,000
Employees	10,918	11,461	11,375	204	11,462	11,463	11,465	11,466
Premises	55	74	57	(4)	58	58	59	60
Transport	244	273	238	18	241	244	247	251
Supplies & Services	795	1,042	668	1,175	673	682	691	700
3rd party payments	9,592	11,751	9,495	1,509	9,650	9,703	9,845	9,987
Transfer payments	0	1	0					
Support services	2,299	2,420	2,552		2,536	2,536	2,536	2,536
Depreciation	0	0	0		0	0	0	0
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	1,477	1,584	1,127	(187)	1,289	1,289	1,289	1,289
Government grants	1,126	909	1,086	141	1,086	1,086	1,086	1,086
Reimbursements	205	401	41	(175)	203	203	203	203
Customer & client receipts	146	274	0	(152)				
Reserves								
Capital Funded								
Council Funded Net Budget	22,426	25,438	23,258	2,715	23,331	23,397	23,554	23,711
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
	0	0	0	0	0	0	0	0



Summary of major budget etc. changes	
2019/20	Reduced costs/offer through the national centralised adoption initiative - £30,000. Reorganisation of the Children with Disability (CWD), Fostering & Access to Resources (ART) teams & review of the Common and Shared Assessment service £130,000. Delivery of preventative services through the Social Impact Bond - £45,000. South London Family Drug and Alcohol Court commissioning - £45,000. Reduction in staffing at Bond Road - £71,000.
2020/21	Delivery of preventative services through the Social Impact Bond - £45,000. South London Family Drug and Alcohol Court commissioning - £45,000. Radically reduce support for LAC/CSE/respice - £200,000. Review of CSF admin structure - estimate for education - £150,000
2021/22	
2022/23	

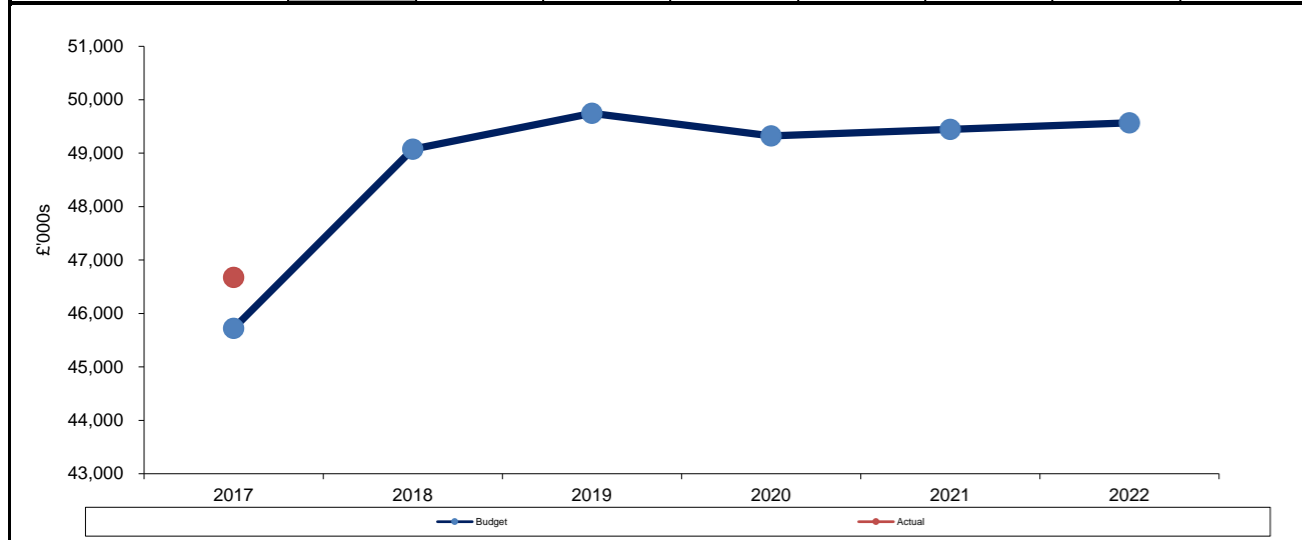
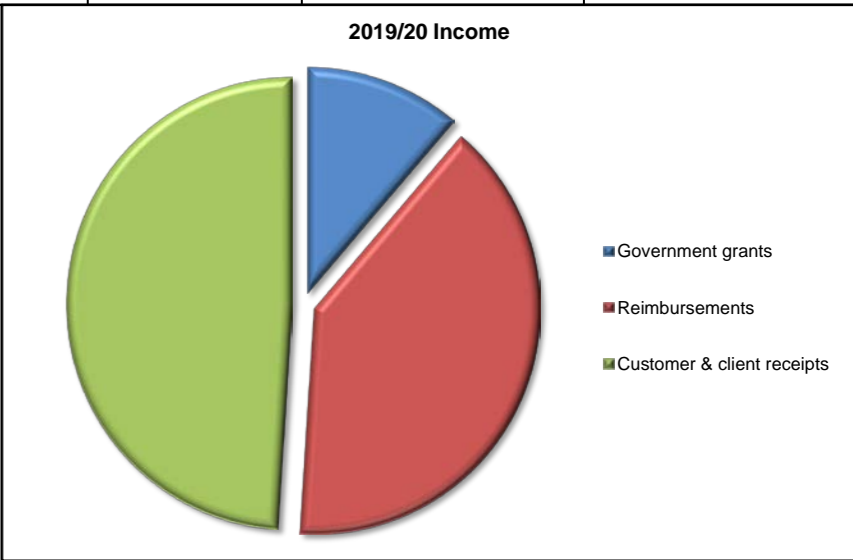
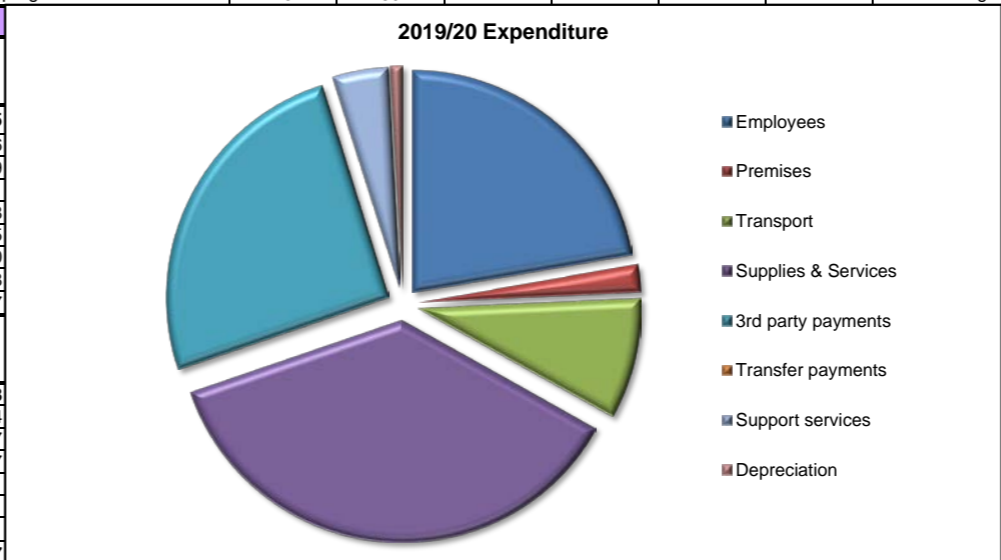
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Children's Social Care & Youth Inclusion

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		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		Continuous Improvement and Inspection Readiness		Improved effectiveness		
Start date	2013-14	Project Details:	Delivery of key priorities: Early Help, Think Family and Neglect. To improve data quality, filing & retention, case records & management oversight.. Embed SMART targets & strengthen reporting to provide improved and easily accessible information.To continually improve the day to day management across our services, delivery of improvement plans and embedding our revised QA 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	12
End date	2018-19					
Project 3		MOSAIC (CYPWB & TOM) Phase 1 and 2.		Improved efficiency (savings)		
Start date	2013-14	Project Details:	Cross-cutting project to provide system for both CSF & C&H including financial aspects; the new system has full casework management capability to deal with statutory requirements, management information & reporting for both case management and inspection purposes. Implementation phase 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	9
End date	2018-19					
Project 4		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					
Project 5		Innovation work streams		Improved effectiveness		
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 chidren at serious risk of harm. The Transforming Families (TF) is moving to the next phase in its Maturity Model development and is planning to bid as part the 'Earned Autonomy' initiative.	3	2	6
End date	2019-20					

Education	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Kelly Braund: Cabinet Member for Children's Services	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
Cllr Caroline Cooper-Marbiah: Cabinet Member for Education	Early Years population (0-3) (mid year 2016 based BPO)	12531	12522	12413	12386	12390	12405	Children and Young People's Plan		
Enter a brief description of your main activities and objectives below	Primary age Population (4-11)	23069	23184	23065	22895	22704	22476	SEN and Disabilities Strategy		
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. Contracts including SEN Transport commissioning and PFI 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	Secondary age population including post-16 (12-18)	14863	15269	15671	16254	16884	17426	School Expansion Strategy		
	Children & Y/P with EHCP (NB 17/18 is Jan 17 and so on)	1264	1486	1740	1900	2050	2150			
	Expansion for secondary school (total across all schools)	2 foe (cumulative)	6 foe (cumulative)	8 foe (cumulative)	Review	Review	Review			
	Increased demand for special school places (total across all schools)	40	60 more SEN places by 19-20				60 further SEN			
Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Staff (FTE subject to change as a result of restructures)	286	285	275	262	262	262				
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
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23 (P)				
Merton pupil average Attainment 8 score	50.2	51	51	52	53	54	High	Annual	Outcome	Reputational risk
Merton pupil Average Progress 8 score	0.5	0.51	0.51	0.51	0.51	0.51	High	Annual	Outcome	Reputational risk
% outcome of Ofsted school inspections good or outstanding	93	91	91	93	95	95	High	Monthly	Outcome	Inspection outcomes
% secondary school attendance	95.2	95.6	95.6	95.6	95.6	95.6	High	Annual	Outcome	Increased costs
% primary school attendance	96.1	96.2	96.2	96.2	96.2	96.2	High	Annual	Outcome	Breach statutory duty
% of new EHCP requests completed within 20 weeks	42.25	55	65	75	85	85	High	Quarterly	Outcome	Safeguarding issues
% Good or Outstanding children's centres per Ofsted	100	100	100	100	100	100	High	Quarterly	Outcome	Inspection outcomes
% reception year surplus places	7.7	8	8	10	10	10	Low	Annual	Business critical	Parental choice
% secondary school Yr7 surplus places inc. Academies	9.6	5	5	5	5	5	Low	Annual	Business critical	Parental choice
% reaching the expected standard at Key Stage 2 in reading, writing and maths	66	58	58				Low	Annual	Outcome	Inspection outcomes
% spend on approved capital programme	73	80	80	80	80	80	High	Annual	Business critical	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	51,714	51,809	54,557	5,968	55,119	54,741	54,863	54,985
Employees	12,495	11,631	12,546	(422)	12,275	11,925	11,926	11,926
Premises	1,186	950	1,133	(216)	1,102	1,111	1,120	1,129
Transport	4,211	4,614	4,251	853	4,874	4,936	4,999	5,061
Supplies & Services	17,435	16,251	20,136	656	20,192	20,088	20,133	20,178
3rd party payments	13,605	15,674	13,971	5,097	13,990	13,995	14,000	14,005
Transfer payments	10	10	0		0	0	0	0
Support services	2,464	2,371	2,212		2,228	2,228	2,228	2,228
Depreciation	308	308	308	0	457	457	457	457
Revenue £'000s	5,993	5,135	5,483	97	5,373	5,418	5,418	5,418
Government grants	724	(101)	553	(62)	604	604	604	604
Reimbursements	2,152	2,336	2,134	142	2,137	2,137	2,137	2,137
Customer & client receipts	3,117	2,900	2,796	17	2,632	2,677	2,677	2,677
Interest								
Reserves								
Capital Funded								
Council Funded Net Budget	45,721	46,674	49,073	6,065	49,746	49,323	49,445	49,567
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Primary Schools		1,045	832	(4)	1,900	1,900	1,900	1,900
Secondary Schools		3,083	5,193	0	2,944	0	0	0
Special Schools		1,542	2,388	0	4,852	3,718	1,250	0
Other		366	709	0	0	0	0	0
		6,036	9,122	(4)	9,696	5,618	3,150	1,900



2019/20
Review Early Years : raise income or cease some services in preparation for 2020 where we'd consider withdrawing from direct provision of a childcare offer -£49,000.
Review schools trade offer, raise charges or consider ceasing services from 2020 - £30,000
Reorganisation of Admissions, My Futures & School Improvement Teams. And reduction to contribution to MSCB (Safeguarding Partnership) - £100,000.
Reduction of SENDIS early intervention service and reduction of spend associated with the introduction of web based EHCP Hub - £72,000.
2020/21
Review schools trade offer, raise charges or consider ceasing services from 2020 - £60,000.
Review Early Years service: radically reduce some services and/or consider withdrawing the Early Years offer - £150,000.
Radically reduce some statutory education functions - £200,000.
Review of CSF admin structure - estimate for education - £150,000
2021/22
2022/23

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 KS5 & School Improvement through partnership with schools(Edn TOM)		Improved effectiveness		
Start date	2018-19	Project Details:	Rigorous support for all all schools, including support and challenge for schools in RI or vulnerable to RI including implementation of Support and Challenge Groups. Targeted improvement plan for secondary schools, focusing on academic outcomes (A levels) in the 6th form. Training and briefings on Ofsted, assessment, curriculum and improving teaching. Implementation of programmes to focus on Ofsted outstanding judgement for identified schools. The embedding of strengthened school to school support through the schools' partnership - 'Attain'. Brokerage of school to school support through National Leaders of Education, 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	2020-21						
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:	Impelentation of EHCP Hub		Improved effectiveness and customer expereince		
Start date	2018-19	Project Details:	Securing an on line system for the EHC assessment process to enable professionals to submit reports and parents and young people to access real time information about the progress and status of the assessment. This will lead to greater efficiencies in terms of reduced paper based reports and printing, reduced posting of lengthy documents, less need for telephone responses to queries and more timely completion of the statuory process. the EHCP Hub will also provide an on line management of the Annual Review process agan reducing printing and process and streamlining the system. the Hub will also provide capacity to assist wiht data returns to the DfE etc whcih are currently manually completed. it will provide a case work function where officer records can be kept reducing the risk of the current paper based and excel spreadsheet records.		4	3	12
End date	2020-21						
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 by September 2020, and review need for any further secondary school expansion required to ensure the council provides sufficient secondary places to meet growing demand. Complete agreed expansion of Cricket Green Special Schools to provide additional in-house SEN places in Merton, and on the basis of evidence from strategic needs assessment of SEN provision, obtain capital support on a 'spend to save' basis and implement proposals and capital projects.		4	3	12
End date	2021-22						
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						
Project 8		Project Title:	SEN Transport commissioning review		Improved efficiency (savings)		
Start date	2019-20	Project Details:	Work with C&H and E&R departments to review the most efficient means of commissioning SEN transport, including 'make or buy' review of in-house buses and review of most efficient mix between taxi and bus commissioning. Review of SEND Transport policy including use of Personal Budget to reduce Merton commissioned transport dependence		4	3	12
End date	2021-22						

Community & Housing

Adult Social Care Cllr Tobin Byers: Cabinet Member for Adult Social Care Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to																																																																																																									
	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22		2022/23																																																																																																								
<p>The Care Act 2014 is the legislation that underpins the statutory function of ASC; the Act came in to force on 1 April 2015. ASC works with people 18 and above and their carers who are in need of support. The Act sets a new national eligibility criteria to define eligibility for services. The Act gives new duties around safeguarding with a greater emphasis on protecting the most vulnerable people in our society from abuse or neglect. The Act also puts prevention at the heart of the work we undertake and we are well placed with our reablement team in fulfilling this duty.</p> <p>Our approach to the redesign of services is to keep the customer as independent as possible, for as long as possible in their own home. We aim to keep people in their communities with their friends and family network around them and out of institutionalised care or hospital. We aim to maximise people's independence with the use of equipment, telecare, reablement, utilising the voluntary sector to limit isolation and loneliness, working with CLCH and our partners in health to ensure that people's health needs are met keeping people healthy and out of hospital. We will work with our partners in health and the voluntary sector to integrate services where possible and limit duplication. We aim to complete our duties by putting the customer at the heart of the assessment and maximising and utilising their strengths to ensure that they are enabled to be as independent as possible with minimum, or no, support from the council.</p>	No. of people requiring services	3278	3252	3191	3170		Health & Wellbeing Strategy																																																																																																									
	People aged 85-89	358	335	315	293																																																																																																											
	People aged 95+	190	185	180	175																																																																																																											
	No. of people aged 65+ with dementia	407	419	431	448																																																																																																											
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23																																																																																																									
	Staff (FTE)	324.50	340.59	356.69	356.69	356.69	356.69																																																																																																									
	<table border="1"> <thead> <tr> <th rowspan="2">Performance indicator (LBC2020 indicators highlighted in purple)</th> <th colspan="6">Actual Performance (A) Performance Target (T) Proposed Target (P)</th> <th rowspan="2">Polarity</th> <th rowspan="2">Reporting cycle</th> <th rowspan="2">Indicator type</th> <th rowspan="2">Main impact if indicator not met</th> </tr> <tr> <th>2017/18(A)</th> <th>2018/19(T)</th> <th>2019/20(P)</th> <th>2020/21(P)</th> <th>2021/22(P)</th> <th>2022/23(P)</th> </tr> </thead> <tbody> <tr> <td>No of carers receiving a service</td> <td>1120</td> <td>1010</td> <td>1020</td> <td>1040</td> <td></td> <td></td> <td>High</td> <td>Monthly</td> <td>Business critical</td> <td>Breach statutory duty</td> </tr> <tr> <td>% Older people still at home following Reablement</td> <td>84</td> <td>78.8</td> <td>78.8</td> <td>78.8</td> <td></td> <td></td> <td>High</td> <td>Annual</td> <td>Outcome</td> <td>Increased costs</td> </tr> <tr> <td>% People receiving 'long term' Community Services</td> <td>77</td> <td>72</td> <td>72</td> <td>72</td> <td></td> <td></td> <td>High</td> <td>Monthly</td> <td>Business critical</td> <td>Increased costs</td> </tr> <tr> <td>% people with 'long term' services receiving Self Directed Support</td> <td>100</td> <td>95</td> <td>95</td> <td>95</td> <td></td> <td></td> <td>High</td> <td>Monthly</td> <td>Unit cost</td> <td>Government intervention</td> </tr> <tr> <td>% of MASCOT calls answered in 60 seconds</td> <td>N/A</td> <td>97.5</td> <td>97.5</td> <td>97.5</td> <td></td> <td></td> <td>High</td> <td>Monthly</td> <td>Quality</td> <td>Increased waiting times</td> </tr> <tr> <td>No. of DTocS - Delayed Transfers of Care (delayed bed days) Adult Social Care delays only</td> <td>N/A</td> <td>1424</td> <td>595</td> <td>TBC</td> <td></td> <td></td> <td>Low</td> <td>Monthly</td> <td>Business critical</td> <td>Increased costs</td> </tr> <tr> <td>Social care-related quality of life</td> <td>18.3</td> <td>18.5</td> <td>18.5</td> <td>18.5</td> <td></td> <td></td> <td>High</td> <td>Annual</td> <td>Perception</td> <td>Quality of life</td> </tr> <tr> <td>Proportion of people who use services who feel safe</td> <td>N/A</td> <td>68%</td> <td>68%</td> <td>68%</td> <td></td> <td></td> <td>High</td> <td>Annual</td> <td>Perception</td> <td>Social exclusion</td> </tr> </tbody> </table>							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	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	No of carers receiving a service	1120	1010	1020	1040			High	Monthly	Business critical	Breach statutory duty	% Older people still at home following Reablement	84	78.8	78.8	78.8			High	Annual	Outcome	Increased costs	% People receiving 'long term' Community Services	77	72	72	72			High	Monthly	Business critical	Increased costs	% people with 'long term' services receiving Self Directed Support	100	95	95	95			High	Monthly	Unit cost	Government intervention	% of MASCOT calls answered in 60 seconds	N/A	97.5	97.5	97.5			High	Monthly	Quality	Increased waiting times	No. of DTocS - Delayed Transfers of Care (delayed bed days) Adult Social Care delays only	N/A	1424	595	TBC			Low	Monthly	Business critical	Increased costs	Social care-related quality of life	18.3	18.5	18.5	18.5			High	Annual	Perception	Quality of life	Proportion of people who use services who feel safe	N/A	68%	68%	68%			High	Annual	Perception	Social exclusion
	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																																																																																																				
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DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	80,159	83,067	81,751	4,206	81,740	83,318	83,734	84,948
Employees	13,614	14,154	13,597	409	15,552	15,471	15,489	15,506
Premises	346	380	351	(50)	349	354	359	365
Transport	1,507	1,697	1,379	186	1,360	1,352	1,372	1,393
Supplies & Services	3,121	4,293	3,281	374	3,413	3,491	3,540	3,589
3rd party payments	45,354	46,619	46,992	3,210	44,418	45,551	45,424	46,094
Transfer Payments	9,954	9,296	9,857	77	10,307	10,758	11,209	11,659
Support services	6,152	6,517	6,183	-	6,183	6,183	6,183	6,183
Depreciation	111	111	111	-	158	158	158	158
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	21,003	22,954	22,974	(4,408)	22,074	22,074	22,074	22,074
Government Grants	17	387	1,417	(2,430)	276	276	276	276
Reimbursements	9,176	9,454	9,544	(2,940)	9,796	9,796	9,796	9,796
Customer & Client receipts	8,962	10,199	9,100	963	9,088	9,088	9,088	9,088
Recharges	2,849	2,915	2,913	-	2,913	2,913	2,913	2,913
Reserves	-	-	-	-	-	-	-	-
Capital Funded	-	-	-	-	-	-	-	-
Council Funded Net Budget	59,156	60,112	58,777	(201)	59,667	61,244	61,661	62,874

2019/20 Expenditure

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

2019/20 Income

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

Summary of major budget etc. changes 2019/20

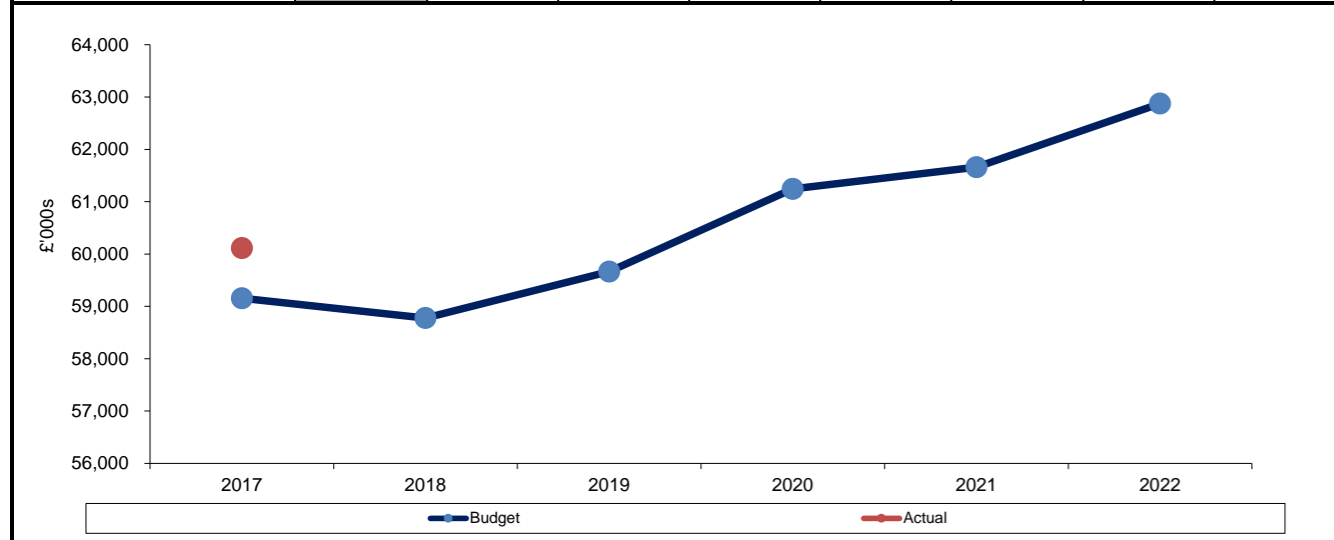
Growth for Concessionary fares increase - £0.450m, and Winter Pressures Grant £748k. Savings previously identified of £301k (CH70)
Total Savings target- £1.5m for the year. Savings from home care efficiencies and Merton Art Space income are planned to proceed. Savings proposed in relation to Extra Care contracts has been reduced from £99k to £57k. Previously proposed savings in Public Health spend of £500k are to be replaced. It is proposed that the balance will be found from the full year effect of reductions in placements costs this year, increasing MASCOT income and reviewing community day activities for older people.

One off grant for the year was announced in the Autumn Budget, but the details are not yet clear. Budget includes £1.8m Council Tax percept £ 1m Improved Better Care Fund

Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
ASC IT Equipment		34						
LD Supported Living						488	633	462
Telehealth			44	-				
		34	44	0	0	488	633	462

2020/21

Growth for Concessionary fares increase - £0.450m. Total savings target is £5,851
We are awaiting the Adult Social Care Green Paper and the Comprehensive Spending Review in 2019 to understand the medium and longer term funding of that service. We are also waiting for the CSR to understand general funding, and in particular the future of Public Health Grant and housing grants. Budget includes £753k additional of Council Tax percept and £1,5m is IBCF is removed.



2021/22

Growth for Concessionary fares increase - £0.450m. Total savings target is £762.
Additional budget includes £197kk additional of Council Tax percept.

2022/23

Growth for Concessionary fares increase - £0.450m. Total savings target is £600

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:	Adult Social Care Customer Journey: Pathways		Improved customer experience	
Start date	2019-20	Project Details:	Reorganisation and alignment of the Adult Social Care access points and pathways within the context of the Care Act Principles of Wellbeing and Prevention and within the context of the principles of Merton Health and Care Together. The former being the main driver for better management of demand for more formal adult social care services. The latter has emphasis on whole system integrated working in order to provide 'Right Care, Right Time, Right Place'. Refresh the skills and knowledge of all ASC staff in relation to the Care Act. Develop a training and development plan in line with the needs of the department as it revises its Target operating Model.	4	2	8
End date	2020-21					
Project 2		Project Title:	Commissioning , Market Capacity & Capability		Improved sustainability	
Start date	2019-20	Project Details:	Following an ADASS led Peer Review. Develop the commissioning, contract management and quality assurance functions necessary to ensure Merton has sufficient supply of diverse and sustainable care provider markets to meet the care and support needs of borough residents either through direct commissioning activity or indirect market shaping activity. This project will also incorporate current commissioning and procurement activity for a range of services provided by third party suppliers	4	2	8
End date	2021-22					
Project 3		Project Title:	Learning Disability Offer		Improved efficiency (savings)	
Start date	2019-20	Project Details:	A review of our offer to adults with Learning Disabilities to ensure that we can meet the needs of those transitioning into adulthood and those of current service users and their carers within the resources we expect to be available. The project will review all aspects of the local learning disability pathways into Adult Social Care, through transition and preparation for adulthood; the role of the Community Learning Disability Team and the commissioning of services aimed at meeting the needs of people with a learning disability. This will require continual engagement and consultation, which we will look to enlist the support of a local strategic engagement partner. A full review of housing, accommodation and support for people with Learning Disabilities will aim to reduce the use of out of borough placements and support people to remain living in Merton, connected to their community and supported to live the life they want.	5	3	15
End date	2022-23					
Project 4		Project Title:	Merton Prevention Offer		Improved efficiency (savings)	
Start date	2019-20	Project Details:	A review of the current preventative offer ensuring that we are investing in interventions that deliver improvements in health and reduced demand. This project is in conjunction with Public Health initiatives and will involve the voluntary and community sector as critical partners. The Wellbeing Programme of grant funded prevention and early intervention will be recommissioned and commence in April 2019 as a three year programme. We will review day activities and opportunities for older people, including the role of day care, lunch clubs and similar activities and access to transport.	2	2	4
End date	2021-22					
Project 5		Project Title:	Merton Health & Care Together		Improved effectiveness	
Start date	2018-19	Project Details:	This is the emerging integrated care model within the context of national policy requirements to move towards integrated services. The promised ASC funding Green Paper and NHS Five Year Forward View are expected to reinforce this. Good progress is being made on front line integration and we are also engaged in regional and sub-regional developments. A recent roundtable discussion with the Merton CCG, CEOs across the Acute Hospitals, SWL&ST Georges Mental Trust and our community provider CLCH make a firm commitment to working with Merton in identifying opportunities for joined up care ensuring the best outcomes for Merton residents. The local authority and Merton & Wandsworth CCG are the co-owners of the programme of work, the Programme Board is representative of the Merton health and care economy including statutory, voluntary and community partners	3	3	9
End date	2022-23					
Project 6		Project Title:	Community Transport		Improved efficiency (savings)	
Start date	2019-20	Project Details:	We will work with colleagues in E&R and CSF to review the council's approach to community transport, reframing the offer of transport within Adult Social Care and ensuring it is delivered in the most efficient and effective way. This review will take into account the clean air strategy for the borough, the effective use of resources when planning community transport and the flexibility of transport provision to support people to be independent and travel independently around the borough.	5	2	10
End date	2020-21					
Project 7		Project Title:	Market Management		Improved effectiveness	
Start date	2019-20	Project Details:	In line with our Care Act 2014 market shaping duties we will review our approach to commissioning and delivering care at home and re-ablement, residential and nursing care and supported living. The reviews to seek to ensure that we are able to secure continuity of supply of appropriate quality at an affordable price.	4	3	12
End date	2019-20					

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Housing Needs and Enabling Services

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

Enter a brief description of your main activities and objectives below

To fulfil statutory housing functions including the prevention and relief of homelessness and the enforcement and regulation of the private rented sector.

To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.

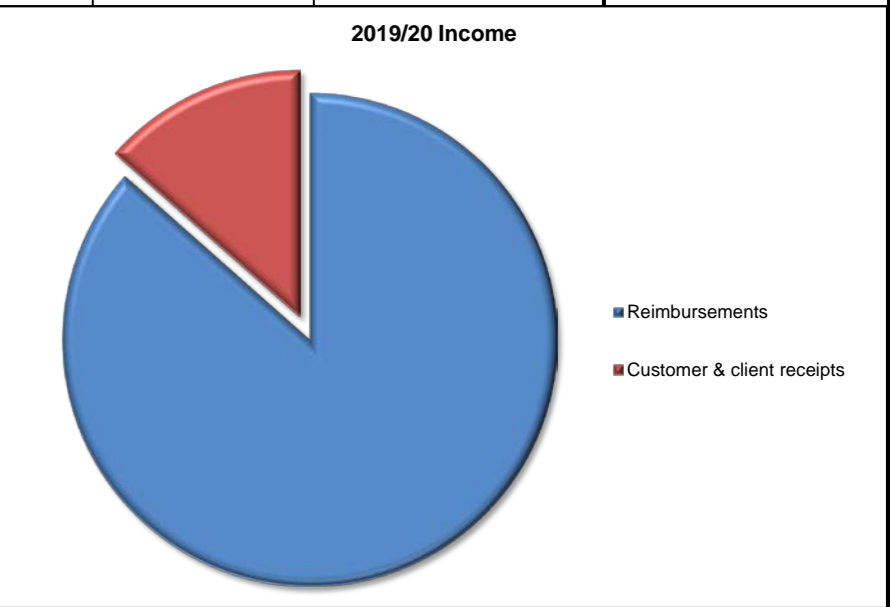
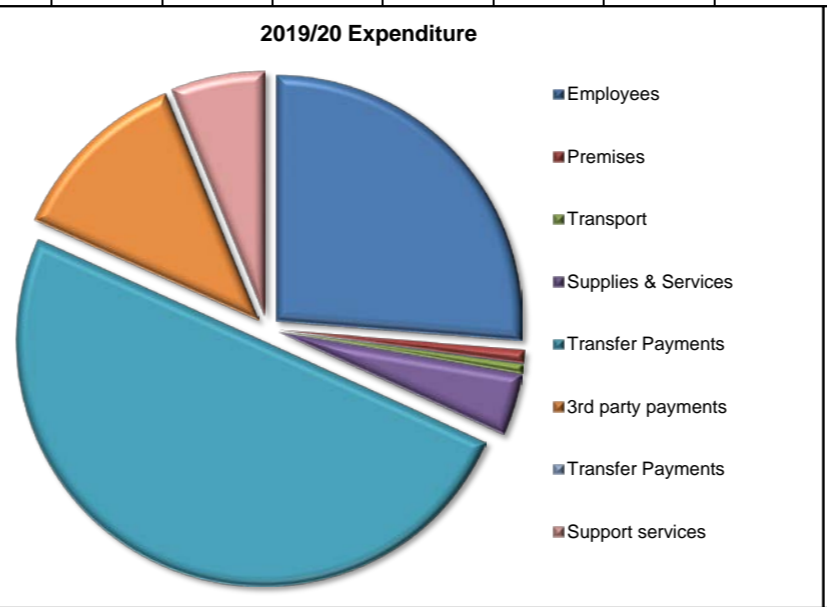
The purpose of this service is to

- Prevent and relieve homelessness in accordance with statutory housing law
- Provide homes to people in housing need
- Formulate and deliver statutory housing strategies for the borough
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes
- Maximise supply of homes with private landlords
- Provide care and housing support to vulnerable adults
- Carry out a statutory duty to enforce Environmental Health (Housing) legislation
- Provide mandatory grant assistance for improvements and adaptations
- Commission and monitor Housing Related and Floating support
- Relationship management between the council and stock transfer housing associations

Planning Assumptions							The Corporate strategies your service contributes to	
Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23		
Housing advice, options, private tenants & landlords advice	11000	11250	11250	11250	11250	11250	Homeless Placements Policy (Interim)	
Housing register applicants	9600	10250	10700	11150	11600	12000	Homelessness Strategy	
Housing options casework	1000	1350	1500	1500	1500	1500	Housing Strategy	
Demand for temporary accommodation	435	400	400	410	420	430		

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
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
Homelessness / HRA Prevention and Relief	465	450	450	450	450	450	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation	180	230	230	230	230	230	Low	Monthly	Business critical	Increased costs
Highest no. of families in B&B	1.8	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Highest no. of adults in B&B	2.4	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Social housing lets	347	320	305	305	305	305	High	Quarterly	Outcome	Increased waiting times
Rent deposit - new tenancies	70	40	40	40	40	40	High	Annual	Outcome	Increased waiting times
No. of enforcement/improvement notices	64	70	80	80	80	80	High	Quarterly	Outcome	Reduced enforcement
Number of Disabled Facilities Grants approved	90	60	60	60	60	60	High	Quarterly	Outcome	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	4,619	6,131	4,621	1,287	4,737	4,750	4,791	4,831
Employees	1,014	1,061	1,024	41	1,244	1,215	1,215	1,215
Premises	39	21	40	4	40	41	41	42
Transport	29	19	29	(8)	30	30	31	31
Supplies & Services	383	381	189	(38)	192	194	197	200
Transfer Payments	2,296	3,099	2,475	689	2,368	2,405	2,442	2,479
3rd party payments	571	1,261	571	598	571	571	571	571
Transfer Payments	0	0	0	0	0	0	0	0
Support services	287	288	293	0	293	293	293	293
Depreciation								

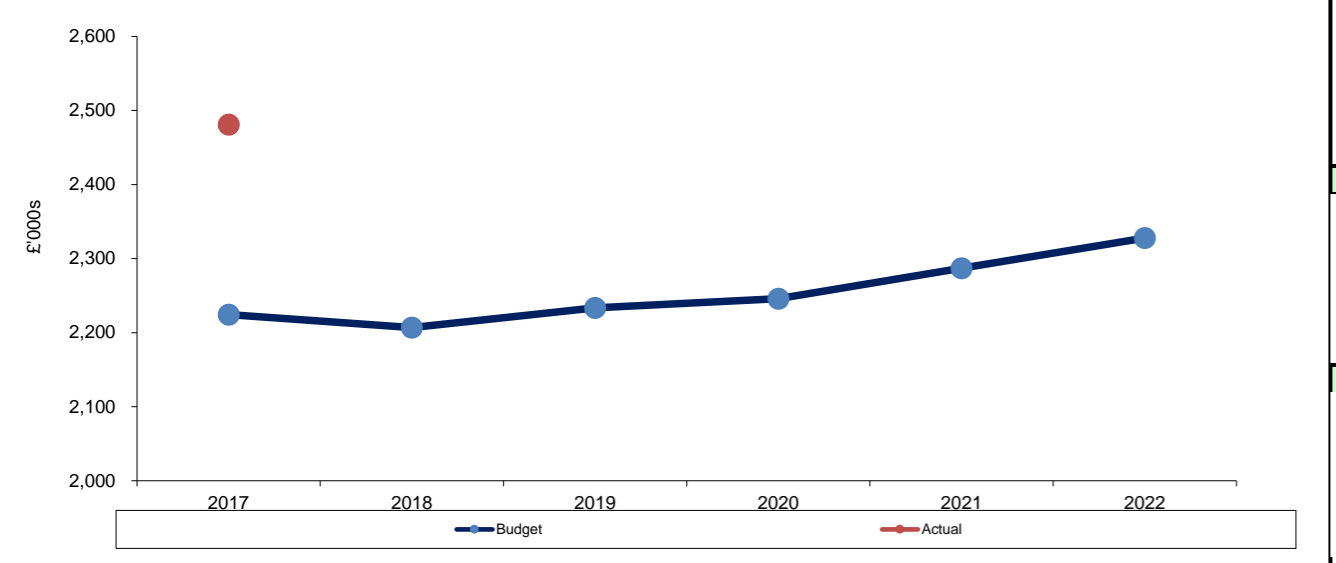


Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	2,395	3,650	2,414	(1,040)	2,504	2,504	2,504	2,504
Government grants	197	582	144	(467)	0	0	0	0
Reimbursements	2,020	2,259	2,010	33	2,167	2,085	2,085	2,085
Customer & client receipts	178	810	260	(606)	337	418	418	418
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	2,224	2,481	2,207	247	2,234	2,246	2,287	2,328

Summary of major budget etc. changes 2019/20

Homelessness reduction grant with new responsibilities £136, 288 and flexible homelessness support grant of £715,812
 Increased income from Extended HMO Mandatory Licencing Scheme and revised fee structure
 Disabled facilities grant

		820	815	0	280	280	280	280
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2020/21

2021/21

2022/23

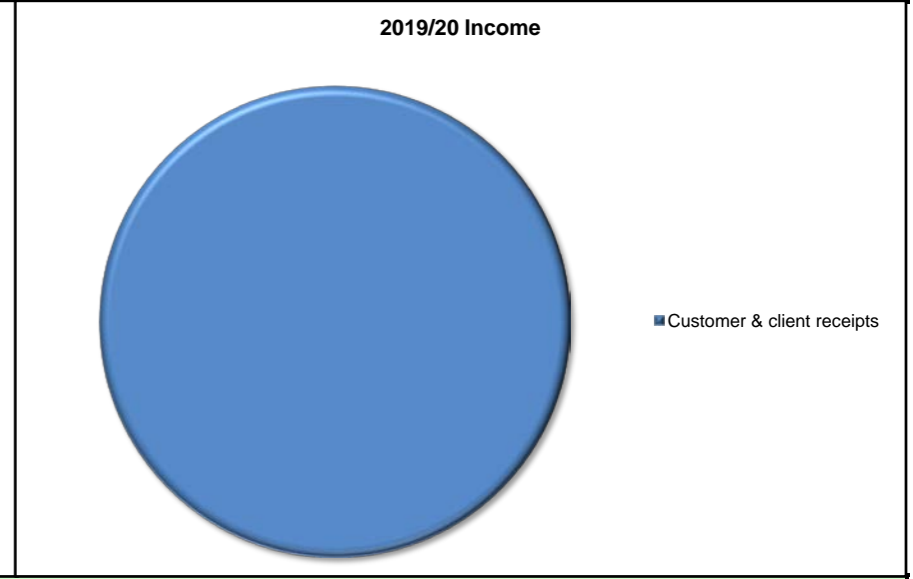
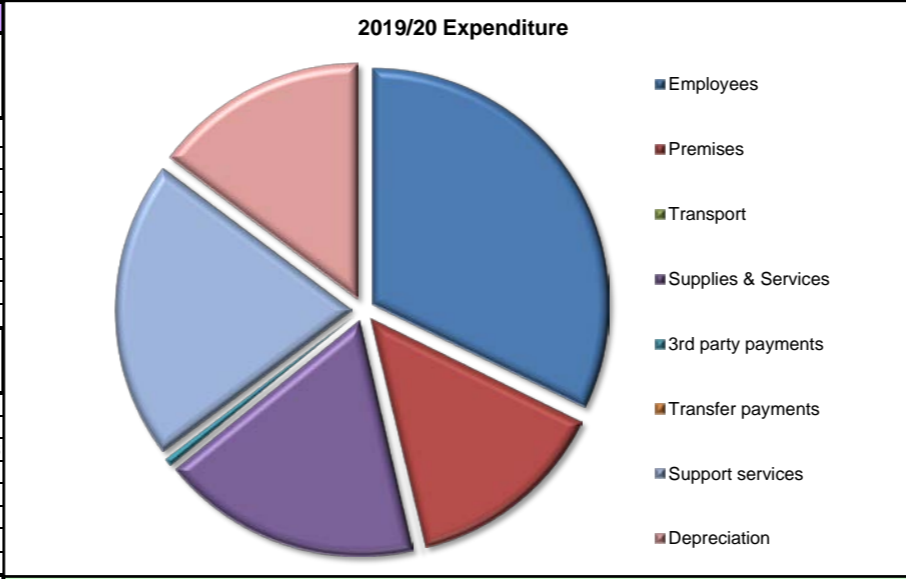
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Housing Needs and Enabling Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:	Homeless Reduction Act - Review			Risk reduction and compliance		
Start date	2018-19	Project Details:	Review impact of Homelessness Reduction Act on business, performance, customers and staff and amend any processes where necessary and appropriate.			2	2	4
End date	2019-20							
Project 2		Project Title:	Housing Enforcement Policy			Improved effectiveness		
Start date	2018-19	Project Details:	Introduce and monitor Civil Penalties, Rent Repayment Orders by implementation of Housing Enforcement Policy			2	2	4
End date	2019-20							
Project 3		Project Title:	Public Protection Technology Upgrade			Improved effectiveness		
Start date	2016-17	Project Details:	Work with IT / E&R on re-procurement / replacement of M3PP, cloud hosting and subsequent upgrade of M3PP to Assure.			2	1	2
End date	2019-20							
Project 4		Project Title:	Extended HMO Mandatory Licencing Scheme			Economic outcomes		
Start date	2018-19	Project Details:	Monitor the implementation of the Extended HMO Mandatory Licencing Scheme and new Licence fee structure.			2	2	4
End date	2019-20							
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	2019-20							
Project 6		Project Title:	Housing Related Support			Improved efficiency (savings)		
Start date	2018-19	Project Details:	Implement and monitor revised commissioning plans for Housing Related Support			2	1	2
End date	2019-20							
Project 7		Project Title:	Housing IT software re-procurement			Improved effectiveness		
Start date	2018-19	Project Details:	Re-procure all IT Software solutions for Housing Needs (Homelessness, Temporary Accommodation & Rent Accounts, Housing Register and Choice Based Lettings.)			2	2	4
End date	2020-21							
Project 8		Project Title:	Homelessness Strategy			Improved reputation		
Start date	2018-19	Project Details:	Re-draft the Homelessness Strategy to reflect the impact of the Homelessness Reduction Act and the Government's Rough Sleeper strategy			2	1	2
End date	2019-20							

Libraries	Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Nick Draper: Cabinet Member for Community & Culture	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Enter a brief description of your main activities and objectives below 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. Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered. Certain aspects of the service must be provided for free: - Free lending of books - Free access to information - Free library membership The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction and usage levels.	Active users	56,000	56,000	56,500	57,000	57,500	58,000	Customer Contact Strategy			
	Stock issues	950,000	900,000	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 and Community Cohesion Strategy			
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
	Staff (FTE)	33.30	31.35	29.65	26.65	29.65	29.65	Health & Wellbeing Strategy			
	Accommodation (Libraries)	7	7	7	7	7	7	Heritage Strategy			
	Equipment (PC's)	144	152	159	159	159	159	Procurement Strategy			
								Voluntary Sector and 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	
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
	Number of visitors accessing the library service online	250,011	220,000	235,000	240,000	245,000	250,000	High	Monthly	Quality	Reduced uptake of service
	Active users - peoples network terminal	65,154	56,000	56,500	57,000	57,500	58,000	High	Monthly	Outcome	Reduced uptake of service
	% self service usage for stock transactions	98	97	97	98	98	98	High	Monthly	Business critical	Increased costs
	Active volunteers in libraries	293	230	230	230	230	230	High	Monthly	Business critical	Reduced service delivery
	Maintain Income	£401,422	£376,000	£414,000	£414,000	£414,000	£414,000	High	Monthly	Unit cost	Increased costs
	Visitor figures - physical visits to libraries	N/A	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	High	Monthly	Quality	Reduced service delivery
	% customer satisfaction (Libraries' own survey)	N/A	95%	95%	95%	95%	95%	High	Annual	Perception	Reduced customer service

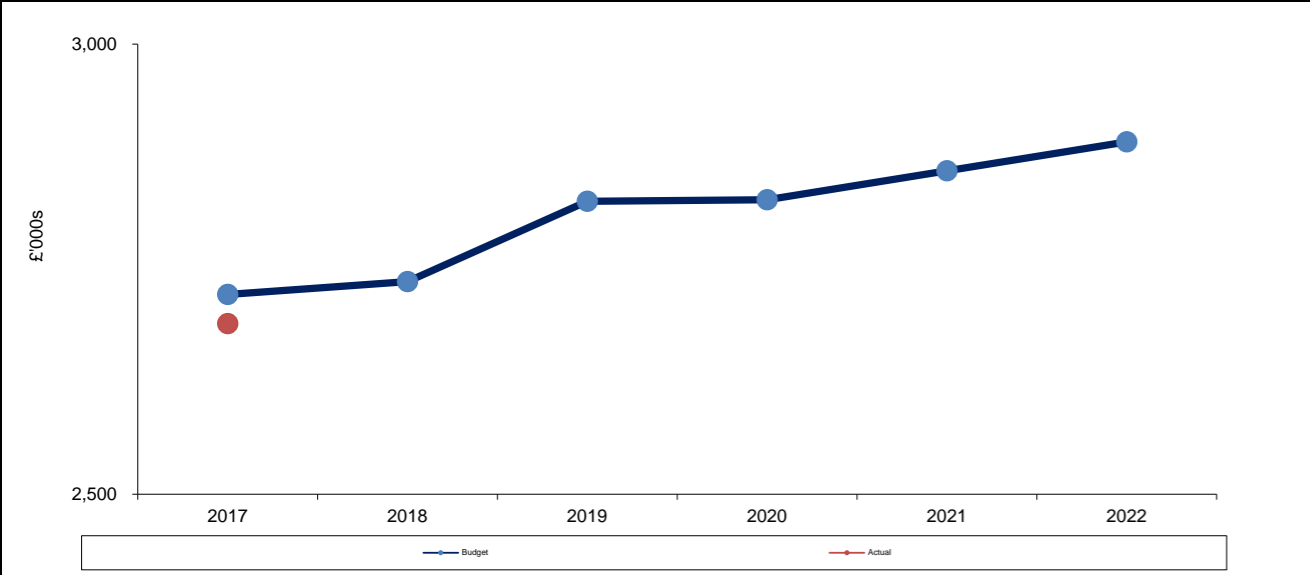
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	3,204	3,215	3,195	5	3,294	3,296	3,328	3,360
Employees	1,117	1,150	1,092	8	1,063	1,032	1,032	1,032
Premises	322	439	445	18	460	466	473	480
Transport	5	5	4	(2)	4	4	4	4
Supplies & Services	694	607	587	(18)	587	612	637	662
3rd party payments	18	18	31	0	18	19	19	20
Transfer payments	0	0	0	0	0	0	0	0
Support services	688	637	677	0	677	677	677	677
Depreciation	359	359	359	0	485	485	485	485
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	482	525	459	7	469	469	469	469
Government grants	0	0	0	0	0	0	0	0
Reimbursements	175	144	139	8	96	96	96	96
Customer & client receipts	307	381	321	(1)	372	372	372	372
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	2,722	2,690	2,736	12	2,825	2,827	2,859	2,891
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Library Buildings		257	17	0	235	350	0	0
Library IT		0	140	0	0	0	0	140
		257	157	0	235	350	0	140



Summary of major budget etc. changes

2019/20

Allocated savings for 2019/20 is Merton Art Space £38k reference CH67.



Year	Budget	Actual
2020/21		
2021/22		
2022/23		

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			3	1	3
Start date	2015-16	Project Details	Continue to develop partnership approach to delivering services in libraries. Increase health partnerships and lead on key actions agreed within the C&H TOM relating to prevention.	3	1	3			
End date	2020-21								
Project 2		Project Title:	Heritage Strategy	Improved effectiveness			3	1	3
Start date	2015-16	Project Details	Promote the Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding, improve income streams and undertake work to revise the Heritage Strategy.	3	1	3			
End date	2020-21								
Project 3		Project Title:	London Libraries Consortium	Improved effectiveness			3	2	6
Start date	2015-16	Project Details	Complete the procurement of the new library management system with LLC colleagues and deliver enhanced digital services for customers.	3	2	6			
End date	2019-20								
Project 4		Project Title:	Children & Young People's projects	Improved customer experience			3	1	3
Start date	2018-19	Project Details	Continue to develop the Schools and Libraries Membership schemes for primary and high schools. Further develop the youth offer in libraries and further develop staff skills in youth engagement.	3	1	3			
End date	2021-22								
Project 5		Project Title:	Customer consultation, marketing and promotion	Improved customer experience			2	1	2
Start date	2016-17	Project Details	Undertake customer surveys to gain user views and consult on any significant changes to service delivery. Continue to develop e-marketing services and undertake promotional activities such as Library Connect.	2	1	2			
End date	2020-21								
Project 6		Project Title:	Income Generation	Improved efficiency (savings)			3	2	6
Start date	2016-17	Project Details	Implement agreed savings from the rollout out of coffee shops in libraries and further develop income sources such as Merton Arts Space whilst identifying new opportunities.	3	2	6			
End date	2019-20								
Project 7		Project Title:	Assisted digital support	Improved customer experience			2	2	4
Start date	2018-19	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs and promote 'channel shift' to online services.	2	2	4			
End date	2020-21								
Project 8		Project Title:	Security services contract	Improved efficiency (savings)			3	2	6
Start date	2015-16	Project Details	On-going monitoring of performance. Develop security guard services to play a more active role in service transformation and to facilitate lone working arrangements.	3	2	6			
End date	2019-20								
Project 9		Project Title:	Library redevelopments	Improved customer experience			3	2	6
Start date	2015-16	Project Details	Continue to develop the new Colliers Wood Library and maximise the use of space in existing libraries. Work with other departments to identify new development opportunities.	3	2	6			
End date	2019-20								

Commissioned Service	Description of main activities and objectives 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. The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses.
Merton Adult Learning	
Cllr Nick Draper: Cabinet Member for Community & Culture	
Service Providers: South Thames College Groundwork London	

Planning Assumptions							The Corporate strategies the service contributes to
Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
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	Special Educational Needs and Disabilities Strategy
							Medium Term Financial Strategy
Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
Staff (Commissioning Team)	3.75	3.75	3.75	3.75	3.75	3.8	
Staff (LDD Curriculum manager)	1	0	0	0	0	0	
South Thames College	Sufficient resources to provide service						
Global Solution Services	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
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
Number of enrolments per annum	3598	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)	2032	45%	40%	40%	40%	40%	High	Quarterly	Outcome	Reduced uptake of service
Number of completers (% retention rate per annum)	96%	94%	95%	95%	95%	95%	High	Annual	Outcome	Reduced service delivery
% overall success rate of accredited courses per annum	74% (TBC)	86%	88%	90%	90%	90%	High	Annual	Outcome	Reduced uptake of service
% of end of course evaluations where teaching and learning is rated as good or above	99%	95%	95%	95%	95%	95%	High	Annual	Perception	Reduced service delivery
% of learners from deprived wards	29%	30%	32%	35%	35%	35%	High	Quarterly	Quality	Reduced uptake of service
Average cost per learner	£374	£247	£247	£247	£247	£247	Low	Annual	Unit cost	Reduced uptake of service

Financial Information									Additional Expenditure Information	
Revenue	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	Due to change of contract, part salary budget for Curriculum manager moved to non-salary budget	
Expenditure	1,410	1,150	1,415	2	1,371	1,371	1,371	1,371		
Old Service	0	0	0	0	0	0	0	0		
Contractor's Fee	1,038	803	1,038	0	1,108	1,108	1,108	1,108		
Employees (Commissioning Team)	184	182	231	2	193	193	193	193		
Employees (LDD Curriculum Manager)	122	42	77	0	0	0	0	0		
Support Service	28	28	31	0	31	31	31	31		
Other Costs	38	95	38	0	38	38	38	38		
Revenue	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23		
Income	1,378	1,125	1,380	2	1,347	1,347	1,347	1,347		
Adult Education Block Grant	1,346	1,111	1,346	2	1,347	1,347	1,347	1,347		
Adult Apprenticeships Grant	28	5	28	0	0	0	0	0		
Other Income	4	9	7	0	0	0	0	0		
Council Funded Net Budget	32	25	35	0	24	24	24	24		
Capital Expenditure	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23		

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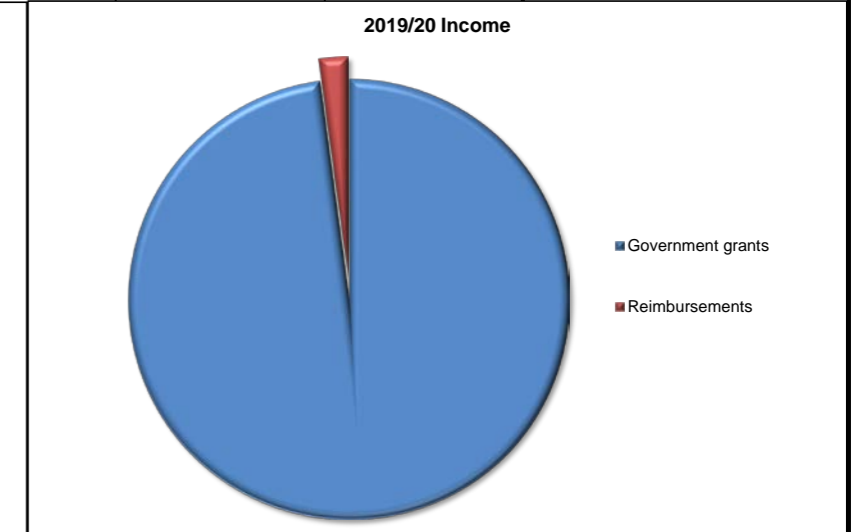
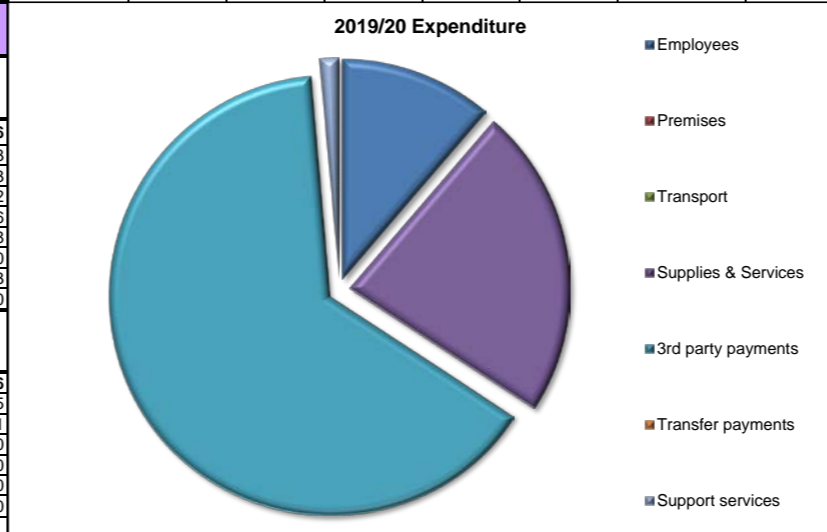
DETAILS OF MAJOR PROJECTS

Merton Adult Learning

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Improve Ofsted rating	Improved effectiveness		
Start date	2016-17	Project Details:	Implement agreed actions in Post Ofsted Improvement Action Plan (PIAP) ready for re-inspection to achieve a 'Good' rating	3	2	6
End date	2019-20					
Project 2		Project Title:	Embed employability, maths and English strands in courses where applicable	Economic outcomes		
Start date	2016-17	Project Details:	Embed key threads around employability, maths and English into courses delivered by new providers.	2	1	2
End date	2019-20					
Project 3		Project Title:	Promote and embed British Values and Prevent within the classroom	Risk reduction and compliance		
Start date	2016-17	Project Details:	Tutors and learners to be able to demonstrate a better understanding of British Values and Prevent and to be more aware of how to keep safe.	2	1	2
End date	2019-20					
Project 4		Project Title:	Expand provision in deprived areas of the borough and / or amongst deprived communities	Improved effectiveness		
Start date	2016-17	Project Details:	Deliver a range of community and family learning initiatives in the borough to increase take up and proactively market services to residents with the greatest needs.	3	1	3
End date	2019-20					
Project 5		Project Title:	Embed new evidence base and overhaul course provision	Improved customer experience		
Start date	2017-18	Project Details:	Make more effective usage of learner and community data to inform the commissioning of adult learning courses whilst retaining a healthy breadth of provision.	2	1	2
End date	2019-20					
Project 6		Project Title:	Embed new commissioning arrangements across all services	Improved effectiveness		
Start date	2016-17	Project Details:	Embed new contractor arrangements and undertake regular contract reviews. Identify improvement plans to embed and improve the quality of the new adult learning services and further develop the provider market in the borough.	3	2	6
End date	2019-20					

Public Health	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Tobin Byers: Cabinet Member for Adult Social Care	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Enter a brief description of your main activities and objectives below	Sexual health	20,080	19,972	19,735	19,498	19,261	19,024	Sexual Health Strategy			
Public Health services currently comprise:	Drugs & alcohol - new service in mobilisation April 2018	400 drugs/220 alcohol	400 drugs/220 alcohol	400 drugs/250 alcohol	400 drugs/270 alcohol	400 drugs/270 alcohol	400 drugs/270 alcohol	Substance Misuse Strategic framework			
• 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)	Support to CCG (% of PH staff capacity)	40%	40%	40%	40%	40%	40%	Merton Health & Care Together			
• Commissioning support function to the CCG (mandatory)and council;	NHS Health Checks	2,180	2,893	2,600	2,600	TBC	TBC	Health & Wellbeing Strategy			
• Health protection oversight function (mandatory)	National Child Measurement Programme	Reception Cohort : 2,396 Year 6 Cohort: 2,362	Reception Cohort : 2,475 Year 6 Cohort: 2,296	Reception Cohort: 2,478 Year 6 Cohort: 2,371	Reception Cohort: 2,481 Year 6 Cohort: 2,447	Reception Cohort: 2,483 Year 6 Cohort: 2,522	Reception Cohort: 2,486 Year 6 Cohort: 2,598	Children and Young People's Plan			
• Health intelligence including JSNA (mandatory)	Health Visiting New Birth Visits: estimated new births	3,222	3,271	3,248	3,242	3,225	3,202				
Our vision for public health in Merton over the next five years is to:	Risk & Resilience Service	129 treatment/500 detached	141 treatment / 500 detached	152 treatment / 500 detached	162 treatment / 500 detached	173 treatment / 500 detached	183 treatment / 500 detached				
• 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.	Falls Prevention	1082	1100	1125	1150	1175	1200				
• Fulfil our statutory PH duties.	Dementia Action Alliance	36	30	40	40	40	40				
• Contribute to Merton becoming London's best council in 2020	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Our strategic objectives are:	Staff (FTE)	16.56	18.66	18.06	18.06	18.06	18.06				
Objective 1: Service transformation - Deliver East Merton Model of Health and Wellbeing and Wilson health and community campus ; deliver a personal prevention offer for adults; whole systems approaches to Diabestes and child hood obesity.	Staff (Trainees included above)	2	2	2	2	2	2				
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	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	
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		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
	Health Visiting - % of New Birth Reviews in 14 days of birth	96.2% (16/17) 17/18 Nov 19	95%	95%	95%	95%	95%	High	Monthly	Outcome	Reduced uptake of service
	Breastfeeding at the 6-8 weeks review (partially or totally)	69.4% (16/17) 17/18 Nov 19	70%	70% TBC	70% TBC	70% TBC	70% TBC	High	Monthly	Outcome	Babies not given the best start in life through breastfeeding
	% of participation in NCMP at age 10-11 years (Year 6)	97.8% (16/17) 17/18 Dec 19	95%	95%	95%	95%	95%	High	Monthly	Output	Breach statutory duty
	Reduce % gap in age 10-11 obesity between E & W Merton	TBC	9.2%	8%	8%	7.7%		Low	Annual	Outcome	Increase prevalence of long term conditions
	New Dementia action alliance members	36	30	40	40	40	40	High	Quarterly	Output	Reduced customer service
	Number of referrals to the falls service	1082.00	1100	1125	1150	1175	1200	High	Quarterly	Output	Reduced uptake of service
	Number of completed health checks	1,887	2,893	2,600	2,600	0	0	High	Quarterly	Output	Breach statutory duty
	The estimated proportion of residents who are dependent on alcohol but not in the treatment system	83.7%	82.7%	81.7%	80.7%	79.7%	78.7%	Low	Quarterly	Output	Increase of potential health harms
	Proportion of all in treatment, who successfully completed treatment and did not re-present within 6/12 months - Alcohol	54.4%	57.3%	58%	59%	60%	61%	High	Quarterly	Outcome	Increase of potential health harms
	% young people (under 25) leaving treatment where substance misuse has reduced or client become drug free.	100.0%	90%	90%	90%	90%	90%	High	Quarterly	Outcome	Increase of potential health harms
	% of eligible people offered an HIV test and who accept	87%	90%	90%	90%	90%	90%	High	Quarterly	Output	Increase of potential health harms
	% of total attendances of eligible service users within the 15-24 age group who accepted and received a Chlamydia test	70%	80%	80%	80%	80%	80%	High	Quarterly	Output	Increase of potential health harms

DEPARTMENTAL BUDGET AND RESOURCES									
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	
Expenditure	11,335	11,353	10,107	(14)	10,396	10,396	10,396	10,396	
Employees	1,116	1,081	1,188	(51)	1,173	1,173	1,173	1,173	
Premises	4	1	3	(2)	3	3	3	3	
Transport	2	0	2	(1)	2	2	2	2	
Supplies & Services	3,172	3,047	2,406	4	2,376	2,376	2,376	2,376	
3rd party payments	6,889	7,069	6,365	36	6,698	6,698	6,698	6,698	
Transfer payments	0	0	0	0	0	0	0	0	
Support services	151	155	143	0	143	143	143	143	
Depreciation	0	0	0	0	0	0	0	0	
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	
Income	10,988	11,006	10,107	14	10,396	10,396	10,396	10,396	
Government grants	10,727	10,727	10,451	0	10,175	10,175	10,175	10,175	
Reimbursements	261	279	256	14	221	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	-600	0	0	0	0	0	
Capital Funded	0	0	0	0	0	0	0	0	
Council Funded Net Budget	347	347	0	0	0	0	0	0	

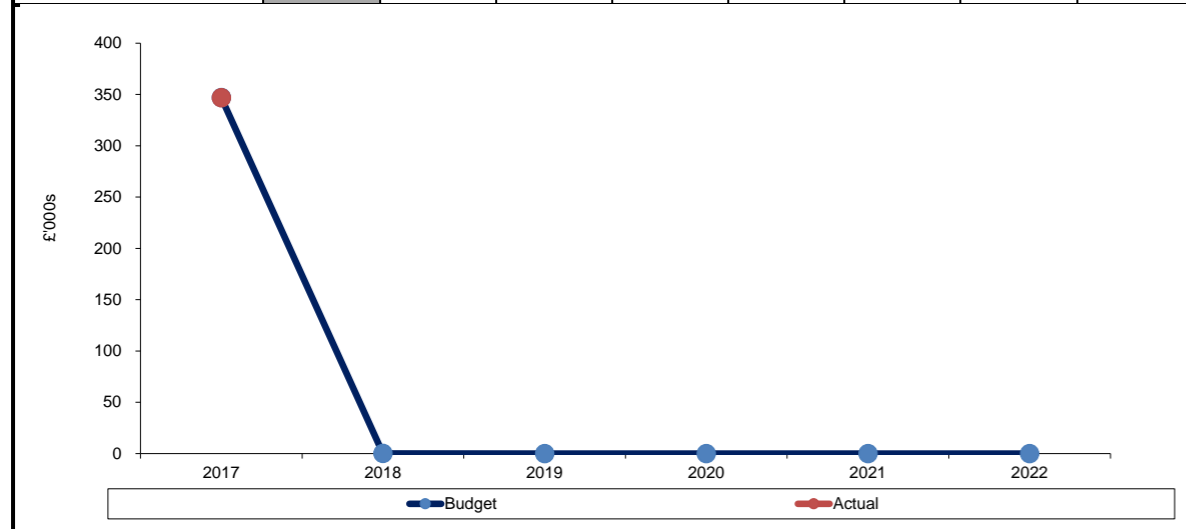


Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
		0	0	0	0	0	0	0

Summary of major budget etc. changes

2019/20

The PH grant will continue to be ring-fenced in 2019/20. The notional allocation is expected with a further reduction of £276k. This equates to a total allocation of £10,175k. Recognising the budget constraints due to recurrent annual funding cuts, the service currently has a shortfall of £224k against a £600k joint working target with ASC. We keep under tight review, taking into account final local government settlements, opportunities arising from NHS 10yr plan, social care green paper and prevention green paper. The shrinking resources limits Public Health's ability to meet its essential prevention, treatment and protection outcomes. In cash terms the ring-fenced grant has been reduced by £1.486m since 2015/16 (£663k in 2015/16-2016/17, £271k in 2017/18, £276k in 2018/19 and £276k in 2019/20). Concurrently the Department will have contributed £1.932m and £1,600m towards joint working with ASC and CSF respectively by 2019/20.



2020/21

Based on the letter from the Chief Executive of Public Health England (PHE) dated 21 December 2017, it is anticipated the grant will be replaced by an allocation from retained business rates. Public Health England is working with the Department of Health to agree the assurance arrangements before the grant comes to an end and expect to confirm those measures by spring 2019. Should this not be possible, the Government may wish to consider continuing with the ring-fenced grant beyond 2020. In addition, work on an updated ACRA formula to describe and compare PH need is under way. Pending an outcome on the Government Spending Review and Green Paper, PH is currently estimating that it would continue to require at least £10m in order to run the service and meet its key obligations

2021/22

2022/23

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 and Wilson Development			
Start date	2018-19	Project Details:	Improved effectiveness			
End date	2021-22		3	3	9	
Project 2		Project Title:	Embed Health and Wellbeing in all policies			
Start date	2018-19	Project Details:	Improved effectiveness			
End date	2020-21		2	2	4	
Project 3		Project Title:	Sexual Health Strategy and Integrated sexual health services			
Start date	2018-19	Project Details:	Improved effectiveness			
End date	2021-22		3	3	9	
Project 4		Project Title:	Whole System Approaches to Diabetes			
Start date	2018-19	Project Details:	Improved effectiveness			
End date	2020-21		2	2	4	
Project 5		Project Title:	Personal Prevention Offer for Adults			
Start date	2018-19	Project Details:	Improved effectiveness			
End date	2020-21		2	2	4	
Project 6		Project Title:	Development of integrated Children's Services			
Start date	2016-17	Project Details:	Improved effectiveness			
End date	2020-21		2	3	6	
Project 7		Project Title:	Whole System Approaches to Childhood obesity			
Start date	2018-19	Project Details:	Improved effectiveness			
End date	2021-22		2	2	4	

Corporate Services

Corporate Governance

Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance

Enter a brief description of your main activities and objectives below

Corporate Governance is made up of 5 core services:

Information Governance - ensuring organisational compliance with Data Protection Act /GDPR and the Transparency agenda, including maintaining the Publication Scheme; managing complaints, MP and member enquiries, FOI/EIR requests; 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.

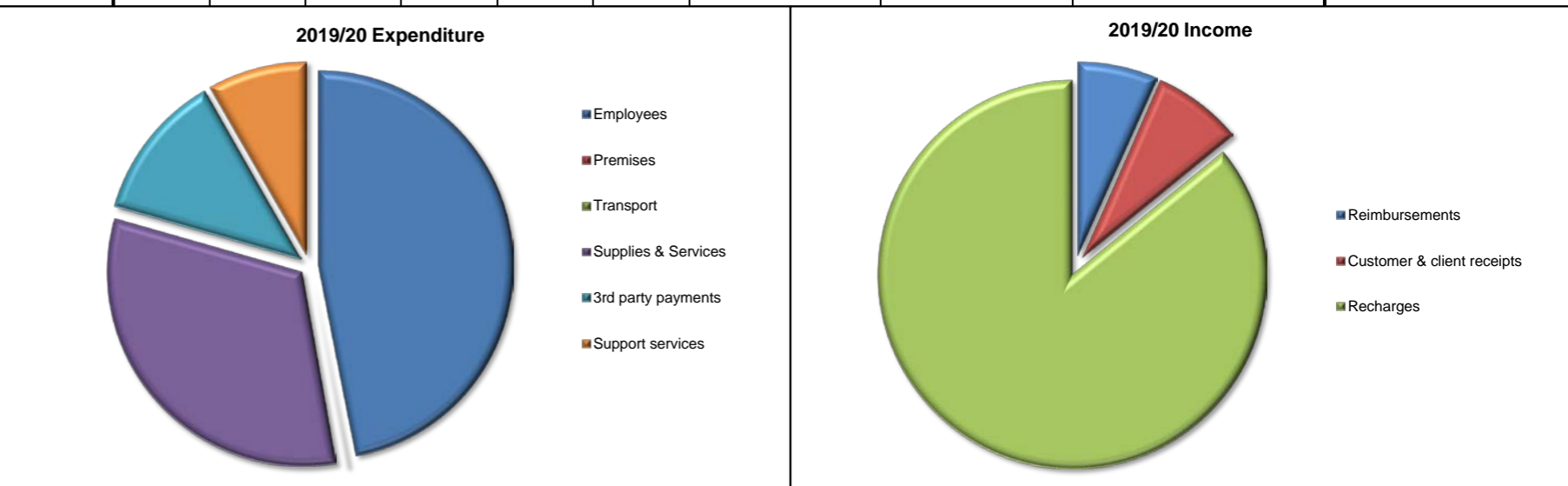
Electoral Services - Electoral Services carries out the statutory maintenance of the register of electors, administers elections and referendums and undertakes the work needed on boundary and electoral reviews. The move to a system of individual electoral registration has provided new challenges to the 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.

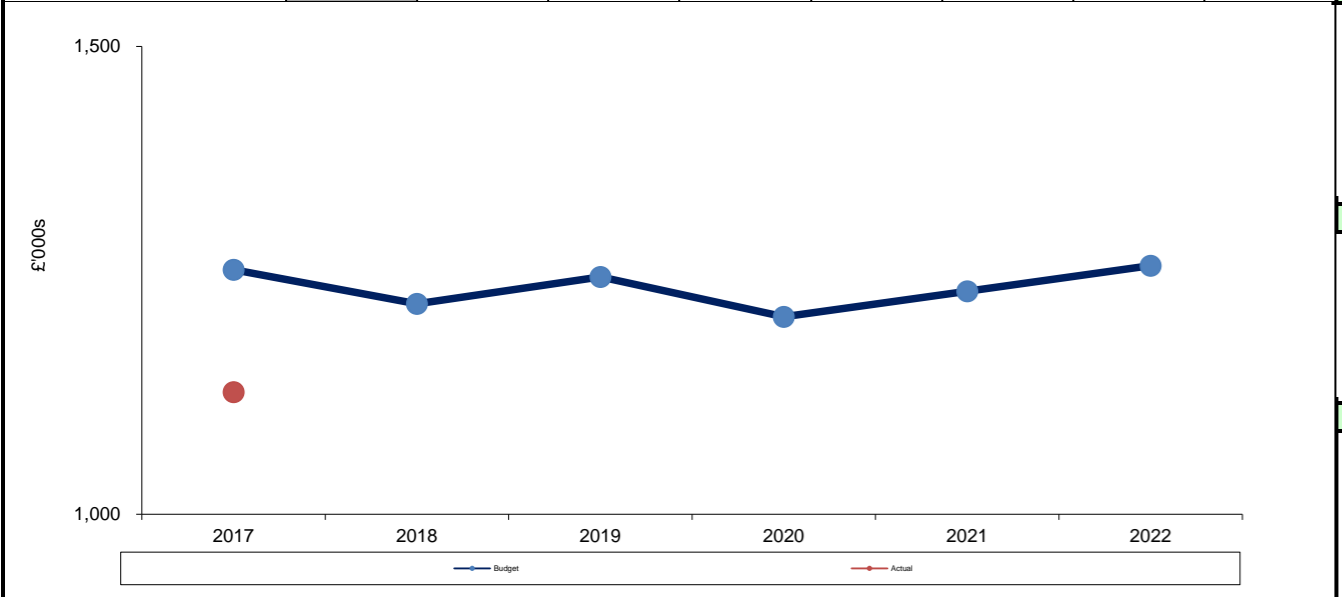
There is also the shared Legal service with the London Borough of Richmond, Wandsworth, Sutton and Kingston; this service has its own Service Plan.

		Planning Assumptions						The Corporate strategies your service contributes to		
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
Anticipated demand										
Residents		207,410	209,421	210,452	212,658	214,740			Information Governance Policy	
Officers		↓							Equality Strategy	
Councillors		60	60	60	60				Risk Management Strategy	
Elections		1	1		1		2		Procurement Strategy	
Anticipated non financial resources		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
Staff (FTE)		28.9	28.8	28.9	27.9	27.9	27.9			
Staff - Election		800	800	0	500	0	1600			
Staff - Canvas		150	150	150	150	50	50			
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
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)				
Audit actions implemented by agreed date		91.1%	90%	90%	90%			High	Business critical	Increased fraud
Audits completed against plan		98.11%	90%	90%	90%			High	Business critical	Increased fraud
Complaints - dealt with in time		67.96%	85%	90%	90%			High	Perception	Reduced customer service
Complaints progressed to stage 2		5%	9%	9%	9%			Low	Perception	Reduced customer service
FOI requests - dealt with in time		75.95%	85%	90%	90%			High	Perception	Reduced customer service
Number of supplementary agendas issued		19	18	16	14			Low	Perception	Government intervention
% of councillors who agree scrutiny function effective		89	75	80	80			High	Perception	Poor decision making
Ombudsman complaints answered in time		66.28%	90%	90%	90%			High	Quality	Rework
% of FOI refusal notices not upheld at review		0%	4%	4%	4%			Low	Perception	Government intervention
No. of new electors added to the register of electors		26,265	25,000	25,000	25,000			High	Perception	Reduced customer service

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	3,441	3,529	3,143	117	3,221	3,179	3,206	3,233
Employees	1,413	1,668	1,443	(15)	1,511	1,441	1,441	1,441
Premises	0	15	0	17	0	0	0	0
Transport	28	12	27	(16)	8	9	9	9
Supplies & Services	1,091	958	1,021	124	1,039	1,061	1,082	1,103
3rd party payments	461	420	386	6	396	402	408	413
Support services	448	456	266	0	266	266	266	266
Depreciation								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	2,179	2,398	1,918	(252)	1,968	1,968	1,968	1,968
Government grants	58	74	0	0	0	0	0	0
Reimbursements	105	253	130	(57)	130	130	130	130
Customer & client receipts	232	370	98	(196)	148	148	148	148
Recharges	1,784	1,701	1,690	0	1,690	1,690	1,690	1,690
Reserves								
Capital Funded								
Council Funded Net Budget	1,261	1,131	1,225	(135)	1,254	1,211	1,238	1,266
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
		0	0	0	0	0	0	0



Summary of major budget etc. changes	
2019/20	CSREP 2019-20 (6) Increase in income from legal services realting to S106M property and court fess £50k
2020/21	2019-20 CS27 Merge Democratic Services and Electoral Services £70k
2021/22	
2022/23	



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

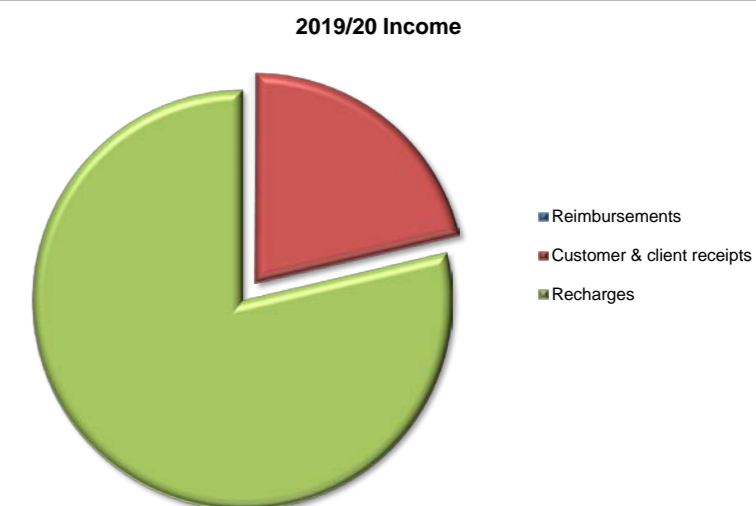
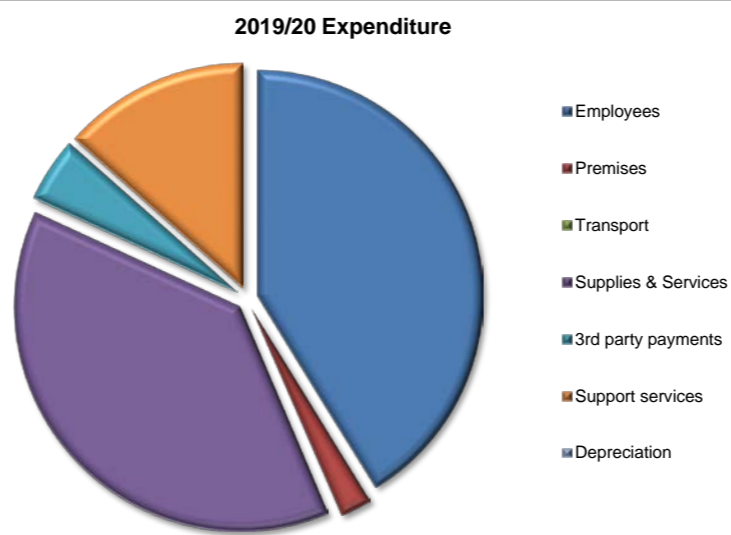
Corporate Governance

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Support new intake of councillors		Improved customer experience		
Start date	2017-18	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, 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	2021-22						
Project 2		Project Title:	Efficiency programme in Mayor's Office		Improved efficiency (savings)		
Start date	2015-16	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	2019-20						
Project 3		Project Title:	Scrutiny Improvement Programme		Improved customer experience		
Start date	2018-19	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	2021-22						
Project 4		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	2019-20						
Project 5		Project Title:	2018/22 Administer statutory elections, referendums and ballots.		Risk reduction and compliance		
Start date	2018-19	Project Details:	Administer full borough council elections in 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	2021-22						
Project 6		Project Title:	Work with Local Government Boundary Commission on planned Electoral Review of Merton - implementation for 2022 Council elections		Infrastructure renewal		
Start date	2019-20	Project Details:	Council size proposal due March 2019, warding patterns proposal due July 2019. Draft recommendations published September 2019. Final recommendations published February 2020.		3	2	6
End date	2020-21						
Project 7		Project Title:	Data Protection Act (DPA18) / General Data Protection Regulation (GDPR)		Risk reduction and compliance		
Start date	2017-18	Project Details:	To implement action plan targets to introduce new requirements and embed principles as business as usual.		4	3	12
End date	2019-20						
Project 8		Project Title:	To reduce printing costs		Improved efficiency (savings)		
Start date	2019-20	Project Details:	Roll out Modern Gov App to encourage councillors and senior officers to go paperless at Committee meetings. Identify champions. Cascade from CMT.		3	1	3
End date	2020-21						

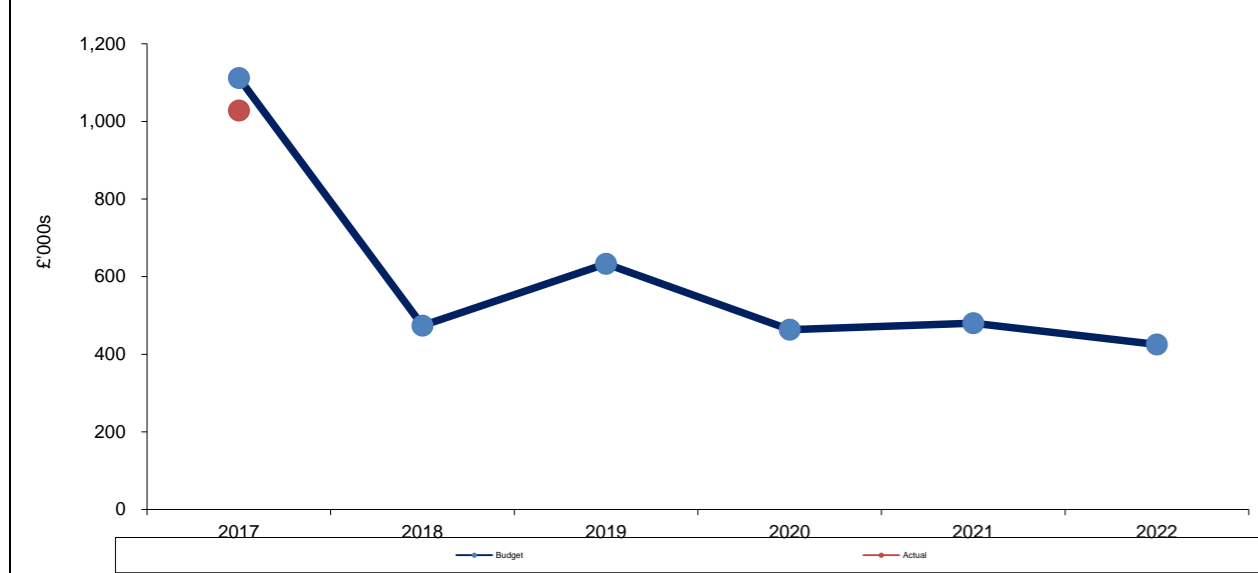
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Customers, Policy & Improvement (previously called Business Improvement)	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
<p>Enter a brief description of your main activities and objectives below</p> <p>Customer Services will:</p> <p>Through Merton Link provide a first point of contact for most council customers and visitors both face-to-face and by the telephone.</p> <ul style="list-style-type: none"> - Deliver a Translations service and discharge the Concessionary Travel Scheme. <p>Discharge the council's responsibilities for the registration of births, deaths, marriages and civil partnerships, citizenship ceremonies and nationality services.</p> <p>Act as a client for the multi-borough coroners service.</p> <p>Continuous Improvement and Corporate Change will:</p> <ul style="list-style-type: none"> - 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. <p>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. From 2019/20 PSP will be responsible for Service Planning and Performance.</p> <p>The Communications team is responsible for promoting and protecting the reputation of the council by communicating with Merton's key stakeholders using a range of channels including media relations, My Merton, social media, campaign marketing as well as corporate events. It also oversees Consultation and Engagement corporately.</p>	Telephone callers	450000	400000	375000	350000	350000	300000	Customer Contact Strategy		
	Continuous improvement & Corporate Change (days)	880	880	770	660	660	660	Communications Strategy		
	Policy, Strategy & Partnerships	1012	1012	1232	1012	1012	1012	Information Management Strategy		
	Comms & Engagement	1120	1430	880	880	880	880	Voluntary Sector Strategy		
								Equality and Community Cohesion Strategy		
								Community Plan		
								Social Media Strategy		
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
	Staff - CI & CC (FTE & fixed term)	4.8	7.0	7.0	5.0	5.0	5			
	Staff - Policy, Strategy & Partnerships	4.8	4.6	5.6	5.6	5.6	5.6			
Staff - Customer Services	31.4	30.5	29.5	29.5	29.5	29.5				
Staff - Comms & Engagement	7.0	6.5	6.5	6.5	6.5	6.5				
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
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
% positive and neutral coverage tone	87.58%	92%	85%	85%	85%	85%	High	Monthly	Perception	Reputational risk
No. of new volunteers recruited	618	350	350	300	300	300	High	Quarterly	Outcome	Reduced customer service
% who agree people from different backgrounds get on (ARS)	N/A	90	90	80	80	80	High	Annual	Perception	Reputational risk
% agree Merton is making the area a better place to live (ARS)	N/A	76	N/A	76	N/A	TBC	High	Annual	Perception	Reputational risk
% of residents who feel informed about council services (ARS)	N/A	81	N/A	81	N/A	TBC	High	Annual	Perception	Reputational risk
% of residents agree the council involves them in making decisions (ARS)	N/A	62	N/A	62	N/A	TBC	High	Annual	Perception	Reputational risk
% of on-line transactions	72.59%	63%	64%	65%	66%	66%	High	Monthly	Business critical	Reduced customer service
First contact resolution	78.65%	75%	75%	75%	75%	75%	High	Monthly	Perception	Reduced customer service
Event income (Marriages, Civil Partnerships etc.)	554,520	440,000	400,000	400,000	400,000	400,000	High	Monthly	Business critical	Loss of income

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	5,667	5,766	5,203	(59)	5,186	5,032	5,049	4,994
Employees	2,546	2,539	2,098	83	2,139	2,059	2,059	2,059
Premises	66	140	120	(22)	117	19	21	23
Transport	5	1	3	(2)	3	3	3	3
Supplies & Services	1,980	2,252	2,017	6	1,989	2,019	2,050	2,002
3rd party payments	314	24	268	(123)	242	234	219	210
Support services	755	810	697	-	697	697	697	697
Depreciation								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	4,555	4,738	4,729	28	4,553	4,568	4,568	4,568
Government grants	66	51	16	(50)	0	0	0	0
Reimbursements	3	7	3	0	3	3	3	3
Customer & client receipts	1,117	1,128	1,127	78	967	982	982	982
Recharges	3,369	3,552	3,583	0	3,583	3,583	3,583	3,583
Reserves					0			
Capital Funded								
Council Funded Net Budget	1,112	1,028	474	(30)	633	463	480	425
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Customer Contact Programme		157	1,999	0	250	0	1,900	0
	0	157	1,999	0	250	0	1,900	0



Summary of major budget etc. changes			
2019/20			
CS2016-05 Increase income through translations £15k CS2016-07 Cash Collection Reduction £30k 2018-19 CS09 Reduction/rationalisation in running costs budgets across multiple budgets £35k CS2016-06 Merton Link - efficiency savings £30k			
2020/21			
2018-19 CS15 Policy & Partnerships -reduce headcount £50k 2019-20 CS02 Charge for Blue Badges £15k 2019-20 CS03 Remove contribution to E&R for funding premises occupied by VS grant recipients (MVSC and CAB) £99k 2019-20 CS05 Registrars Reduction in staff £30k 2019-20 CS28 Cash Collection reduction £12k			
2021/22			
2019-20 CS28 Cash Collection reduction £19k			
2022/23			
2019-20 CS28 Cash Collection reduction £13k 2019-20 CS04 Reduce strategic partner grant by 10% £78k			



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

Customers, Policy & Improvement (previously called Business Improvement)

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Customer Contact project	Improved customer experience		
Start date	2018-9	Project Details:	Build on the deliverables of the CC Programme to deliver enhancements and improvements to increase automated service requests via the website in support of a refreshed Customer Contact Strategy.	5	2	10
End date	2019-20					
Project 2		Project Title:	Redesign of Merton Link	Improved customer experience		
Start date	2018-9	Project Details:	Implement the redesign of Merton Link to improve the customer experience and increase self service.	5	2	10
End date	2019-20					
Project 3		Project Title:	Community Plan	Improved effectiveness		
Start date	2018-19	Project Details:	Develop a new community plan for Merton 2019/25.	TBC	TBC	0
End date	2019-20					

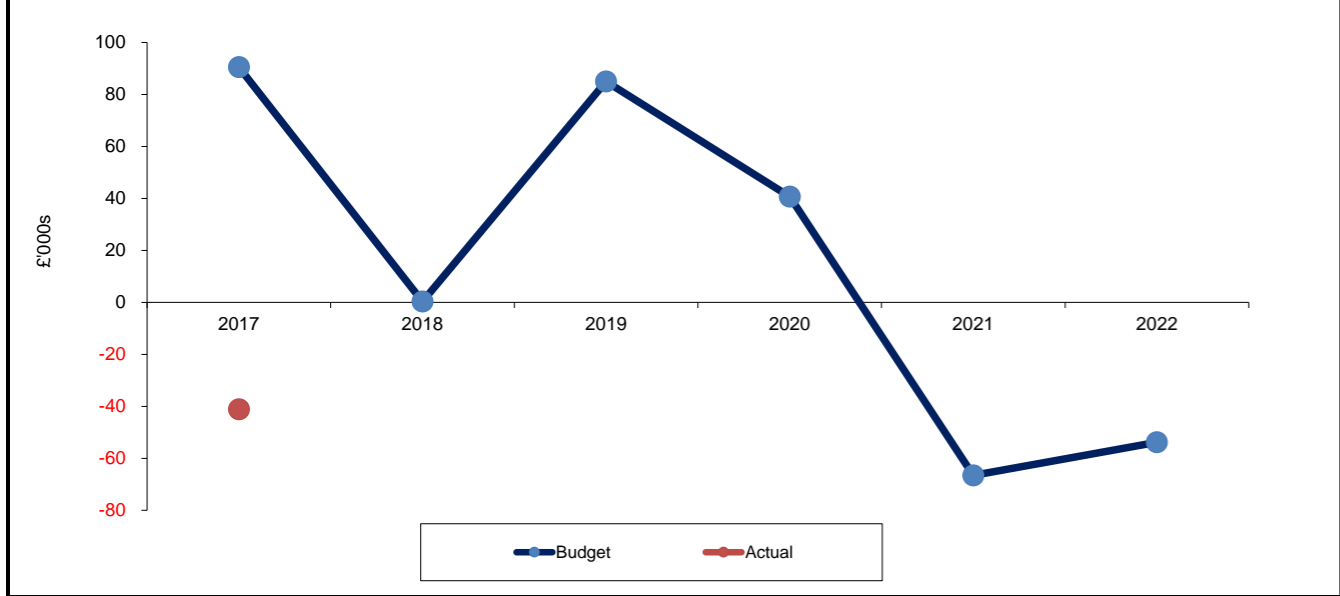
Human Resources	Planning Assumptions						The Corporate strategies your service contributes to	
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22		2022/23
Enter a brief description of your main activities and objectives below	Employees in Merton for HR, payroll, advice, L&D, EAP etc.	4,200	4,000	3,800	3,800	3,800		Workforce Strategy
	New recruits to be appointed	150	140	145	140	142		Economic Development Strategy
	New Apprentices to be appointed	33	33	33	33	33		Equality and Community Cohesion Strategy
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
	Staff (FTE)	33	32.5	32.5	31.5	31.5	31.5	
	Apprentices (FTE)	2	6	7.9	7.9	7.9	7.9	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	3,043	2,706	2,781	(143)	2,866	2,829	2,722	2,735
Employees	2,100	1,859	1,859	(101)	1,948	1,901	1,903	1,906
Premises	47	12	48	(36)	49	49	50	51
Transport	2	4	2	1	2	2	2	2
Supplies & Services	207	(4)	210	(67)	196	199	83	86
3rd party payments	290	415	294	59	303	309	315	322
Support services	398	420	368	0	368	368	368	368
Depreciation								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	2,953	2,747	2,781	147	2,781	2,788	2,788	2,788
Government grants				0	0	0	0	0
Reimbursements	79	122	79	(38)	79	79	79	79
Customer & client receipts	560	364	560	185	560	567	567	567
Recharges	2,314	2,261	2,142	0	2,143	2,143	2,143	2,143
Reserves								
Capital Funded								
Council Funded Net Budget	90	(41)	0	4	85	41	(67)	(54)

2019/20 Expenditure

2019/20 Income

Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
		0	0	0	0	0	0	0



Summary of major budget etc. changes

2019/20

2019-20 CS24 Realignment/redesign of HR services to provide services to the organisation and mitigate associated risks £50k
2019-20 CS05 Charge for voluntary sector payroll £7k

2020/21

2021/22

2019-20 CS26 Review of contract arrangements £120k

2022/23

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

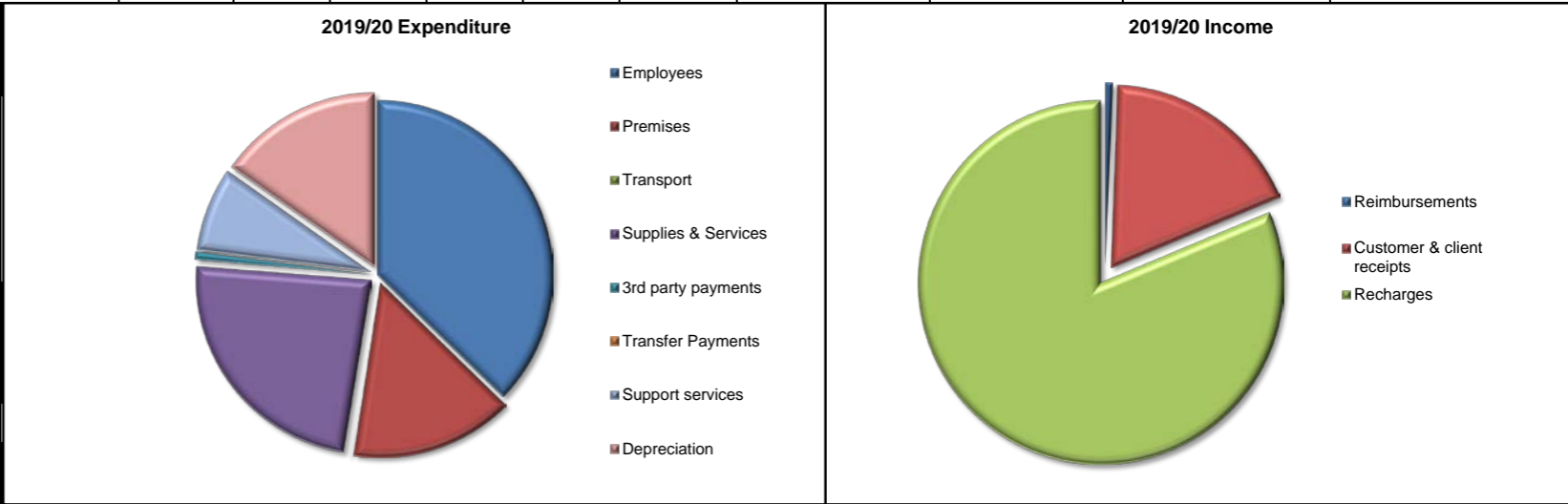
Human Resources

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Workforce Strategy	Improved staff skills and development			3	3	9
Start date	2018-19	Project Details:	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change						
End date	2020-21								
Project 2		Project Title:	Establishment and workforce	Improved staff skills and development			3	4	12
Start date	2017-18	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff						
End date	2019-20								
Project 3		Project Title:	Apprenticeships	Improved effectiveness			3	3	9
Start date	2017-18	Project Details:	Processes in place to increase the number of apprentices in schools and the organisation. Maximise the use of the Levy						
End date	2019-20								
Project 4		Project Title:	Review and retender key HR contracts	Improved effectiveness			3	3	9
Start date	2017-18	Project Details:	Commission Occupational Health, Agency contract, Schools SLAs and Recruitment system						
End date	2019-20								
Project 5		Project Title:	Member Development	Improved effectiveness			2	2	4
Start date	2017-18	Project Details:	Ensure induction and development activities are in place to enable them to undertake their role.						
End date	2019-20								

Infrastructure and Technology (previously Infrastructure & Transactions) Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22		2022/23		
<p>Infrastructure & Technology Division (I&T) is a support service made up of seven functions:</p> <p>IT Service Delivery - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.</p> <p>IT Business Systems - IT (BS) will work with the organisation to establish and deliver the IT strategy and associated implementation plan, ensure a coordinated and planned approach for the implementation and support of technology whilst complying with the agreed corporate IT strategy, standards to support business efficiency and improve service delivery.</p> <p>Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.</p> <p>Transactional Services - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed, Providing training and support for all users of the systems required for payments or invoicing</p> <p>Safety Services - Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Etc. Act 1974, The Management of Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and all sister regulations.</p> <p>Client Financial Affairs - Act as court appointed deputies for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity.</p> <p>Commercial Services - Are the strategic centre of excellence for procurement and category management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.</p>	Repairs & Maintenance of Corporate Buildings (Revenue)	740,000	700,00	600,00	500,00	500,000	500,000	Civic Centre Accommodation Strategy		
	IT Service Calls	28,500	27,800	25,500	25,000	25,000	25,000	25,000	IT Strategy and Implementation Plan	
	Health & Safety Statutory Inspections	100	100	100	100	100	100	100	Risk Management Strategy	
	Transactions requested by departments	85,000	80,000	80,000	80,000	80,000	80,000	80,000	Local Plan	
	Number of Client Affairs cases being managed	250	250	250	250	250	250	250	Procurement Strategy	
	Procurement Support (Number of projects)	50	42	80	80	80	80	80	Workforce Strategy	
	Core IT Systems support and management (days)	5720	5720	5720	5720	5720	5720	5720	IT Strategy and Implementation Plan	
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
	FM (FTE)	32.9	34.23	34.23	32.23	32.23	32.23			
	Transactional Services (FTE)	13.3	13.3	13.3	10.3	10.3	10.3			
	IT Service Delivery (FTE)	29	28	28	28	28	28			
	Safety Services (FTE)	5	4	4	4	4	4			
	Client Financial Affairs (FTE)	7	6	6	6	6	6			
	Commercial Services & Procurement (FTE)	5	9	9	9	7	7			
	Management (FTE)	2	2	2	2	2	2			
Business Systems (FTE)	28.7	25.2	25.2	25.2	25.2	25.2				
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			
Customer Satisfaction - IT incident resolution	96.33%	90%	90%	90%	90%	95%	High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	79.57%	75%	75%	75%	75%	80%	High	Monthly	Outcome	Reduced service delivery
Systems availability	99.77%	99%	99%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery
Health and Safety workplace inspections completed on time	51	50	50	50	50	50	High	Quarterly	Outcome	Breach statutory duty
Income - External Fees	320,282	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	88%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Number of staff working from Civic Centre	1,200	1,200	1,300	1,400	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	100%	94%	95%	95%	95%	95%	High	Monthly	Outcome	Reduced customer service
Client Post Office voucher acc't balance falls below £2.5K	0	0	0	0	0	0	Low	Monthly	Outcome	Customer hardship
% of influencible spend published on contracts register	50%	85%	85%	95%	99%	99%	High	Quarterly	Outcome	Reputational risk
% of suppliers accounting for the 20% of influencible spend	91%	60%	80%	75%	70%	70%	Low	Annual	Output	Increased costs
CO2 emissions from corporate buildings (tonnes)	5849	7434.32	7128.8	6914.94	6800	6800	Low	Annual	Output	Environmental issues

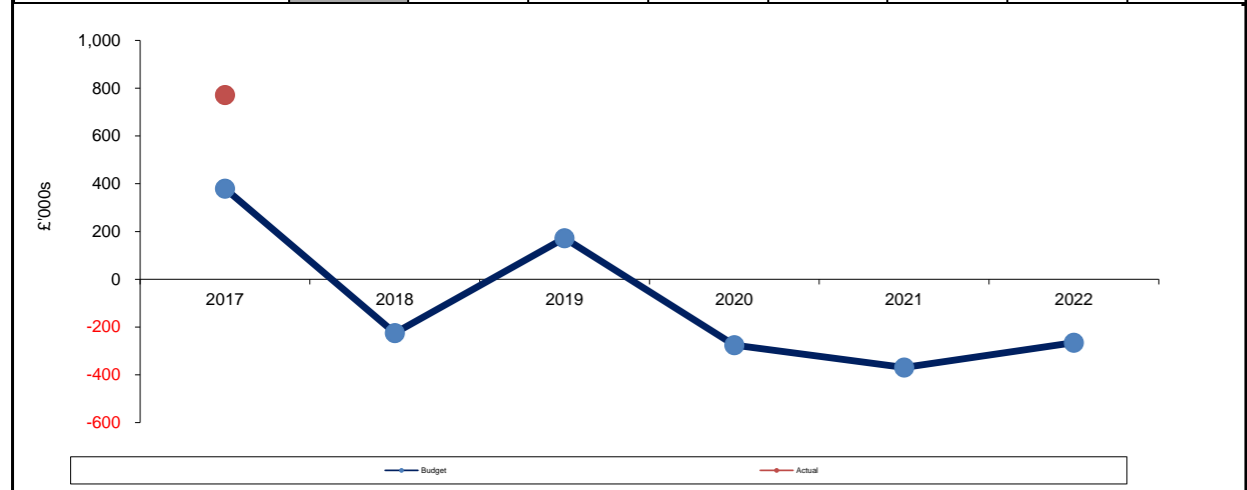
DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	14,721	15,572	14,061	(620)	14,566	14,119	14,145	14,249
Employees	5,386	5,966	5,097	118	5,438	5,258	5,258	5,258
Premises	2,763	3,106	2,143	64	2,199	1,865	1,824	1,862
Transport	27	18	27	(6)	25	26	26	27
Supplies & Services	3,274	3,259	3,596	(699)	3,443	3,507	3,572	3,637
3rd party payments	112	0	98	(98)	100	101	103	104
Transfer Payments	9	1	9	0	10	10	10	10
Support services	1,191	1,262	1,130	0	1,130	1,130	1,130	1,130
Depreciation	1,960	1,960	1,961	0	2,222	2,222	2,222	2,222
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	14,341	14,801	14,287	392	14,394	14,394	14,514	14,514
Government grants	0	0	0	0	0	0	0	0
Reimbursements	81	183	81	(61)	81	81	81	81
Customer & client receipts	2,481	2,886	2,501	453	2,608	2,608	2,728	2,728
Recharges	11,780	11,732	11,705	0	11,705	11,705	11,705	11,705
Reserves								
Capital Funded								
Council Funded Net Budget	380	772	(225)	(229)	172	(275)	(369)	(265)
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Building Works		430	801	0	1,150	650	650	650
Invest to Save		1,398	2,038	0	300	300	300	300
Water/Fire Safety Works		211	350	0	0	0	0	0
IT Systems projects		306	396	9	1,055	275	50	340
Social Care IT System		402	150	0	400	0	0	0
IT Modernisation		1,034	1,965	0	1,735	1,060	970	1,005
Multi Function Devices					600			
		3,782	5,700	9	5,240	2,285	1,970	2,295



Summary of major budget etc. changes

CS2016-08 Income from letting two floors vacant space in Civic Centre £190k
 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 CS04 Delete or full cost recovery of one post within FM £36k
 2018-19 CS14 M3 Support to Richmond/Wandsworth £20k



2020/21

CS2015-03 Restructure of Transactional Services team £100k
 CSD7 Restructure Print and Post service and delete one post £47k
 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
 2019-20 CS17 Closure of Chaucer centre and relocation of operational teams at the Civic centre £77k
 2019-20 CS18 Closure of Gifford House and relocation of SLLP to the Civic centre £69k
 2019-20 CS19 Reduction in the Repairs and Maintenance budgets for the corporate buildings £100k
 2019-20 CS20 Reduction in the energy 'Invest to Save' budget for the corporate buildings £100k

2021/22

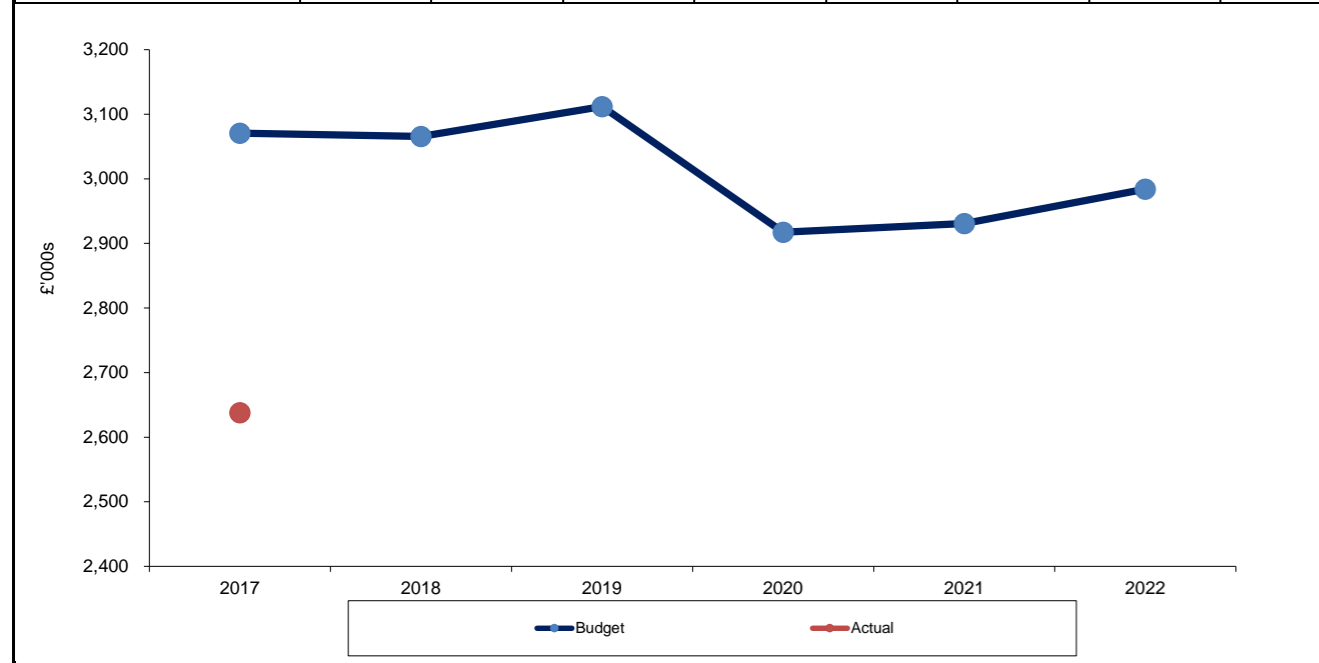
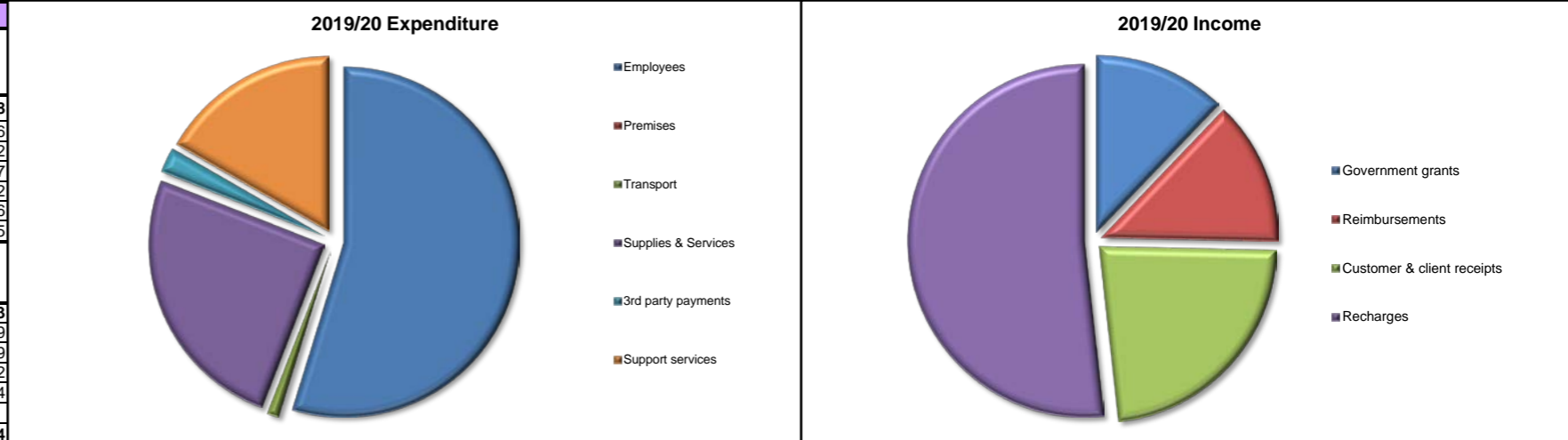
2019-20 CS16 Closure of Morden Park House and relocation of statutory services to operate at the Civic centre £78k
 2019-20 CS21 Implement phase 2 of the Flexible Working Programme to generate additional vacant floor space and generate income from commercial lease arrangements £90k
 2019-20 CS23 Implement a means assessed charging scheme for appointments undertaken by the CFA team £30k

2022/23

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Infrastructure and Technology (previously Infrastructure & Transactions)									
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT		Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Implementation of IT Strategy & Plan		Infrastructure renewal		3	3	9
Start date	2018-2019	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.						
End date	2022-23								
Project 2		Project Title:	Implementation of 4P's project		Infrastructure renewal		3	2	6
Start date	2018-19	Project Details:	Procure and implement M3LP and M3PP hosted environment to facilitate the delivery of the three borough shared Regulatory Service.						
End date	2019-20								
Project 3		Project Title:	Replacement of PABX Equipment		Infrastructure renewal		2	3	6
Start date	2018-19	Project Details:	Replace obsolete PABX and associated telephony equipment.						
End date	2019-20								
Project 4		Project Title:	Implement New Procurement Service Delivery Model		Improved efficiency (savings)		4	2	8
Start date	2018-19	Project Details:	Implement a new "Centre led" procurement operating model and embed category management across the Council.						
End date	2019-20								
Project 5		Project Title:	Energy "Invest to Save" Initiatives		Improved sustainability		3	2	6
Start date	2016-17	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.						
End date	2019-20								
Project 6		Project Title:	Undertake 'Make/Buy/Share' reviews of key service provision		Improved efficiency (savings)		3	2	6
Start date	2018-19	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.						
End date	2020-21								
Project 7		Project Title:	Review Departmental Business Continuity/Disaster Recovery plans		Risk reduction and compliance		2	2	4
Start date	2018-19	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.						
End date	2019-20								
Project 8		Project Title:	Upgrade to Office 365		Improved effectiveness		4	3	12
Start date	2019-20	Project Details:	Complete works to upgrade from current version of Microsoft Office to Office 365 and implement cloud based services, including telephony.						
End date	2021-22								
Project 9		Project Title:	Flexible Working (Phase 2)		Improved efficiency (savings)		3	2	6
Start date	2018-19	Project Details:	Phase two of the Flexible Working will further promote the innovative use of modern IT technology, infrastructure and office accommodation in order to enable the Council to continue to deliver its services in the most efficient and cost effective manner possible.						
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	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
<p>Enter a brief description of your main activities and objectives below</p> <p>• 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.</p> <p>• 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.</p> <p>• Treasury and pensions - to manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for pensions administration.</p> <p>• Local Taxation - responsible for Council Tax & Business Rates collection and Debt Recovery.</p> <p>• Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud;</p> <p>• Bailiffs - collection of outstanding warrants in a shared service between Sutton & Merton for all areas especially council tax and parking fines.</p> <p>• Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered towards the end of this service plan period but details are vague due to the uncertainty of the roll-out of the scheme and the continual deferral from central government. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload</p>	Revenue/Capital Budget Managers supported	136/23	136/23	136/23	136/23	136/23	136/23	Capital Strategy			
	Budget, Service, Performance & Risk Monitoring Reports	10	10	10	10	10	10	Medium term Financial Strategy			
	Benefit/Council Tax support claimants	14,500	14,000	14,000	13,000	13,000	13,000	Procurement Strategy			
	Telephone callers	450,000	400,000	375,000	350,000	350,000	350,000	Risk Management Strategy			
	Face to face customers	80,000	70,000	65,000	60,000	55,000	55,000	Treasury Management Strategy			
	Council tax properties	84,000	85,000	85,000	86,000	86,500	86,500				
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
	Staff (FTE)	145.8	145.1	145.5	141.5	141.5	141.5				
	Staff (Trainees)	2	1	1	1	1	1				
	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
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
	Accuracy of P10 Revenue Forecast (compared to outturn)	91%	90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
	Accuracy of P8 Capital Forecast	82%	90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
	Number of Adjustments to Draft Accounts	3	0	0	0	0%		Low	Annual	Business critical	Reputational Risk
	Action plans in place for 'red' risks	100%	90%	90%	90%	90%		High	Quarterly	Outcome	Poor decision making
% of Loans Paid on Time	94.56%	100%	100%	100%	100%		High	Quarterly	Business critical	Reputational risk	
% of Claims Responded to within 5 Working Days	77%	95%	96%	96%	96%		High	Quarterly	Outcome	Reduced customer service	
Delivery against current year MTFs savings target	69.48%	100%	100%	100%	100%		High	Quarterly	Business critical	Poor decision making	
% of Merton Bailiff files paid in full (exc parking & misc debt)	50.78%	52%	52%	52%	52%		High	Monthly	Outcome	Loss of income	
Business Rates collected	98.79%	97.50%	97.50%	97.50%	97.50%		High	Monthly	Business critical	Loss of income	
Council Tax Collected	97.69%	97.25%	97.25%	97.25%	97.25%		High	Monthly	Business critical	Loss of income	
Time taken to process Housing Benefit COC	8.67 days	9 days	8 days	8 days	8 days		Low	Monthly	Business critical	Customer hardship	
Time taken to process new Housing Benefit claims	13 days	15 days	14 days	14 days	13 days		Low	Monthly	Business critical	Customer hardship	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	12,186	12,941	12,001	658	12,140	11,966	11,994	12,048
Employees	6,688	7,311	6,445	486	6,647	6,486	6,486	6,486
Premises	2	2	2	2	2	2	2	2
Transport	111	125	112	42	132	133	135	137
Supplies & Services	3,172	3,336	3,137	202	3,051	3,032	3,054	3,102
3rd party payments	275	227	279	(75)	284	288	292	296
Support services	1,938	1,940	2,026	0	2,025	2,025	2,025	2,025
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	9,115	10,303	8,935	(1,063)	9,028	9,048	9,063	9,063
Government grants	1,195	1,174	1,195	0	1,099	1,099	1,099	1,099
Reimbursements	1,021	1,522	1,149	(210)	1,189	1,189	1,189	1,189
Customer & client receipts	1,917	2,631	1,917	(853)	2,067	2,087	2,102	2,102
Recharges	4,982	4,976	4,674	0	4,674	4,674	4,674	4,674
Reserves								
Council Funded Net Budget	3,071	2,638	3,066	(405)	3,112	2,917	2,931	2,984
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Financial Systems		33	212	0		125		700
Acquisitions Budget		4,271	67	0				6,985
Capital Bidding Fund								1,186
Corporate Capital Contingency								3,000
Housing Company			1,300	0	2,235	1,810		
Westminster Coroners Court					460			
Westminster Coroners Court								
		4,304	1,579	0	2,695	1,935	0	11,871



Summary of major budget etc changes	
2019/20	2018-19 CS05 Reduction in permanent staffing £30k CS2016-02 Restructure of Housing Benefits section due to roll out of Universal Credit £66k 2018-19 CS08 Increase in income from Enforcement Service £100k 2018-19 CS10 Revenues & Benefits - Reduction in staffing £60k CSREP 2019-20 (2) Reduction in internal insurance fund contribution £250k CSREP 2019-20 (3) Increase in income from Enforcement service £50k
2020/21	2018-19 CS06 Miscellaneous budgets within Resources £17k 2018-19 CS07 Retender of insurance contract £50k 2018-19 CS08 Increase in income from Enforcement Service £20k 2019-20 CS06 Revenues and Benefits reduction in staffing £146k 2019-20 CS08 Insurance reduction in staffing £15k
2021/22	2018-19 CS07 Retender of insurance contract £25k 2018-19 CS08 Increase in income from Enforcement Service £15k
2022/23	

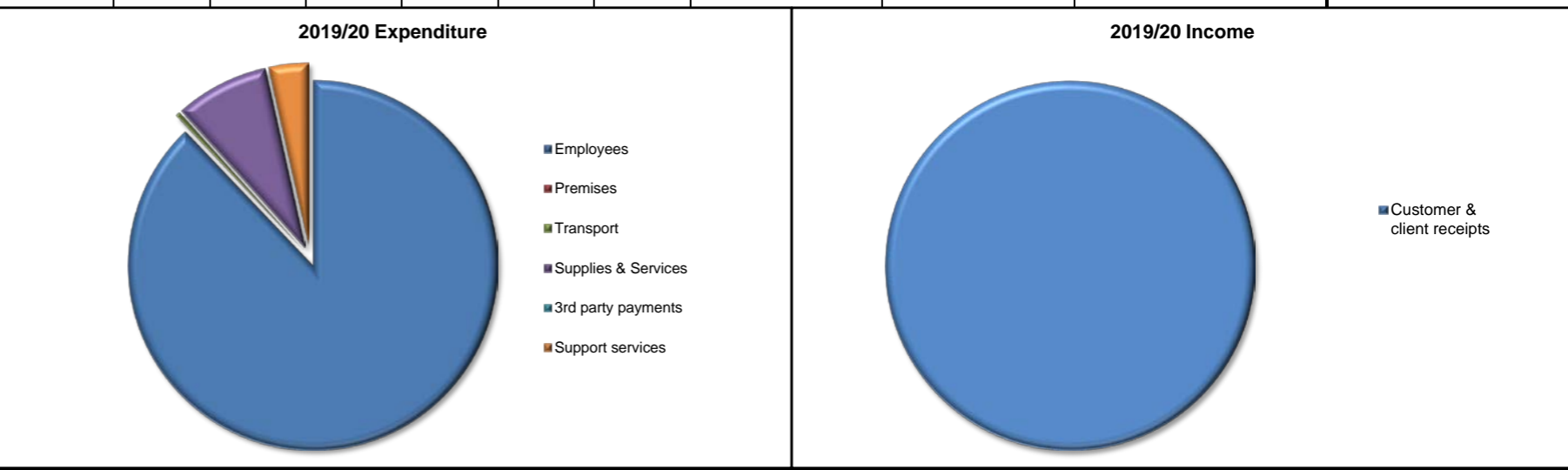
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Resources

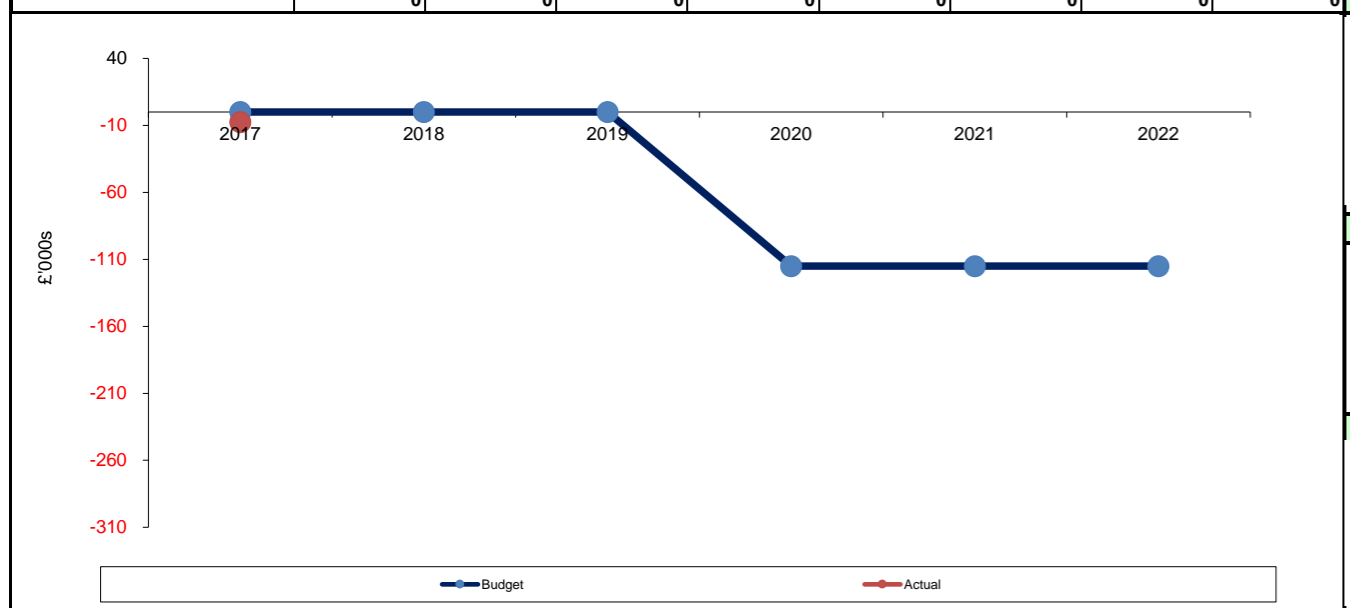
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk			
				Likelihood	Impact	Score	
Project 1		Project Title:	Evaluation of future funding levels	Risk reduction and compliance			
Start date	2017-18	Project Details:	Analysis of all relevant information relating to local government finance. This will include 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	3	6
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 involved a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is also 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 key lessons learned. A programme of development has been agreed (system upgrades to new releases for E5, and collaborative planning together with a new Fixed Asset module). A permanent team of three people has been 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	2019-20						
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:	Pilot Early closure of Accounts	Improved effectiveness			
Start date	2018-19	Project Details:	2 years of early closing of accounts was undertaken in preparation of 17/18 when the early close deadlines applied. Work is currently underway to ensure the lessons learned from the 17/18 closedown process and external auditors comment are addressed and changes implemented for 18/19. Additional resource has been allocated to the closing of accounts team.		1	3	3
End date	2019-20						
Project 5		Project Title:	Universal Credit Implementation	Economic outcomes			
Start date	2015-16	Project Details:	Implement the roll out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice. Process has been delayed by Central Government - All job centres in Merton will implement UC for new claims in accordance with the procedures which Central Government finally determine.		2	1	2
End date	2019-20						
Project 6		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	2019-20						
Project 7		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 lean review of the existing debt collection processes is being undertaken as part of the system implementation.		2	1	2
End date	2019-20						

Shared Legal Services	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22		2022/23		
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	19,125	19,125	19,125	17,632	17,632		Contribute to all Corporate Strategies		
	Chargeable hours for Richmond	13,828	13,828	13,828	13,828	13,828				
	Chargeable hours for Sutton	22,835	22,835	22,835	22,835	22,835				
	Chargeable hours for Kingston	11,329	11,329	11,329	11,329	11,329				
	Chargeable hours for Wandsworth	22,487	22,487	22,487	22,487	22,487				
	Chargeable hours for Achieving for Children	11,222	11,222	11,222	11,222	11,222				
	Chargeable hours for Sutton Housing Partnership	2,516	2,516	2,516	2,516	2,516				
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
	Staff (FTE)	108.3	106.1	105.3	103.3	103.3	103.3			
	Apprentices	2	2	6	6	6	6			
Performance indicator	Actual performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)					2022/23(P)
Chargeable hours	105,229	103,722	103,939	103,939	103,939		High	Monthly	Business critical	Loss of income
Income for SLLP	58,291	£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	98.92%	90%	95%	95%	95%		High	Quarterly	Perception	Reputational risk
Prosecutions - number of successful outcomes	99.75%	80%	85%	85%	85%		High	Quarterly	Perception	Reputational risk
Provide FOI/EIR reviews within 20 working days	55%	80%	80%	80%	80%		High	Quarterly	Perception	Breach statutory duty

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	6,759	10,200	6,892	77	7,019	6,904	6,904	6,904
Employees	5,928	6,140	6,047	179	6,168	6,053	6,053	6,053
Premises	5	6	5	0	5	5	5	5
Transport	28	19	28	(7)	28	28	28	28
Supplies & Services	559	3,596	567	(95)	574	574	574	574
3rd party payments	0	199	0	0	0	0	0	0
Support services	240	240	245	0	245	245	245	245
Depreciation								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	6,759	10,207	6,892	(67)	7,019	7,019	7,019	7,019
Government grants	0	0	0	0	0	0	0	0
Reimbursements	0	3,137	0	0	0	0	0	0
Customer & client receipts	6,759	7,070	6,892	(67)	7,019	7,019	7,019	7,019
Recharges	0	0	0	0	0	0	0	0
Capital Funded								
Council Funded Net Budget	(0)	(8)	(0)	10	(0)	(115)	(115)	(115)
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
	0	0	0	0	0	0	0	0



Summary of major budget etc. changes	
2019/20	
2020/21	
2021/22	
2022/23	



2018-19 CS12 SLLP - reduction in legal demand £50k
 2019-20 CS14 Impose criminal litigation cap £20k
 2019-20 CS15 Reduce civil litigation legal support by 50% £45k

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

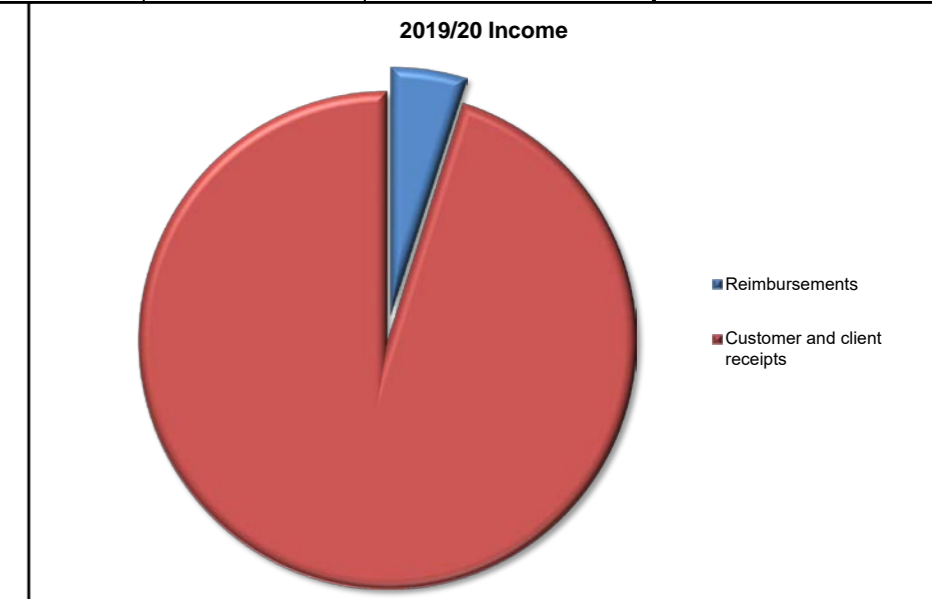
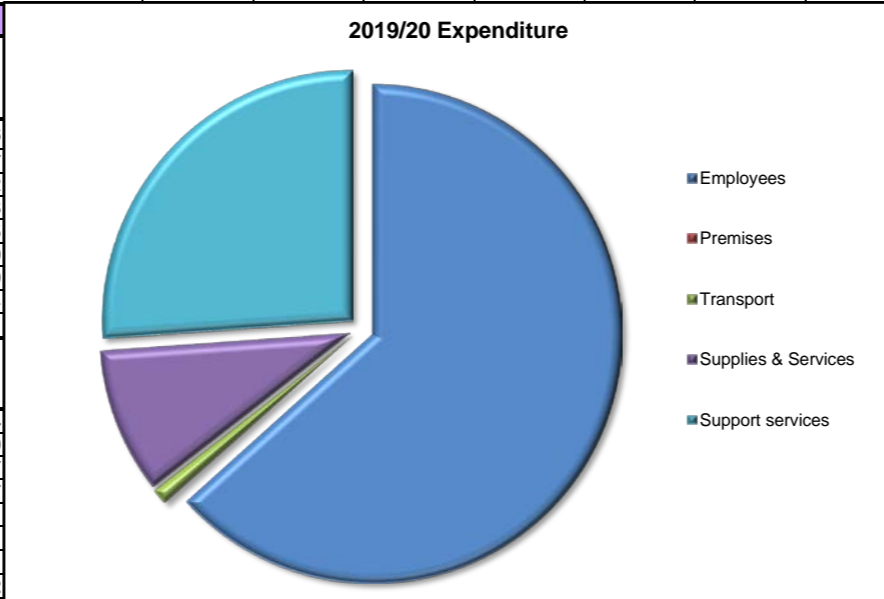
Shared Legal Services

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Increase 3rd party income	Economic outcomes		2
Start date	2019-20	Project Details:	To increase income from fees and charges of 3rd parties across all partner councils and explore generating income from providing legal advice and support to other authorities. Target: additional £295k	2	1	
End date	2019-20					
Project 2		Project Title:	Further expansion of SLLP	Economic outcomes		2
Start date	2019-20	Project Details:	To provide an expanded legal support and advice service to Achieving for Children. Income target for 2019/20 - £50k; target for 2020/21: £80k	2	1	
End date	2020-21					
Project 3		Project Title:	Develop Transactional Team	Improved effectiveness		2
Start date	2019-20	Project Details:	To establish a transactional team for high volume routine matters to deliver efficiency savings	2	1	
End date	2020-21					

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	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
<p>Enter a brief description of your main activities and objectives below</p> <p>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.</p> <p>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.</p> <p>Objectives - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share -- 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. - re-procure the M3 database (on going) - move away from expensive and transient temporary staff towards a more established and reliable staffing base</p>	Enforcement cases	503	554	580	580	580	Economic Development Strategy			
	Planning applications (economy dependant)	3604	3678	3700	3700	3700	Merton Regeneration Strategy			
	BC applications (economy dependant)	1600	1650	1700	1750	1750	Medium Term Financial Strategy			
	Tree applications	600	557	550	550	550				
	Pre applications	112	114	115	115	115				
	Planning performance agreements	25	25	25	25	325				
	Prior approvals (permitted development)	640	640	640	650	650				
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
	Staff (FTE)	34	35	34	34	34	34			
	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
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
% Major applications processed within 13 weeks	73.16	67	68	69	70		High	Monthly	Quality	Reduced customer service
% Minor applications processed within 8 weeks	63.04	67	71	72	73		High	Monthly	Quality	Reduced customer service
% Other applications processed within 8 weeks	69.53	80	82	83	84		High	Monthly	Quality	Reduced customer service
Volume of Planning applications Total	3077	4500	4400	4400	4400		High	Monthly	Quality	Reduced customer service
% appeals lost	27.13	35	35	35	35		Low	Quarterly	Perception	Reputational risk
Income (Development and Building Control)	£1.579m	£1.888m	£1.888m	£1.888m	£1.888m		High	Monthly	Business critical	Loss of income
% Market share retained by LA (BC)	51.88	54	54	54	55		High	Monthly	Perception	Loss of income
Number of enforcement cases closed	231	450	520	530	540		High	Monthly	Quality	Reduced service delivery
Backlog of enforcement cases	731	650	650	650	650		Low	Monthly	Output	Reduced service delivery

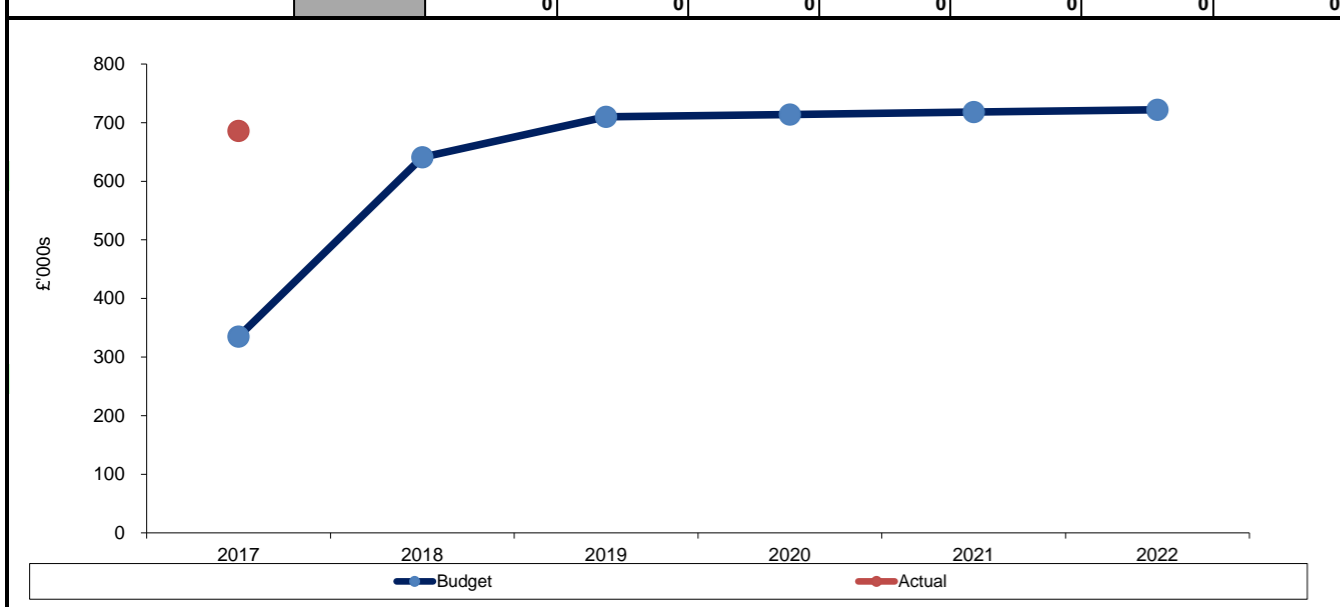
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	2,537	2,454	2,616	(2)	2,694	2,698	2,702	2,706
Employees	1,594	1,645	1,642	53	1707	1707	1707	1707
Premises	2	7	2	(1)	2	2	2	2
Transport	26	13	26	(13)	27	27	27	28
Supplies & Services	180	100	242	(41)	254	258	262	265
3rd party payments	0		0	0	0	0	0	0
Transfer payments	0		0	0	0	0	0	0
Support services	735	689	704	0	704	704	704	704
Depreciation								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	2,202	1,768	1,975	233	1,984	1,984	1,984	1,984
Government grants	0		0	0	0	0	0	0
Reimbursements	84	207	87	(149)	97	97	97	97
Customer & client receipts	2,118	1,561	1,888	382	1887	1887	1887	1887
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	335	686	641	231	710	714	718	722



Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
		0	0	0	0	0	0	0

Summary of major budget etc. changes

2019/20



2020/21

2021/22

2022/23

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

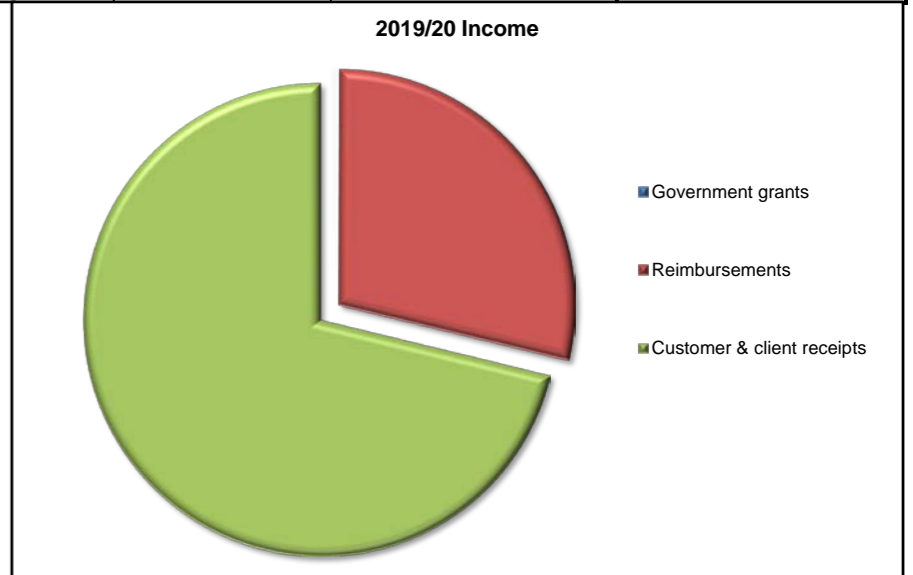
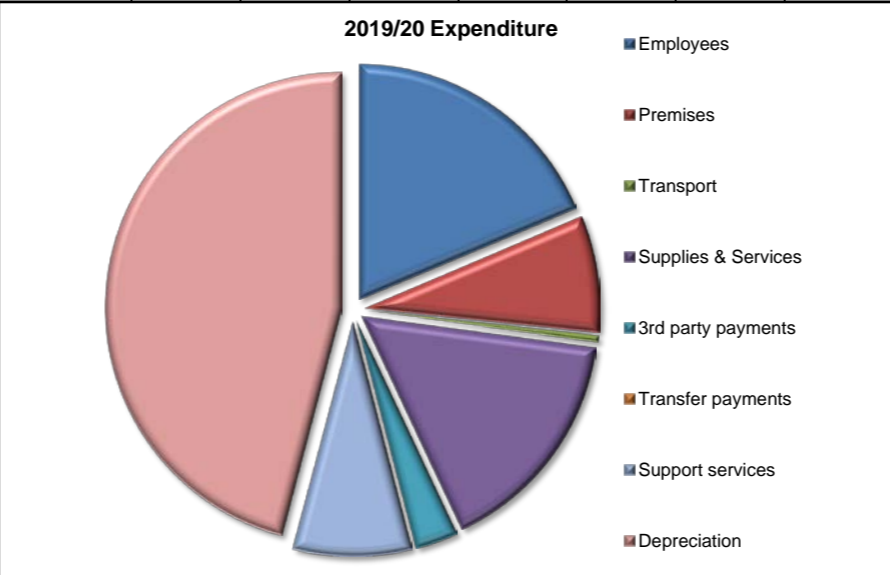
Development and Building Control

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Commercialisation of Building Control	Improved efficiency (savings)		3
Start date	2018-19	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	Additional income generation. More staff resilience		
End date	2021-22			3	1	
Project 2		Project Title:	Improving the development management processes	Improved effectiveness		4
Start date	2018-19	Project Details:	As part of sustainable communities to continue to review the end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities		
End date	2021-22			2	2	
Project 3		Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience		4
Start date	2018-19	Project Details:	Enforcement eforms, BC eforms . (currently held up due to contact dispute)	Channel shift		
End date	2020-21			4	1	
Project 4		Project Title:	Lean review of pre-application process (part of TOM)	Improved effectiveness		6
Start date	2018-19	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities		
End date	2020-21			6	1	
Project 5		Project Title:	Re-procurement of M3 or equivalent IT system	Improved effectiveness		3
Start date	2018-19	Project Details:	The re-procurement is well underway and the lift and shift planned. The next phase is the step up to the 'Assure' system	Improved Mobile working capability and better working practices		
End date	2020-21			3	1	

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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		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
Enter a brief description of your main activities and objectives below		Population		207,410	209,421	210,452	212,658	214,740				
		Homes (includes those under construction)		86,500	87,000	88,000	89,300	90,600				
		Businesses (includes enterprises)		12,070	12,960	13,500	14,000	14,500				
		Electric Vehicles		250	300	350	400	500				
		Anticipated non financial resources		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
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.		Staff (FTE)		49	48	48	48	48				
		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.										
		The team also manage major town centre and estate regeneration projects and lead on the coordination of infrastructure projects such as Crossrail 2 and Tramlink. We are responsible for delivering locally, objectives in the Mayor's London Plan and Mayor's Transport Strategy.										
		Future Merton contributes to the Merton Partnership via the activities of the Sustainable Communities & Transport Partnership (SCTP), Economic Wellbeing Group, Housing Group and Climate Change Steering Group. The team also services the Borough Plan Advisory Committee (BPAC) and Design Review Panel (DRP) and leads on South London Partnership's Transport, Growth & Skills boards.										
		Key service areas include: Regeneration, Placemaking, Strategic Planning, Housing Strategy, Economic Development, Traffic & Highways, Transport Planning, Road Safety Education, Flood Mitigation, Urban Design, management of the Community Infrastructure Levy and the management of Vestry Hall.										
Service transformations identified in the TOM involve streamlined processes for project delivery, increased mobile working, increasing online consultations and interactive digitisation and mapping of highway and traffic management asset records.		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		
				2017/18(A)	2018/19(T)	2019/20(P)					2020/21(P)	2021/22(P)
		New homes built (annual target)		434	435	1328	1328	1328	High	Annual	Outcome	Loss of Government grant
		Affordable Homes delivered		195	80	531	531	531	High	Annual	Outcome	Reduced service delivery
		Number of public Electric Vehicle Charging Points		21	30	49	125	150	High	Annual	Outcome	Reputational risk
Number of business premises improved		29	10	10	10	10	High	Annual	Outcome	Reputational risk		
Street light repairs (days taken to attend)		1.90	3	3	3	3	Low	Quarterly	Quality	Reduced customer service		
Road emergency call outs (% attended to)		99.72	98	98	98	98	High	Monthly	Business critical	Reduced customer service		
Footway & Carriageway condition		96	95	95	95	95	High	Annual	Quality	Increased costs		
Streetwork inspections		32.79	37	37	38	38	High	Quarterly	Quality	Increased costs		
Streetwork permitting (% issued on time)		99.92	98	98	98	98	High	Monthly	Output	Loss of income		

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	15,409	14,966	14,905	154	14,787	14,844	14,901	14,958
Employees	2,754	2,716	2,470	158	2756	2756	2756	2756
Premises	1,273	1,346	1,358	(9)	1187	1204	1221	1238
Transport	106	92	110	(12)	69	70	72	74
Supplies & Services	2,693	2,381	2,556	42	2348	2380	2412	2443
3rd party payments	420	410	644	(25)	438	445	451	458
Transfer payments	0	0	0	0	0	0	0	0
Support services	1,596	1,454	1,200	0	1200	1200	1200	1200
Depreciation	6,567	6,567	6,567	0	6789	6789	6789	6789
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	4,106	3,972	3,093	(155)	2,786	2,786	2,786	2,786
Government grants	295	282	1	50	1	1	1	1
Reimbursements	1,615	1,712	1,222	3	801	801	801	801
Customer & client receipts	1,943	1,778	1,870	(208)	1984	1984	1984	1984
Recharges	253	200	0	0	0	0	0	0
Council Funded Net Budget	11,303	10,994	11,812	(1)	12,001	12,058	12,115	12,172

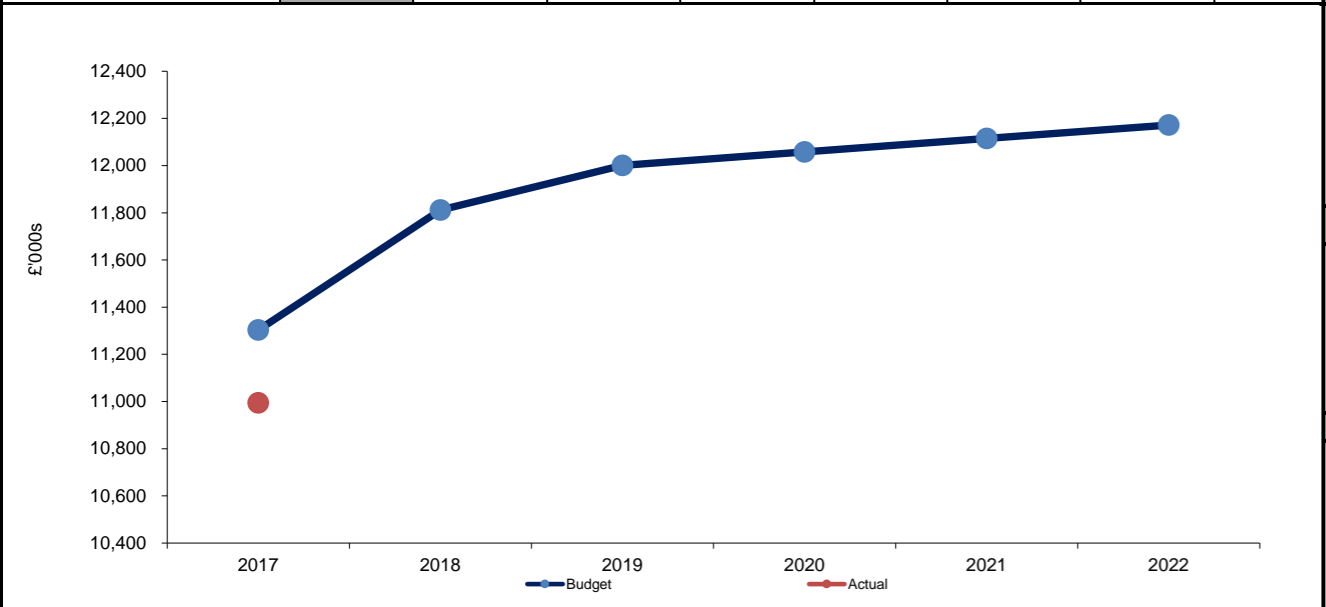


Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Highway Maintenance		4,495	4,678	0	3,577	3,377	3,377	3,127
Transport Improvement		1,515	819	1	425	0	0	0
Regeneration		2,063	771	0	2,271	3,025	3,033	0
Other		11	0	0	0	0	35	0
Total		8,085	6,268	1	6,273	6,402	6,445	3,127

Summary of major budget etc changes

2019/20

E4 = (£100k)
 ERG1 (Growth) = (£150k)
 ENV1819-05 = (£55k)



Year	Budget (£'000s)
2019/20	12,001
2020/21	12,058
2021/22	12,115
2022/23	12,172

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

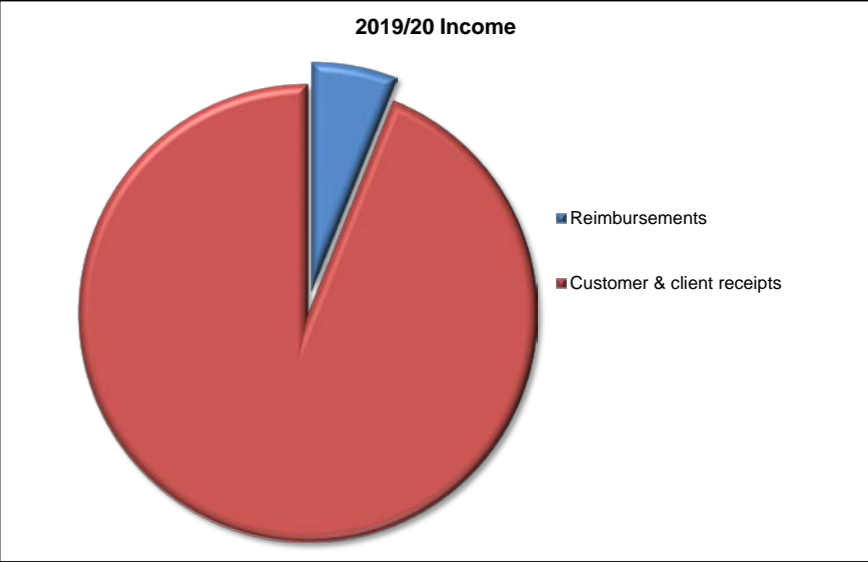
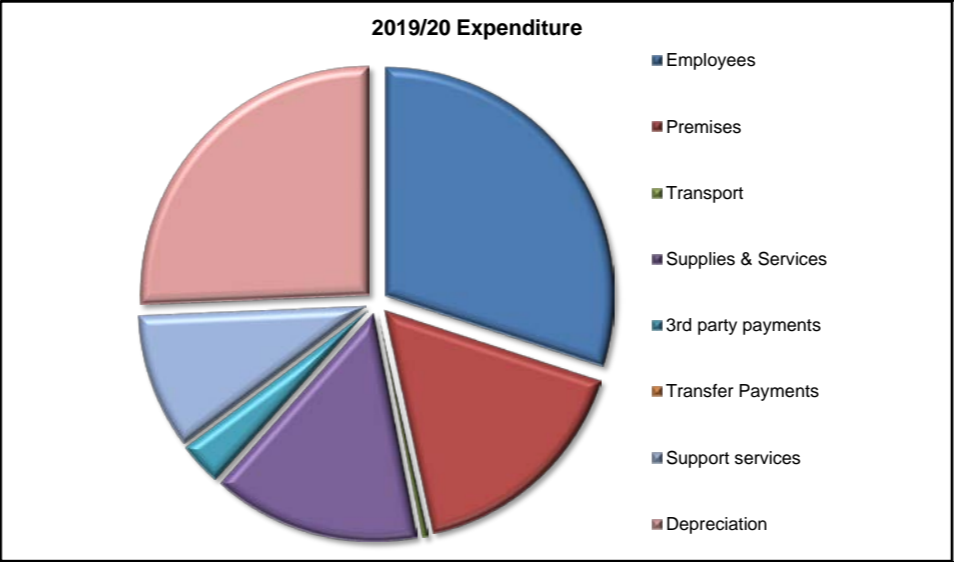
Future Merton & Traffic and Highways

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Estate Regeneration	Infrastructure renewal			3	2	6
Start date	2014-15	Project Details:	Working with Clarion Housing Group 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 co-ordinate investment in regenerating Pollards Hill.						
End date	2024-25								
Project 2		Project Title:	Future Wimbledon & Crossrail 2	Economic outcomes			3	4	12
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)						
End date	2022-23								
Project 3		Project Title:	Local Authority Property Company	Economic outcomes			2	2	4
Start date	2016-17	Project Details:	Establish a Local Authority owned Property Company to develop sites to generate revenue income to assist the MTFS						
End date	2020-21								
Project 4		Project Title:	Morden Town Centre Regeneration	Economic outcomes			3	2	6
Start date	2014-15	Project Details:	Growth, investment and intensification to support regeneration in Morden. Collaborative partnership with TFL Commercial Property to attract a development partner to Morden in 2019. New development and investment in the streetscape and public realm from 2019-2022						
End date	2025-26								
Project 5		Project Title:	Merton's New Local Plan 2020	Economic outcomes			3	2	6
Start date	2017-18	Project Details:	Refreshing Merton's current Local Plan suite of documents (Core Strategy 2011, Sites & Policies 2014) to form a new statutory Local Plan for 2020. The plan will guide new development, infrastructure, growth areas, sustainability and design quality.						
End date	2020-21								
Project 6		Project Title:	Merton's Transport Local Implementation Plan	Economic outcomes			2	2	4
Start date	2018-19	Project Details:	Setting out the strategy and funding bids to Transport for London to interpret and deliver the Mayor of London's transport strategy in Merton						
End date	2020-21								
Project 7		Project Title:	Merton's new Highways contract	Improved effectiveness			3	2	6
Start date	2019-20	Project Details:	Re-procuring Merton's highways maintenance contract to ensure that the borough's streets, roads and paths are well maintained and built						
End date	2020-21								

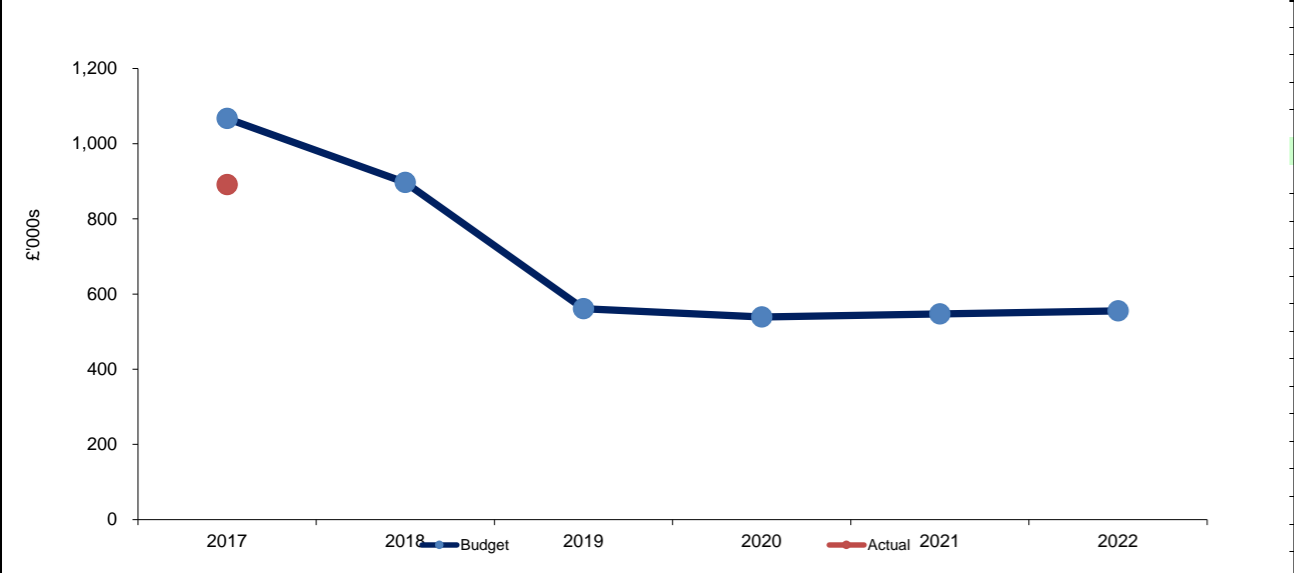
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Leisure & Cultural Development	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Enter a brief description of your main activities and objectives below	Population	207,410	210,245	210,452	212,658	214,740	216,661	Asset Management Plan			
Main Activities: Build infrastructure to enable local people to engage in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer.	Size of Catchment for Wimbledon Park Watersports Centre - No. of Children & Young People aged 8-17 in wards in west of borough	8,200	10,755	11,090	11,457	11,713	11,854	Children & Young person's Plan			
	Population of most disadvantaged wards	128,100	110,368	110,843	112,038	113,198	114,260	Cultural Strategy			
	Users of Merton's Leisure Centres	1,028,879	1,092,592	1,092,000	1,102,026	1,115,078	1,124,265	Community Plan			
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Open Spaces Strategy			
	Staff (FTE)	7.8	7.8	7.8	7.8	7.8	7.8	Social Inclusion Strategy			
Accommodation	7	7	7	7	7	7	Voluntary Sector Strategy				
Volunteers	20	25	30	35	40	40					
Staff seasonal	30	30	30	30	30	30					
Main Objectives: - Develop solutions and implement plans to de-silt & mitigate flood risk at Wimbledon Park Lake - Deliver the London Borough of Culture Impact Award in partnership with the Culture Advisory Group and the GLA - Commission works to determine the most effective management solution for the Watersports Centre and implement the approved solution - Deliver a Playing Pitch Strategy and take it through a formal process to be adopted by the Council - Commission culture, arts & sports services where funding allows or with external funding - Deliver core service functionalities including operation of Watersports Centre, Morden Assembly Hall, Ride London, Mini Marathon, AELTC Tennis Staff Draw, Tennis Car Parking, Fireworks, etc. - Manage the Leisure Centres Contract; Wimbledon Theatre Lease; Dudley Hall Lease; ACAVA leases; - Polka Grant; Attic Theatre Grant; GLA - LBOC Grant; etc - Develop and deliver invest to save proposals, wherever possible.	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
	Income £ from Watersports Centre	376,165	365,000	370,000	375,000	380,000	385,000	High	Monthly	Business critical	Loss of income
	11-25 yr old Fitness Centre Participation at leisure centres	110,239	104,000	103,100	106,120	108,546	109,626	High	Monthly	Output	Reduced uptake of service
	Annual Residents Survey Performance Measure on Leisure Facilities - % residents rating facilities Good to Excellent	N/A	80	N/A	80	N/A	80	High	Biennial	Output	Reduced customer service
	Total Number of Users of Merton's Leisure Centres	997,355	1,092,592	1,092,000	1,102,026	1,115,078	1,124,265	High	Monthly	Outcome	Reduced customer service
	Total Number of Users of Polka Theatre	94,035	87,226	18,700	97,000	101,670	111,030	High	Quarterly	Output	Reduced uptake of service

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	1,844	1,918	1,729	127	1,753	1,731	1,739	1,747
Employees	538	547	509	4	526	526	526	526
Premises	282	370	286	150	290	294	298	303
Transport	8	5	7	(1)	7	7	7	7
Supplies & Services	326	353	255	26	258	232	236	239
3rd party payments	40	2	54	(52)	54	54	54	54
Transfer Payments	0	0	0	0	0	0	0	0
Support services	200	191	168	0	168	168	168	168
Depreciation	450	450	450	0	450	450	450	450
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	777	1,027	832	(192)	1,192	1,192	1,192	1,192
Government grants								
Reimbursements	58	58	72	51	72	72	72	72
Customer & client receipts	719	969	760	(243)	1,120	1,120	1,120	1,120
Recharges	0							
Reserves								
Capital Funded								
Council Funded Net Budget	1,067	891	897	(65)	561	539	547	555
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Morden Leisure Centre		6,254	6,203	0	242	0	0	0
Wimbledon Park Lake de-silting		0	107	0	1250	0	0	0
Other		628	340	0	400	250	250	250
		6,883	6,650	0	1,892	250	250	250



Summary of major budget etc changes	
2019/20	ENR10 = (£300k) ENV1819-01 = (£60k)
2020/21	E3 = (£30k)
2021/22	
2022/23	



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:	Implement the Wimbledon Park Lake Flood Risk & De-silting Plans	Risk reduction and compliance			
Start date	2017-18	Project Details:	Develop solutions and plans to de-silt and mitigate flood risk at Wimbledon Park lake.	Flood risk alleviation works implemented. De-silting of lake within financial envelope	4	3	12
End date	2023-24						
Project 2		Project Title:	London Borough Of Culture - Merton	Improved customer experience			
Start date	2017-18	Project Details:	Deliver the London Borough of Culture Impact Award in partnership with the Culture Advisory Group and the GLA	Increased cultural activities through film primarily to the east of the borough. Enhancing the lives of many within the community through culture.	2	2	4
End date	2020-21						
Project 3		Project Title:	Wimbledon Park Watersports Centre	Improved sustainability			
Start date	2018-19	Project Details:	Commission works to determine the most effective management solution for the Watersports Centre and implement the approved solution.	Established best business model for centre's future	2	2	4
End date	2020-21						
Project 4		Project Title:	Playing Pitch Strategy	Improved reputation			
Start date	2017-18	Project Details:	Deliver a Playing Pitch Strategy and take it through a formal process to be adopted by the Council	Adopted Merton Playing Pitch Strategy	2	1	2
End date	2019-20						
Project 5		Project Title:	Commission Culture & Sport Services	Improved customer experience			
Start date	2018-19	Project Details:	Commission culture, arts and sports services where funding allows or with external funding	Increased culture, sports and arts offer.	2	1	2
End date	2022-23						
Project 6		Project Title:	Leisure & Culture Development Services	Improved customer experience			
Start date	2017-18	Project Details:	Deliver core service functionalities including operation of Watersports Centre, Morden Assembly Hall, Ride London, Mini Marathon, AELTC Tennis Staff Draw, Tennis Car Parking, Fireworks, etc.	Effective and efficient service delivery	2	2	4
End date	2022-23						
Project 7		Project Title:	Contract and Grants Administration	Risk reduction and compliance			
Start date	2017-18	Project Details:	Manage the Leisure Centres Contract; Wimbledon Theatre Lease; Dudley Hall Lease; ACAVA leases; Polka Grant; Attic Theatre Grant; GLA - LBOC Grant; etc	Compliant delivery of services producing benefits expected within budget available	2	2	4
End date	2022-23						
Project 8		Project Title:	Invest to Save Projects	Improved efficiency (savings)			
Start date	2019-20	Project Details:	Develop and deliver invest to save proposals, wherever possible.	Generate Savings	1	1	1
End date	2022-23						

Parking

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	ICT Update	Improved effectiveness			2	2	4
Start date	2018/19	Project description:	Implementation of a new software system for PCNs, Permits, Customer Appeals and improved data management and analysis.	The new system will give the ability to direct the nearest CEO to the location of a complaint, improving response times and increasing customer satisfaction with Parking Services. Plotting PCNs on a map and producing an enforcement 'heat map' will help us to better understand compliance across the borough. This in turn will help us to deploy our resources more effectively by directing staff to the areas with lowest compliance. Mapping will also enable us to monitor performance and ensure that every road in a Controlled Parking Zone is patrolled regularly.					
End date	2019-20	Project Details:	<p>The purpose of this project is to procure a PCN and permit management system, which will be hosted and managed by the supplier.</p> <p>The system will include the following features or functions:</p> <ul style="list-style-type: none"> • Mobile enforcement software (for on-street officers to issue PCNs using smartphones and a Bluetooth-connected printer), • Hosted software system for managing PCNs from issue through to closure. • Customer-facing website for appealing against, viewing evidence for, and paying PCNs • Integration with our existing Siemens Zengrab ANPR (Automatic Number Plate Recognition) enforcement system, • Geographical information (Civil Enforcement Officer (CEO) and PCN mapping) • Workflow management • Integrated payment processing, • Customer-facing website for applying for and managing parking permits, including cancelling and amending permits. • Hosted software system, accessed over the Internet, for staff to process permits and permit applications. • The ability to issue 'Virtual' or paperless permits • Issue and management of parking suspensions and dispensations. • Integrated payment processing, • Management information reports, • Integration with corporate and third party systems. • Standard letters and paragraphs 	<p>The new system will also allow us to better use our two ANPR enforcement vehicles to patrol Controlled Parking Zones.</p> <p>A new permit system will bring numerous benefits including improved self-serve online functionality; the ability to operate an emissions-based charging scheme; and 'virtual' permits.</p> <p>Virtual parking permits are issued digitally rather than as a physical device that customers display in their vehicle. CEOs check for permits by entering the vehicle registration into their handheld device or checking VRMs against a downloaded list of valid permits. The registration is then checked against a list of valid permits downloaded to the handheld. We already use this process with our RingGo cashless parking service, and customers will be familiar with it since DVLA stopped issuing paper discs for the Vehicle Excise Licence.</p> <p>Issuing permits virtually will mean residents and businesses no longer need to wait to receive their permits in the post. All functions (changing address/vehicle and cancelling permits) are carried out manually by the permit team. A new system will move these transactions online, improving the customer experience and reducing the workload of the permits team.</p>					
Project 2		Project Title:	Review Diesel Levy, CO2 emission based charging and use of cashless.	Improved effectiveness			2	1	2
Start date	2018-19	Project description:	The Section will undertake a review of the diesel level as requested by Members during the implementation of the levy. In addition the principle of CO2 emission based charging will be investigated with a view to introducing emission based charging on all parking and permit activity in the borough.	<p>We will review our diesel levy in 2019 to ensure that this is pushing change and reducing emissions in the borough. We will carry out in depth air quality audits in these areas, which will review traffic and building sources, traffic management, parking, obstructions and deliveries. We will also assess the contributions made by individual vehicle types and their impact upon air quality, which will then influence what actions can be taken in these areas over the coming years.</p> <p>Merton's Air Quality Action Plan 2018-2023 strongly supported by Members is a key policy document which clearly sets out the links between vehicle use and air quality in the Borough. Within the plan there is a specific point number 32 which states, Review the impact of our diesel levy" and consider a review of parking and charges to help reduce combustion engine vehicle use and the consequent emissions. Since the diesel levy was introduced in April 2017 the proportion of permits issued to diesel vehicles has fallen and the full effect of the levy will be reviewed in early 2019.</p> <p>Consideration will also be given to a full emission-based charging scheme for permits as referred to in the AQAP. Emissions have a direct relationship to air quality and emissions-based charging conforms to the 'polluter pays' principle. There is a clear logic which is now commonplace in London for a higher premium to be charged for vehicles that have high emissions, and a lower charge for cars that have lower emissions. This principle will be reviewed along with the diesel levy in early 2019 and reported back to Members.</p> <p>The review will also consider options for emission based charging based on individual parking sessions which take place on a day to day basis in our car parks and on street. Technology is developing quickly to be able to deliver this form of charging and the 2019 report will update Members.</p> <p>It is clear in this context the vital role that Parking must play in moving motorists towards more sustainable modes of transport and less polluting vehicles. Most Parking charges have been frozen for a number of years and there is now a need to assess them in order to change behaviour and reduce car usage. The new charges are designed to reflect the key policies and objectives.</p>					
End date	2018-19	Project Details:							
Project 3		Project Title:	Cashless and P&D Machine removal	Improved efficiency (savings)			2	2	4
Start date	2018-19	Project description:	To facilitate the CO2 emission based charging increased transactions need to take place on a cashless platform. To encourage uptake of caseless payment over cash in the machine payments a publicity campaign will take place along with the removal of a number of P&D machines.	<p>Cashless parking is central to the TOM objective of introducing emissions-based charging for all parking sessions, as our existing ticket machines are not capable of performing the DVLA database lookup that is required in order to determine the fuel type or emissions of a particular vehicle.</p> <p>The cashless parking service allows motorists to pay for parking using their mobile phone and a debit/credit card via an app, mobile webpage, or automated telephone service. This payment method offers several advantages over buying a paper ticket from a machine:</p> <ul style="list-style-type: none"> • No need to carry change for parking • Customers can extend their parking time (subject to the maximum stay) without having to return to their vehicle. • Customers can choose to receive a reminder text when their session is due to expire. • Online account where customers can view a record of their parking sessions, print invoices etc. 					
End date	2021-22	Project Details:							
Project 4		Project Title:	Public Health, Air Quality and sustainable transport - a strategic approach to parking charges.	Select one major benefit			3	2	6
Start date	01/11/2018	Project description:	The Merton parking service already contributes to; and helps deliver the key policies set out in: Merton's Health and Wellbeing Strategy; Merton's Air Quality Action Plan; the Council's Local Implementation Plan; and the Mayor of London's Transport Strategy.	<p>The help meet the aims of the councils Public Health, Air Quality and Transport objectives. The project will contribute towards a change in driver behaviour and to ensure that we can provide a modern, efficient and environmentally sustainable transport policy for residents, visitors, businesses now in the future.</p>					
End date	2109	Project Details:	The project falls into 4 phases. 1 Policy justification and recommendation, 2 Consultation and approval process and 4, implementation and review.						

Commissioned Service
Parks & Green Spaces
CLlr Nick Draper Cabinet Member for Community & Culture
Service Provider: idverde UK Ltd

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

The grounds maintenance elements of the service are outsourced to idverde UK Limited, under a long-term contract (up to 24 years from 2017) and is overseen by the Greenspaces client team who, in addition, retain overall responsibility for policy, strategy & investment in the borough's parks & open spaces.

Planning Assumptions							The Corporate strategies the service contributes to			
Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
demand for sports pitches & sports activities (Total number of pitches)	1%	1%	1%	1%	1%	1%	Open Space Strategy			
Attendance at major community outdoor events (No. of people)	60,000 (estimated)	70,000 (estimated)	75,000	80,000	85,000	90,000	Culture and Sport Framework			
Number of funerals at LBM cemeteries (not MSJC)	155	160 (estimated)	165	170	175	180				
Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Contractors	Contract price and schedule of rates									
Client-side team (Lot 2 contract, retained services & policies)	9.1(A)	8.7	8.9	8.9	8.9	8.9	Open Space Strategy			
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
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
% of residents (all service users) rating parks & green spaces good or very good	N/A	76	77	78	79	80	High	Biennial	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	N/A	75	76	77	78	79	High	Biennial	Perception	Reputational risk
Number of Green Flag Awards	5	6	6	6	7	7	High	Annual	Quality	Reputational risk
Number of outdoor event-days in parks	130	135	140	145	150	155	High	Monthly	Outcome	Reputational risk
Income from outdoor events in parks (£000s)	N/A	N/A	585	608	633	658	High	Annual	Outcome	Financial
Age Performance Quality Score (Grounds Maintenance Standard)	N/A	N/A	5+	5+	5+	5+	High	Annual	Outcome	Reputational risk
Annual basal & epicormic growth programme completion by 31 Aug each year)	N/A	N/A	100%	100%	100%	100%	Select	Annual	Outcome	Reputational risk
Number of street trees planted	N/A	N/A	235	240	245	250	High	Annual	Output	Environmental issues

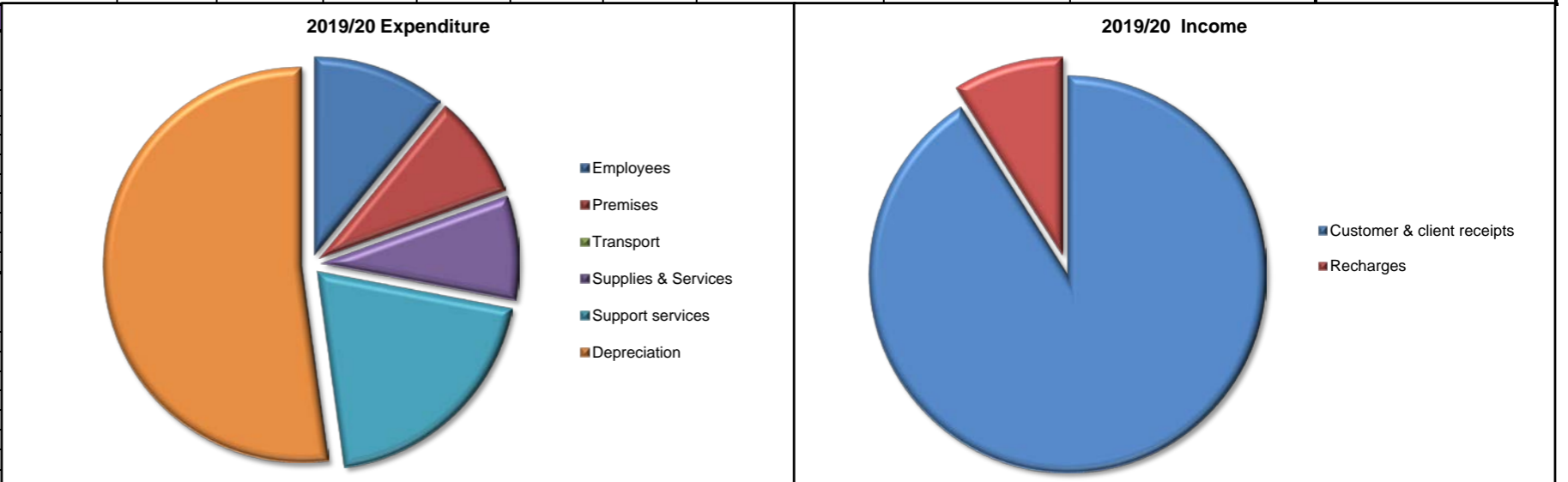
Financial Information									Additional Expenditure Information	
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	E5 (2019/20) = (£50k) E6 (2019/20) = (£40k)	
Expenditure	4,660	5,763	4,175	181	4,238	4,281	4,322	4,364		
Employees	462	476	459	60	469	469	469	469		
Premises	600	799	582	(33)	598	607	615	623		
Transport	82	86	82	(1)	45	46	47	48		
Supplies & Services	350	378	306	56	309	314	318	323		
3rd party payments	1,685	2,177	1,857	99	1,977	2,005	2,033	2,061		
Transfer payments	0	0	0	0	0	0	0	0		
Support services	1,147	1,513	543	0	543	543	543	543		
Depreciation	334	334	346	0	297	297	297	297		
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23		
Income	2,786	3,137	2,239	84	2,401	2,401	2,401	2,401		
Government grants	0	9	0	0	8	8	8	8		
Reimbursements	275	311	354	(2)	418	418	418	418		
Customer & client receipts	1,888	1,827	1,885	86	1,975	1,975	1,975	1,975		
Recharges	623	990								
Reserves										
Council Funded Net Budget	1,874	2,626	1,936	265	1,837	1,880	1,921	1,963		
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23		
Parks Investment		245	638	0	991	800	479	300		
		245	638	0	991	800	479	300		

**DETAILS OF MAJOR PROJECTS
Parks & Green Spaces**

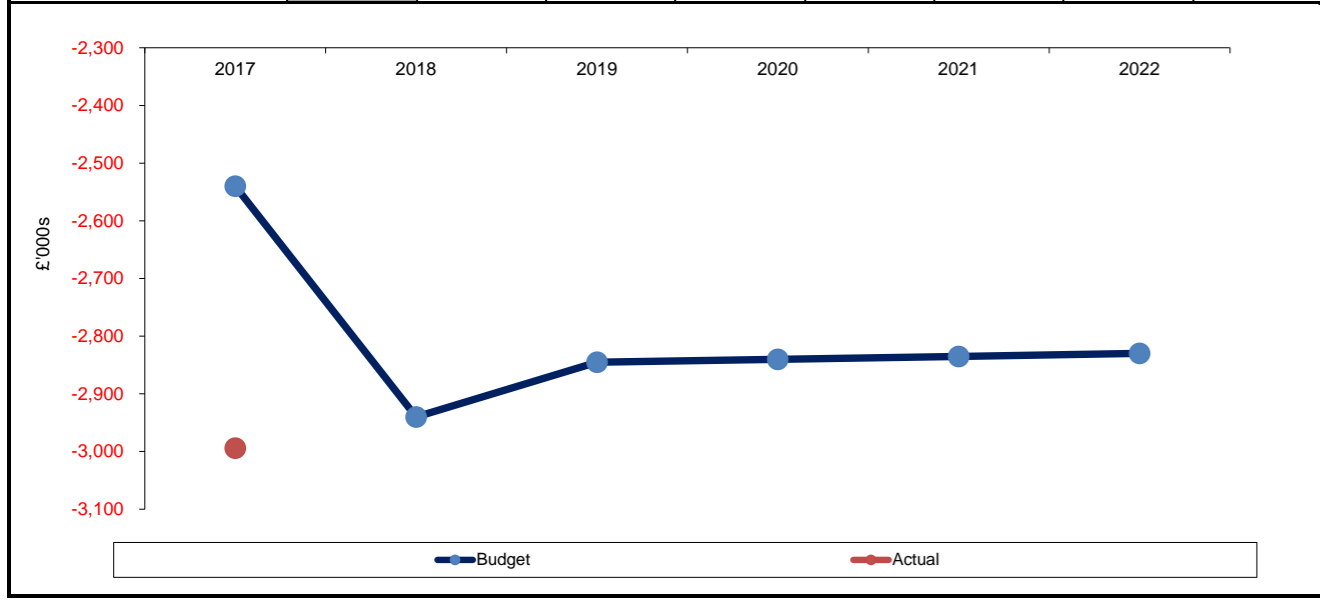
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
Project 1		Project Title:	Greenspaces TOM	Improved effectiveness			3	2	6
Start date	2017-18	Project Details:	Production & implementation of Target Operating Model for Greenspaces	Various benefits & enhancements across a range of services & themes					
End date	2022-23								
Project 2		Project Title:	Greenspaces Commercialisation	Improved efficiency (savings)			3	2	6
Start date	2017-18	Project Details:	Increased commercialisation across a range of Greenspaces services and open spaces	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	2022-23								
Project 3		Project Title:	Canons House & Rec Restoration	Improved customer experience			3	2	6
Start date	2017-18	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	2021-22								
Project 4		Project Title:	Morley Park	Improved customer experience			2	1	2
Start date	2017-18	Project Details:	Transfer, opening & establishment of Morley Park as a community space with public access	Opening & development of a brand new public open space in West Wimbledon, comprising informal recreational areas, nature conservation features & sports facilities					
End date	2019-20								
Project 5		Project Title:	Phase C, Lot 2 Contract	Improved reputation			3	2	6
Start date	2017-18	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	2022-23								
Project 6		Project Title:	Re-use of Parks Assets	Improved efficiency (savings)			2	1	2
Start date	2017-18	Project Details:	Re-use of surplus & redundant parks facilities and re-modelling of under-utilised properties: pavilions, yards & mess rooms and other parks assets	Increased income & preservation of some existing parks assets					
End date	2022-23								
Project 7		Project Title:	Review of Arboricultural Services	Improved efficiency (savings)			3	2	6
Start date	2017-18	Project Details:	Review & reconfiguration of current arboricultural service provisions, systems & policies in order to drive efficiency	Improved service integration, policy clarification & consolidation & improved operational efficiency					
End date	2019-20								
Project 8		Project Title:	Dog Control Policy	Improved customer experience			2	1	2
Start date	2017/18	Project Details:	Implementation of dog control PSPO	Application & enforcement of approved dog control policy					
End date	2018/19								
Project 9		Project Title:	Wimbledon Tennis Championships	Economic outcomes			2	1	2
Start date	2019/20	Project Details:	Commercial growth from all activities related to the tennis fortnight	Increased income from all sources, especially experiential marketing, advertising & sponsorship opportunities					
End date	2021/22								

Property	Planning Assumptions							The Corporate strategies your service contributes to																																																																
	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23																																																																	
	<p>CLr Mark Allison: Deputy Leader & Cabinet Member for Finance</p> <p>Enter a brief description of your main activities and objectives below</p> <p>To ensure that all property transactions provide value for money and comply with statute</p> <p>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)</p> <p>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.</p> <p>To support regeneration, deal with occupation of council land by Gypsies and Travellers and to attend and provide timely advice to the Property Asset Management Board to deliver a programme of property sales to maximise capital receipts and acquisitions to improve revenue income.</p> <p>Community Right to Bid -to manage applications for community assets to be listed and claims for compensation.</p> <p>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.</p> <p>Objectives</p> <ul style="list-style-type: none"> • complete Asset Valuations to timetable agreed with Director of Corporate Services • Implement review of non operational property to maximise revenue income • critically examine operational property to ensure the council has the minimum necessary to support the business plan • maximise revenue income by letting vacant property • provide timely advice to inform regeneration projects • ensure team is arranged to support objectives 																																																																							
<table border="1"> <thead> <tr> <th rowspan="2">Anticipated non financial resources</th> <th rowspan="2">2017/18</th> <th rowspan="2">2018/19</th> <th rowspan="2">2019/20</th> <th rowspan="2">2020/21</th> <th rowspan="2">2021/22</th> <th rowspan="2">2022/23</th> <th rowspan="3">Polarity</th> <th rowspan="3">Reporting cycle</th> <th rowspan="3">Indicator type</th> <th rowspan="3">Main impact if indicator not met</th> </tr> <tr> <th>Actual Performance (A)</th> <th>Performance Target (T)</th> <th>Proposed Target (P)</th> </tr> <tr> <th>Performance indicator</th> <th>2017/18(A)</th> <th>2018/19(T)</th> <th>2019/20(P)</th> <th>2020/21(P)</th> <th>2021/22(P)</th> <th>2022/23(P)</th> </tr> </thead> <tbody> <tr> <td>The number of proposed lettings.</td> <td>8</td> <td>8</td> <td>8</td> <td>8</td> <td>8</td> <td>8</td> <td>Low</td> <td>Quarterly</td> <td>Outcome</td> <td>Loss of income</td> </tr> <tr> <td>The number of proposed rent reviews</td> <td>31(A)</td> <td>30</td> <td>28</td> <td>20</td> <td>31</td> <td>23</td> <td>Low</td> <td>Quarterly</td> <td>Outcome</td> <td>Loss of income</td> </tr> <tr> <td>The number of commercial properties</td> <td>394</td> <td>394</td> <td>394</td> <td>394</td> <td>394</td> <td>394</td> <td>High</td> <td>Annual</td> <td>Business critical</td> <td>Breach statutory duty</td> </tr> <tr> <td>Staff (FTE)</td> <td>4.60</td> <td>4.60</td> <td>4.60</td> <td>4.60</td> <td>4.60</td> <td>4.60</td> <td>Low</td> <td>Quarterly</td> <td>Outcome</td> <td>Loss of income</td> </tr> </tbody> </table>								Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	Actual Performance (A)	Performance Target (T)	Proposed Target (P)	Performance indicator	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	The number of proposed lettings.	8	8	8	8	8	8	Low	Quarterly	Outcome	Loss of income	The number of proposed rent reviews	31(A)	30	28	20	31	23	Low	Quarterly	Outcome	Loss of income	The number of commercial properties	394	394	394	394	394	394	High	Annual	Business critical	Breach statutory duty	Staff (FTE)	4.60	4.60	4.60	4.60	4.60	4.60	Low	Quarterly	Outcome	Loss of income
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DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	2,102	2,357	1,972	912	2,067	2,072	2,077	2,082
Employees	213	242	214	(3)	226	226	226	226
Premises	183	272	172	734	175	177	180	182
Transport	1	1	1	0	1	1	1	1
Supplies & Services	238	305	175	181	177	180	182	185
3rd party payments	0	0	0	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0	0
Support services	479	549	409	0	409	409	409	409
Depreciation	988	988	1,001	0	1,079	1,079	1,079	1,079
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	4,642	5,351	4,912	(647)	4,912	4,912	4,912	4,912
Government grants	0	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0	0
Customer & client receipts	4,162	4,768	4,469	(647)	4,469	4,469	4,469	4,469
Recharges	480	583	443	0	443	443	443	443
Reserves								
Capital Funded								
Council Funded Net Budget	(2,540)	(2,994)	(2,940)	265	(2,845)	(2,840)	(2,835)	(2,830)
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
		0	0	0	0	0	0	0



Summary of major budget etc. changes
2019/20
2020/21
2021/22
2022/23



Summary of major budget etc. changes
2019/20
2020/21
2021/22
2022/23

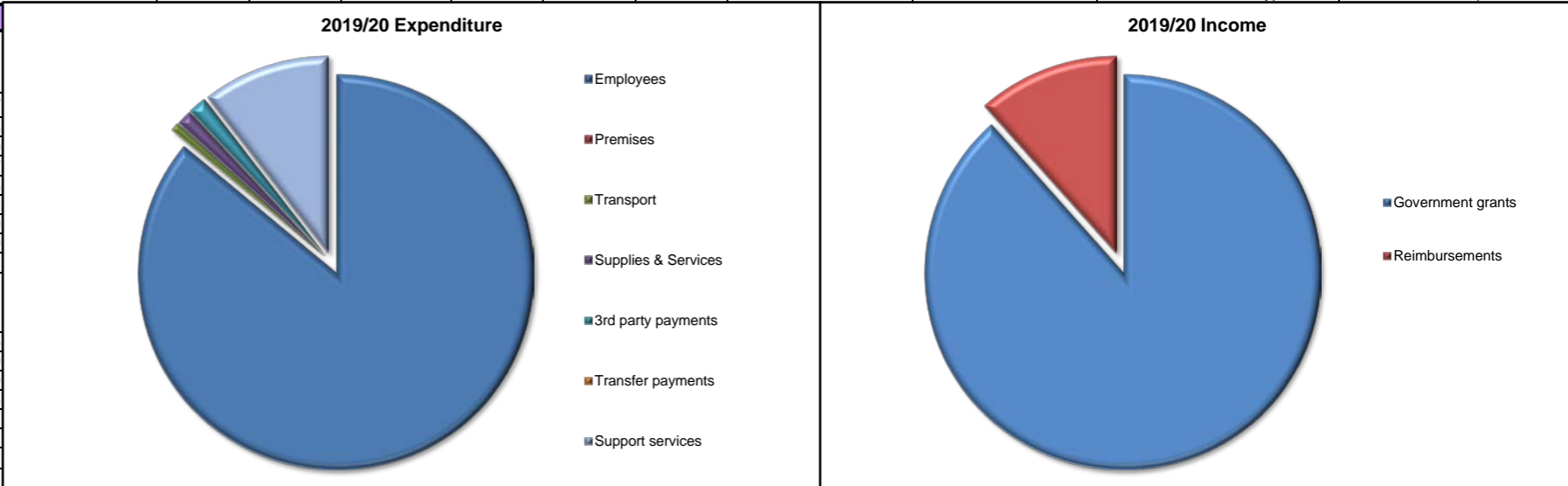
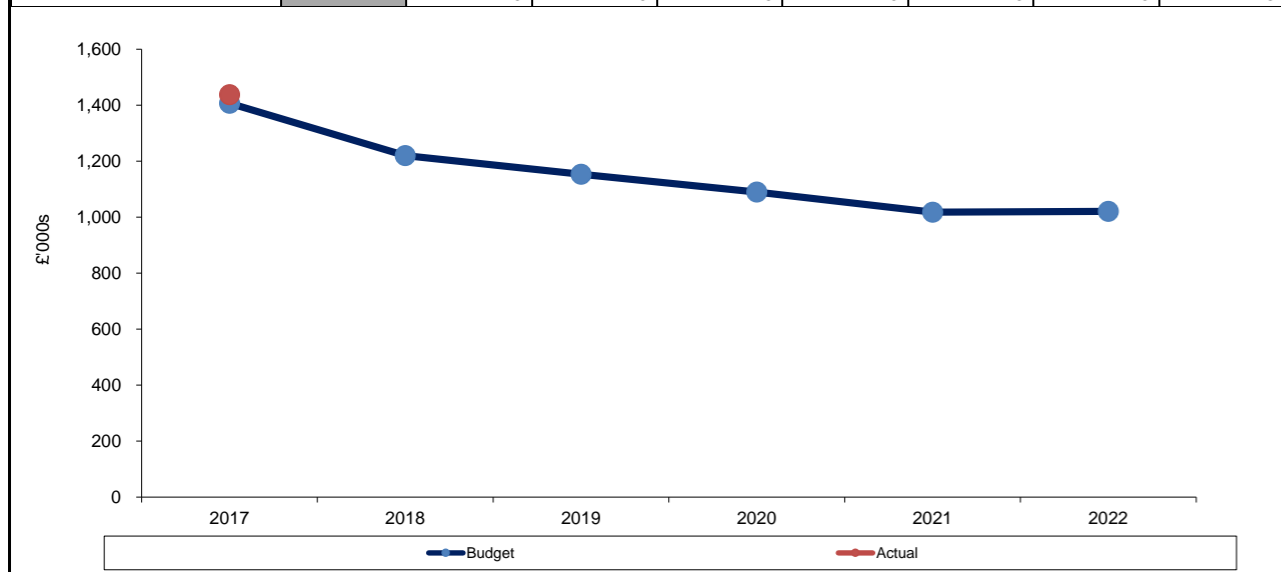
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Property

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	Property have no projects planned for 2019-20				
Start date		Project Details:					
End date							

Regulatory Services - Merton element only	Planning Assumptions						The Corporate strategies your service contributes to					
Cllr Nick Draper: Cabinet Member for Community & Culture	Anticipated demand		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Air Quality Action Plan			
Cllr Tobin Byers: Cabinet Member for Adult Social Care	Total number of food premises		1457	1530	1606	1686	1771		Climate Change Strategy			
	Total number of service requests		6113	6234	6357	6357	6357		Merton Regeneration Strategy			
A brief description of your main activities and objectives: Provide statutory environmental health, trading standards and licensing functions across those councils that make up the Regulatory Services Partnership (currently LB Merton, LB Richmond and LB Wandsworth). Deliver savings and efficiencies in line with the Target Operating Model: <ul style="list-style-type: none"> Switch to intelligence-led, risk based, targeted enforcement generating additional income from trading activities attracting new business rationalising ICT systems Transform the service by: <ul style="list-style-type: none"> demand management streamlining business processes implementing new ways of working Developing commercial/business planning skills (L&D) 	Licence/permit applications		1900	1900	1900	1900	1900					
	Population		208,225	209,421	210,452	212,658	214,740					
	Anticipated non financial resources		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
	Staff (FTE) (Merton)		39.48	40.75	40.75	40.75	40.75					
	Performance indicator	Actual Performance (A)		Performance Target (T)	Proposed Target(P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)					2022/23(P)	
	% of category A,B & non-compliant C food premises inspected		98	99	100	100	100		High	Annual	Business critical	Government intervention
	No. of underage sales test purchases		100	105	110	110	110		High	Annual	Business critical	Anti social behaviour
	Annual average amount of Nitrogen Dioxide per m3		37	40	40	40	40		Low	Annual	Outcome	Political risk
	Nitrogen Dioxide Diffusion Tube Monitoring Sites in Merton exceeding National Levels		N/A	0/50	0/50	0/50	0/50		Low	Quarterly	Outcome	Political risk
Annual average amount of Particulates per m3		37.6	40	40	40	40		Low	Annual	Outcome	Political risk	
Number of licence applications determined within 28 days		96.13%	97%	98%	99%	100%		High	Quarterly	Business critical	Reputational risk	
Total % of broadly compliant food establishments rated A-E		93.00%	94%	95%	96%	97%		High	Annual	Business critical	Reputational risk	
Schedule B Prescribed Premises due for inspection completed		100.00%	100%	100%	100%	100%		High	Annual	Business critical	Environmental issues	
Total % compliance of non-road mobile machinery on major construction sites with GLA emissions standards		70.00%	85%	85%	87%	90%		Select	Select	Business critical	Environmental issues	
% of noise and nuisance complaints received from residents receiving a frontline response (visit/advice) within one week of receipt		92.00%	90%	90%	92%	93%		Select	Select	Business critical	Reduced enforcement	
								Select	Select	Select indicator type	Select impact	
								Select	Select	Select indicator type	Select impact	
								Select	Select	Select indicator type	Select impact	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2017/18 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	3,056	4,244	2,950	(189)	6,399	6,401	6,404	6,407
Employees	1,978	3,241	2,070	(174)	5,505	5,505	5,505	5,505
Premises	0	4	0	3	0	0	0	0
Transport	47	50	44	0	45	46	46	47
Supplies & Services	160	131	59	7	81	81	82	83
3rd party payments	95	88	107	(25)	98	99	101	102
Transfer payments	0	0	0	0	0	0	0	0
Support services	776	730	670	0	670	670	670	670
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2017/18 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	1,649	2,806	1,730	365	5,246	5,311	5,386	5,386
Government grants	0	1	0	0	0	0	0	0
Reimbursements	1,179	1,252	1,206	228	4640	4640	4640	4640
Customer & client receipts	470	1,553	524	137	606	671	746	746
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	1,407	1,438	1,220	176	1,153	1,090	1,018	1,021



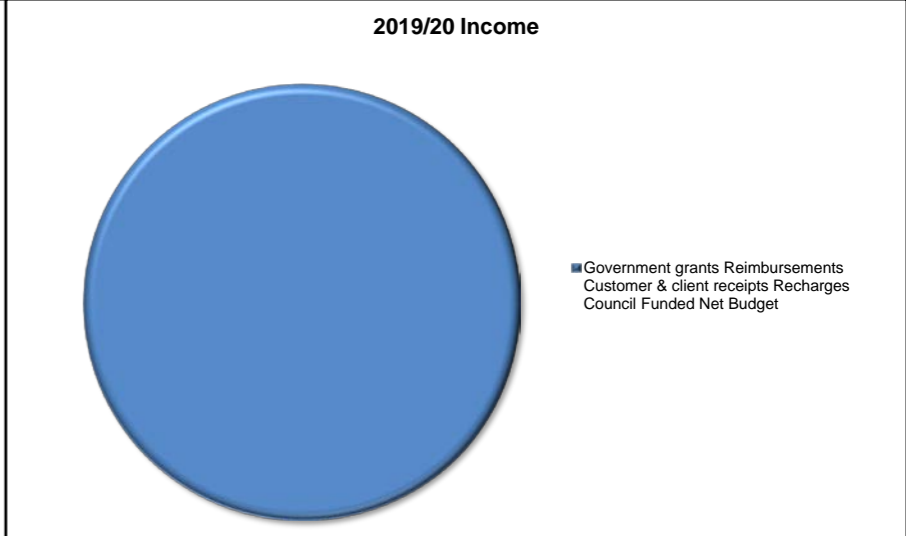
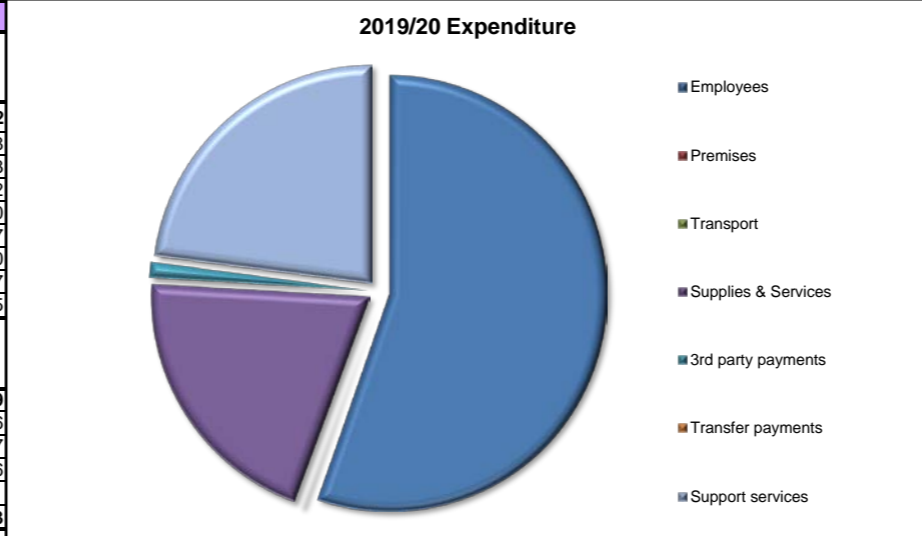
Summary of major budget etc. changes	
Year	Changes
2019/20	Replacement saving (ENV08) = £40k ENR1 = (£100k) E1 = (£60k)
2020/21	E1 = (£65k)
2021/22	E1 = (£75k)
2022/23	

Regulatory Services - Merton element only

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:	Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth	2	1	
End date	2019-20					
Project 2		Project Title:	Design and implement a joint Merton/Richmond budget	Economic outcomes		2
Start date	2015-16	Project Details:	Design and implement a joint revenue (income & expenditure) budget on a to be determined costs apportionment model	2	1	
End date	2019-20					
Project 3		Project Title:	Merton Air Quality Action Plan	Risk reduction and compliance		20
Start date	2018 -19	Project Details:	Deliver Merton's Air Quality Action Plan including monthly reporting and review	5	4	
End date	2019 - 23					
Project 4		Project Title:	Pan London Non Road Mobile Machinery (NRMM) Project	Risk reduction and compliance		2
Start date	2018-19	Project Details:	Deliver a Mayor of London air quality project across London to deliver cleaner construction sites. This £889,000 project will be a cornerstone of the GLA air quality priorities for the third round of Mayor's Air Quality funding.	2	1	
End date	2019-21					
Project 5		Project Title:	Commercialisation	Improved efficiency (savings)		6
Start date	2018-19	Project Details:	Development of chargeable business advice across the Regulatory Services portfolio. Suggested initiatives include: (i) a licensing pre-application service (ii) increasing the number of Primary Authority Agreements (iii) charging for food hygiene rating rescopes (iv) Contaminated land scientific consultancy aimed at large developers	3	2	
End date	2019-21					

Safer Merton	Planning Assumptions							The Corporate strategies your service contributes to			
CIlr Edith Macauley: Cabinet Member for Community Safety, Engagement & Equalities	Anticipated demand		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
<p>Enter a brief description of your main activities and objectives below</p> <p>Safer Merton delivers the council's statutory Community Safety Partnership (CSP) function and the public realm CCTV functionality. The team consists of 18 officers working across several themes:</p> <ol style="list-style-type: none"> 1) Tackling anti-social behaviour - supporting victims, enforcing against perpetrators 2) Tackling Domestic Violence and Abuse - supporting victims, enforcing against perpetrators 3) Managing and delivering Merton's Neighbourhood Watch programme 4) Crime and ASB analysis - providing an intelligence lead CSP 5) Tackling hate crime agenda and delivering the hate crime strategy 6) Managing and delivering a 24/7 CCTV service which includes 210 static CCTV cameras and a current deployable asset of 13 cameras <p>The service ensures that MOPACs Police and Crime plan priorities are delivered and is overseeing the embedding of police command units merger working to minimize the impact on Merton and our residents. The service retains strategic oversight and commissioning of MOPAC funded workers and externally commissioned service provision for domestic violence victims.</p> <p>The work of Safer Merton is delivered in partnership with both statutory and non-statutory partners. The statutory duty for Safer Merton consists of the following:</p> <ol style="list-style-type: none"> 1) A duty to establish a crime and disorder partnership and deliver an annual partnership plan 2) Completion of an annual strategic assessment governed by the Community Safety Partnership 3) Respond to and deal with crime and disorder through evidence based analytical work in a timely and effective manner 4) Manage and deliver CCTV operations within the parameters set by the Information Commissioner 	Population		208,225	209,421	210,452	212,658	214,740	216,662	Community Plan		
	No. Multi Agency Risk Assessment cases (domestic abuse)		150	153	350	355	360	365	Violence Against Women and Girls Strategy		
	Repeat MARAC cases (domestic abuse) by volume *		30%	30%	30%	33%	36%	40%	Violence Against Women and Girls Strategy		
	Number of new, actionable, ASB cases *		400	400	350	350	350	350	Community Cohesion Strategy		
	% of all residents actively engaged in Neighbourhood Watch scheme		40%	35%	38%	40%	40%	40%	Community Plan		
	Hate crime victims *		N/A (322 actual)	300	320	320	300	300	Hate crime strategy		
	Knife crime incidents *		178						Safer & Stronger Strategic Assessment		
	Anticipated non financial resources		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
	Staff (FTE)		7.99	7.49	17.49	16.49	16.49	16.49	Workforce Strategy		
	Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
	Multi Agency Risk Assessment cases - domestic abuse *	340	153	350	355	360	365	Low	Monthly	Business critical	Safeguarding issues
	Number of Community Protection Warnings Issued *	22	24	24	30	30	24	Low	Quarterly	Outcome	Reduced enforcement
	Number of Community Protection Notices Issued *	3	2	3	4	4	3	Low	Quarterly	Quality	Reduced enforcement
	Number of premise closure orders used *	N/A	10	8	6	6	6	Low	Quarterly	Outcome	Anti social behaviour
Total number of Neighbourhood Watches *	N/A	580	535	535	555	565	High	Annual	Output	Community engagement	
ASB cases acknowledged within service timescales	N/A	90%	95%	95%	95%	95%	High	Quarterly	Output	Anti social behaviour	
% of public realm CCTV cameras working at all times	96.65%	95%	97%	97%	97%	97%	Low	Quarterly	Business critical	Reduced enforcement	
Number of external contracts managed by CCTV	1	1	2	4	4	4	Low	Annual	Outcome	Loss of income	
Knife crime - awareness sessions/briefings provided	N/A	N/A	12	12	12	12	High	Quarterly	Output	Reputational risk	

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2017/18 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	671	663	684	49	1,509	1,513	1,517	1,522
Employees	346	357	342	(16)	788	788	788	788
Premises	3	3	3	8	3	3	3	3
Transport	1	1	1	0	1	2	2	2
Supplies & Services	190	179	144	58	289	292	296	300
3rd party payments	12	5	38	(1)	16	16	16	17
Transfer payments	0	0	0	0	0	0	0	0
Support services	119	116	156	0	327	327	327	327
Depreciation	0	0	0	0	85	85	85	85
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2017/18 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	76	121	76	(51)	359	359	359	359
Government grants	76	121	76	76	136	136	136	136
Reimbursements				(132)	117	117	117	117
Customer & client receipts				5	106	106	106	106
Recharges								
Council Funded Net Budget	595	542	608	(2)	1,150	1,154	1,158	1,163

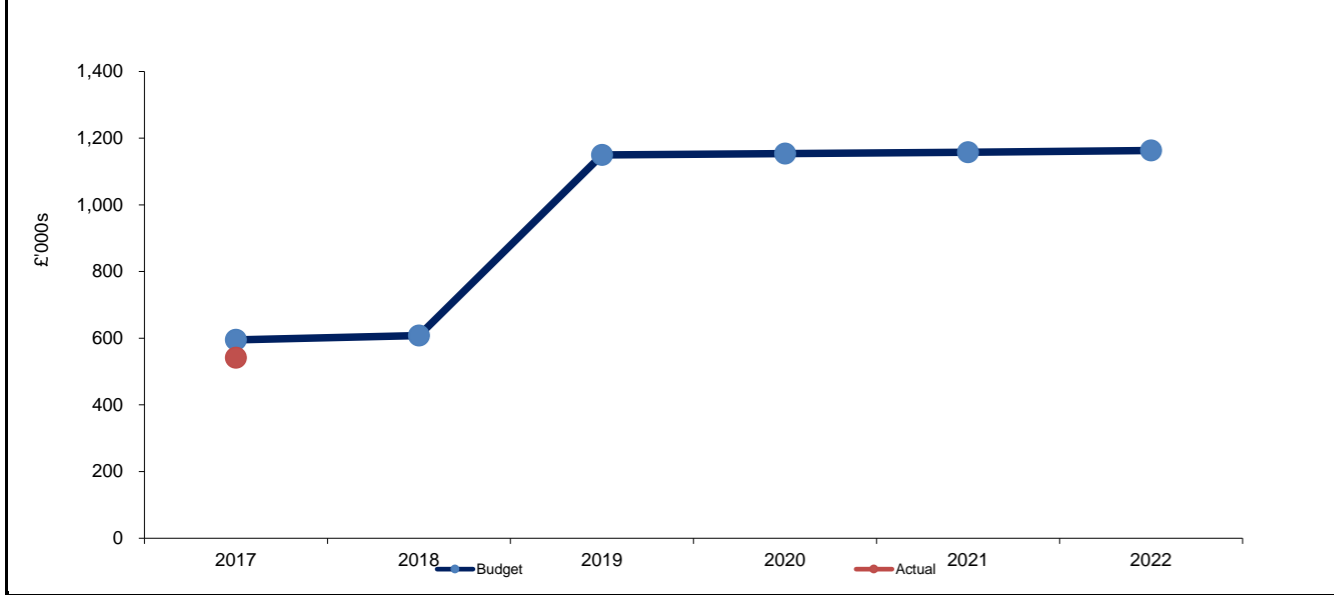


Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2017/18 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
			0	0	0	0	0	0

Summary of major budget etc. changes

2019/20

ENR4 = (£100k)



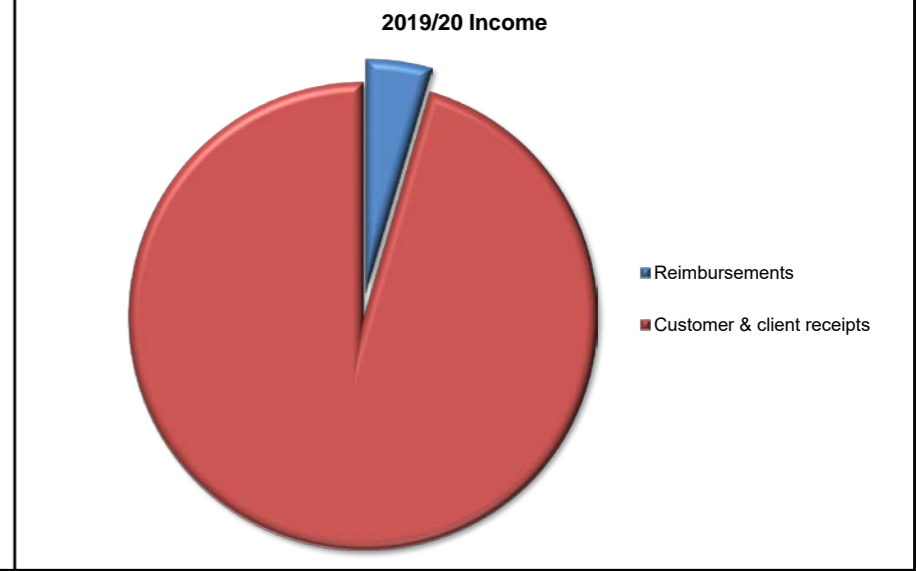
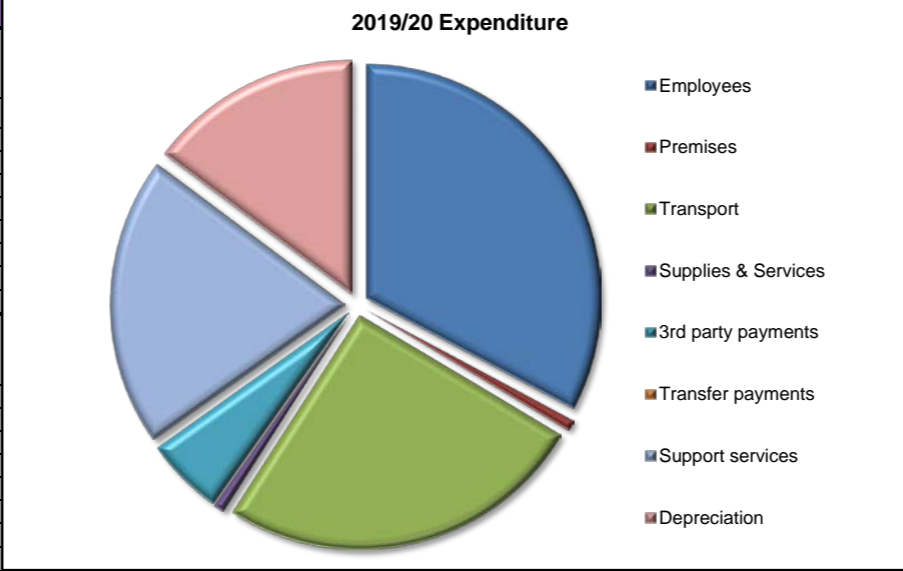
2020/21
2021/22
2022/23

Safer Merton

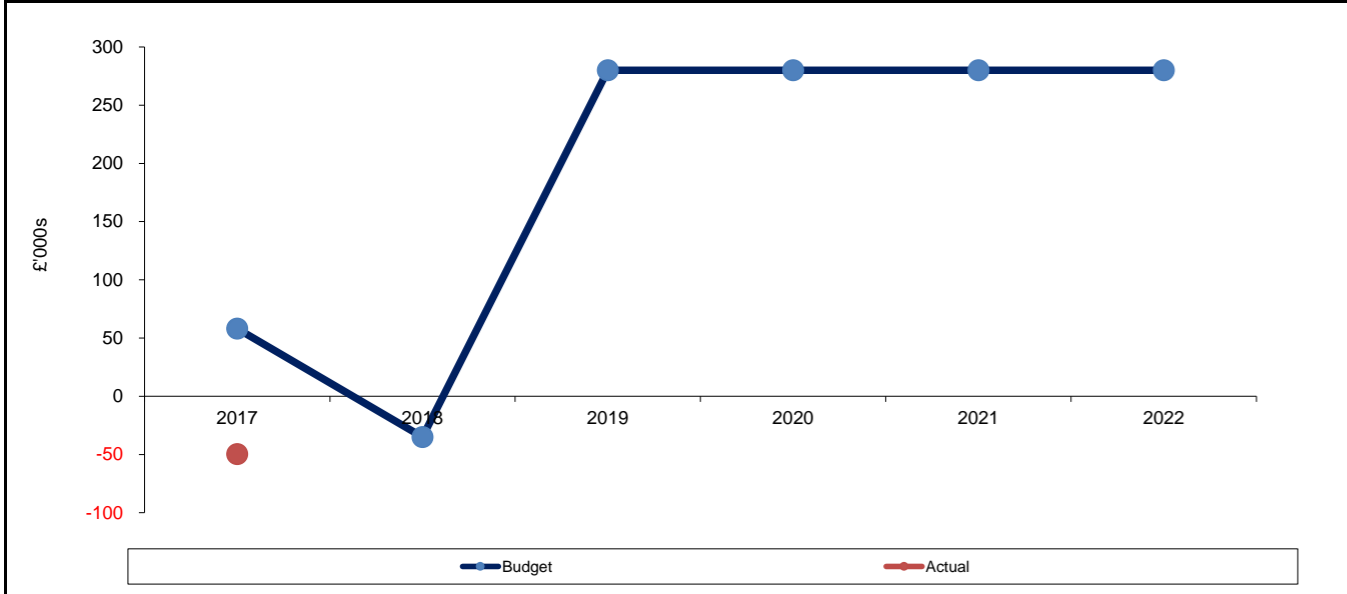
PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk		
					Likelihood	Impact	Score
Project 1		Project Title: 1	Merton says NO MORE - Sexual Violence Focus		Improved customer experience		
Start date	2017-18		Building on the success of the UK SAYS NO MORE launch in September 2016 (Merton was the second London borough to launch the campaign), the Community Safety Partnership, and VAWG board wish to now focus more on sexual violence. Since September 2016 a lot of work has been undertaken on DV and now work on SV will commence - this is to align with the #MeToo campaign, increased awareness of sexual violence and the need to respond to this more coherently	For the victim - Improved victim awareness and increased numbers of victims seeking support, Reputational - Merton is seen as a pro-active borough in SV and understanding the drivers behind it	2	2	4
End date	2020-21						
Project 2		Project Title: 2	DVA commissioning		Improved customer experience		
Start date	2018-19		Joint commissioning of two contracts across E&R, CSF and C&H - one for Independent Domestic Violence Advocates (IDVAs) and the second Merton's Refuge provision for DV victims. Contracts commissioned for a five year period (3+1+1 term) via an increased financial envelope across three directorates	For the victim - Improved victim journey, improved outcomes for families, improved safety and a service offer that provides "the right support at the right time for me" Reputational - Merton is known and viewed as a borough whom delivers good quality service to victims in a colligate manner	2	3	6
End date	2019-20						
Project 3		Project Title: 3	ECINS procurement		Improved effectiveness		
Start date	2017-18		Procurement of a new risk and information management system. Commissioned across E&R and CSF for a five year period (3+2) the cloud based, ICT solution, 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	For the recipient of service - reduced risk of being a further victim of crime, ASB, exploitation etc. For the partnership - By utilising information/intelligence in a more direct and real time environment we can improve joint working and reduce risk	3	2	6
End date	2019-20						
Project 4		Project Title: 4	ASB Enforcement - Tackling Law Breakers		Improved reputation		
Start date	2018-19		As part of work to meet the manifesto pledge to "tackle non law abiding citizens" Safer Merton, and the Community Safety Partnership, will increase enforcement work across key areas of business as set out in the TOM. Areas of work will include: Issuing community protection warnings and notices, use of premise closure powers, use of injunctions, use of positive prohibitions to encourage engagement in treatment and care services	The community - Residents understand, and can see, what work is being undertaken to address poor behaviour and how their support contributes to this Reputational - elected members can see how their manifesto is being delivered and Merton is known as a borough where action is taken against non law abiding citizens	5	1	5
End date	2020-21						
Project 5		Project Title: 5	Public Space Protection Order (PSPO) consultation		Risk reduction and compliance		
Start date	2019/20		The current street drinking PSPO expires in October 2020. In Autumn 2019 a thorough consultation and engagement process must be undertaken to ascertain if PSPOs should continue in Merton beyond 2020 and if so in which area(s). Consultation will involve residents, businesses, elected members and any other person(s) whom have an involvement with Merton. This will be the biggest engagement process undertaken by Safer Merton for some time	The community - Residents state the street drinking is one of their top three crime concerns. Any extension of the current PSPO will allow for continued work to enforce against problematic persons Reputational - Data will show where, and how, the PSPO is being enforced and where street drinking challenges are present. This will shape geographical areas of consideration. A data lead approach will mean that areas of need are covered and areas where demand is not present will not	5	2	10
End date	2020/21						
Project 6		Project Title: 6	CCTV lean review		Improved staff skills and development		
Start date	2019/20		As identified in the Safer Merton TOM the CCTV service will undergo a Lean Review via the Business Improvement team. This work will explore how the service currently operates and how it could be ran more effectively and efficiently to improve outcomes and service	For the recipients - Staff are more engaged and are able to work in a more effective and efficient manner. Reputational - Outcomes and improvements are seen across the CCTV service with current operational challenges overcome	2	2	4
End date	2019/20						
Project 7		Project Title: 7	CCTV service review		Improved efficiency (savings)		
Start date	2019/20		A full, root and branch review of CCTV is required. Previously commissioned service review (undertaken in 2014) identified several areas for review which have not been progressed. Gaps in service delivery are an ever present risk, contracts for key aspects of service are not in place and/or do not offer value for money and the service requires a dedicated manager to look at greater commercialisation possibilities and operational hours - do we need a 24/7 service?	A fully functioning, revised focused service, with sustained infrastructure growth plans will deliver benefits across a range of areas	2	2	4
End date	2019/20						
Project 8		Project Title: 8	Clarion contract renegotiation		Improved efficiency (savings)		
Start date	2019/20		The current CCTV contract with Clarion Housing expires on 31/03/2020. The current agreement, in place since 2017/18 to 2019/20 has is worth over £201,000 to the service. There is an appetite from Clarion to continue this agreement and as such contract length, duration and a full review of T&Cs are required to ensure that best value can be achieved from this extension	Through careful planning and financial negotiation the contact value should help reduce the councils financial commitments for this services' operation	2	1	2
End date	2019/20						
Project 9		Project Title: 9	London Crime Prevention Fund (LCPF) funding - reduction planning		Select one major benefit		
Start date	2019/20		The LCPF grant is reducing down from £441,896 for financial years 2017/18 and 2018/19 to £363,914 for 2019/20 and 2020/21. These figures are the total spend across two financial years, a reduction of £77,982. Currently this money funds posts in both Safer Merton and the YOT. Reductions in the grant require stark decisions to be made as Safer Merton will need to stop delivering work in hate crime and victim care whilst the YOT will do the same for sexual exploitation and restorative justice	There are no benefits to this programme If the money which has been lost, cannot be sourced and secured from elsewhere, the service will reduce its staffing and therefore capacity to deliver. This will, in turn, negatively affect victim care in Merton	6	3	18
End date	2019/20						
			NO PROJECT - Explanation of performance indicators marked * - 1 of 2		NO PROJECT - Explanation of performance indicators marked * 2 of 2		
			<p>Repeat MARAC * = Safer Lives guidance advises that boroughs should expect a 30-40% repeat victimisation rate</p> <p>Actionable ASB cases * = We are projecting reductions in case numbers as we have tightened up our definition of ASB and are now much more stringent in pushing ASB to social landlords where their tenants are responsible</p> <p>Hate crime victims * - We would expect to see increases during Brexit mobilisation (as was seen following the EU referendum) then would project a stabilisation period</p> <p>Knife crime incidents * - To make assumptions on knife crime is not appropriate however given the importance of this matter it should be on the plan</p>		<p>MARAC cases * - increase in line with population increase</p> <p>Community Protection Warnings and Notices - there is a 95% compliance rate with warnings hence lower numbers of notices being issued. We would expect that, after a period of sustained enforcement, cultural change commences requiring less enforcement</p> <p>Number of premise closure orders used * - By closing premises quickly, and promoting accordingly, it is likely that enforcement need will reduce over time</p> <p>Neighbourhood Watch * - summer 2018 saw a reduction in co-ordinators as we undertook work to refresh this service area, watch co-ordinators tend to be elderly, retired folk and as such maintaining current levels of watches are the focus for the immediate future</p>		

Transport Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand		2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	
	CSF Passenger Journeys - In-House		70,000	70,000	TBC					
C&H Passenger Journeys - In-House		70,000	70,000	TBC						
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. To provide a transport solution service to the Council to ensure that transport needs are met and are best value and sustainable. To reduce air pollution and adverse impact on the environment	Anticipated non financial resources		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23		
	No.Transport Fleet vehicles		40	40	42	42.36	42.36	42.36		
	Staff		48.35	44.84	45.00	45.00	45.00			
Performance indicator	Actual Performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
% Client user satisfaction	N/A	97	97	97	98		High	Annual	Outcome	Reduced customer service
Average % passenger vehicles in use	88	85	85	85	85		High	Annual	Unit cost	Reduced customer service
% in-house journey that meet timescales	84	85	85	85	85		High	Annual	Outcome	Reduced customer service
Sickness - average days per FTE	16.34	10.5	9.5	8	8		Low	Monthly	Unit cost	Increased costs
% of council fleet using Diesel fuel	95%	95%	80%	70%	50%		High	Annual	Outcome	Environmental issues

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	4,322	4,121	4,133	115	4,524	4,524	4,524	4,524
Employees	1,509	1,535	1,373	92	1,484	1,484	1,484	1,484
Premises	46	27	46	0	34	34	34	34
Transport	1,091	983	1,092	0	1,155	1,155	1,155	1,155
Supplies & Services	63	51	63	6	33	33	33	33
3rd party payments	266	232	266	17	243	243	243	243
Transfer payments	0							
Support services	952	897	907	0	907	907	907	907
Depreciation	395	395	386	0	668	668	668	668
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income	4,264	4,171	4,168	0	4,244	4,244	4,244	4,244
Government Grants	0							
Reimbursements	155	141	165	0	192	192	192	192
Customer & client receipts	4,109	4,030	4,003	0	4,052	4,052	4,052	4,052
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	58	(50)	(35)	115	280	280	280	280
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Fleet Vehicles		155	503	(78)	300	300	300	300
GPS Vehicle Tracking		192	0	0	0	0	0	0
Alleygating		33	38	(13)	30	30	30	30
Other		0	6	0	0	0	0	0
		380	547	(91)	330	330	330	330



Summary of major budget etc. changes	
2019/20	Replaced saving (ENV32) = £30k Replaced saving (ENR7) = £10k
2020/21	
2021/22	
2022/23	



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

Transport

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk				
				Likelihood	Impact	Score		
Project 1		Project Title:	Review of Fleet provision (Vehicles)	Economic outcomes		3	2	6
Start date	2019-20	Project Details:	Undertake a vehicle replacement programme including a review of shared / pool vehicles. This will take into account the findings / recommendations of the parking review.	Financial savings from reduced fleet through shared vehicles				
End date	2020-21							
Project 2		Project Title:	Passenger transport	Improved effectiveness		3	2	6
Start date	2019-20	Project Details:	Undertake a joint review of the current service offer provided to SEN and C&H.	Service efficiency				
End date	2020-21							
Project 3		Project Title:	In Cab technology	Improved efficiency (savings)		3	2	6
Start date	2019-20	Project Details:	Undertake a business case to asses the benefits of vehicle tracking and dash camera recording devices	Service improvement leading to financial savings (reduced insurance claims)				
End date	2020-21							
Project 4		Project Title:	Passenger Transport Review	Improved efficiency (savings)		3	2	6
Start date	2018-19	Project Details:	Commision review of Passenger transport (Make or buy supply chain management)					
End date	2019-20							

Commissioned Service
Waste Management and Cleansing
Cllr Mike Brunt: 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 To maintain greater public space that we can all be proude of

Planning Assumptions										
Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Housing Properties	84,000	85,000	86,000	86,500	86,500					
Kilometres of Roads	375	375	375	375	375					
Population	207,410	209,421	210,452	212,658	214,740					
Total household waste tonnage	71,000	71,000	69,000	68,000	67,000					
Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Clienting and Commissioning Team	6.69	3.19	3.19	3.19	3.19	3.19				
Community Engagement and Enforcement	9	9	8	8	8	8				
SLWP	4	2	1	1	1	1				
Client Neighbourhood team	1.5	2.4	2.4	2.4	2.4	2.4				
Veolia UK Ltd	Contract price and schedule of rates									
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
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)				
% Residents satisfied with street cleanliness	N/A	57	58	60	65	70	High	Annual	Perception	Reputational risk
% Sites surveyed below standard for litter	12.6	8	6	4	4	4	Low	Monthly	Perception	Reputational risk
% Sites surveyed below standard for Detritus	14.58	10	9	7	7	7	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for graffiti	6.1	5.0	5.0	5.0	5.0	5.0	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for weeds	6.22%	11	6	5	5	5	Low	Quarterly	Perception	Reputational risk
No. of fly tips in streets and parks recorded by contractor	8429	8400	8400	8400	8000	7500	Low	Monthly	Outcome	Reputational risk
% of fly tips removed within 24 hours	68%	90%	95%	95%	95%	95%	High	Monthly	Outcome	Reputational risk
% Sites surveyed below standard for flyposting	1.74%	1	1	1	1	1	Low	Quarterly	Perception	Reputational risk
% of FPNs issued that have been paid	74%	70%	75%	75%	80%	80%	High	Monthly	Output	Loss of income
% Household waste recycled	37.39%	46%	48%	50%	55	55	High	Monthly	Business critical	Reputational risk
% Residents satisfied with refuse collection	N/A	73	74	75	75	75	High	Annual	Perception	Reputational risk
Residual waste kg per household pa	536.72	500	475	435	425	400	Low	Monthly	Outcome	Increased costs
% Municipal solid waste landfilled	55%	65%	10%	5%	5%	5%	Low	Monthly	Outcome	Increased costs
Number of missed bins per 100,000	95.33	50	40	30	30	30	Low	Monthly	Outcome	Reduced customer service
Total waste arising per household Kg	857.17	910	910	910	900	850	Low	Monthly	Outcome	Reputational risk
% Residents satisfied with recycling facilities	N/A	72	74	75	75	75	High	Annual	Perception	Reputational risk

Financial Information - Waste Management and Cleansing									Additional Expenditure Information			
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	2019/20 ENR9 = (£200k) EV08 = (£250k) ERG2 = £35k E2 = (£30k) Replaced Saving (ALT4) = (£54k)			
Expenditure	17,808	17,658	15,672	(605)	17,632	17,879	18,127	18,374				
Employees	1,108	1,014	823	366	800	800	801	801				
Premises	387	244	338	(128)	341	346	351	356				
Transport	298	327	298	(60)	242	246	251	255				
Supplies & Services	7,120	9,859	6,154	1,424	8,424	8,556	8,688	8,820				
3rd party payments	7,948	5,286	7,032	(2,207)	6,892	6,998	7,103	7,209				
Transfer payments	0	0	0	0	0	0	0	0				
Support services	366	347	406	0	406	406	406	406				
Depreciation	581	581	621	0	527	527	527	527				
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23				
Income	3,467	3,237	1,373	(102)	3,717	3,717	3,717	3,717	3,717			
Government grants	0	0	0	0	0	0	0	0	0			
Reimbursements	449	326	360	(35)	325	325	325	325	325			
Customer & client receipts	3,018	2,911	1,013	(67)	3,392	3,392	3,392	3,392	3,392			
Recharges	0	0	0	0	0	0	0	0	0			
Reserves												
Capital Funded												
Council Funded Net Budget	14,341	14,421	14,299	(707)	13,915	14,162	14,410	14,657				
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23				
Waste Bins		0	2,674	0								
Fleet Vehicles		972	2,670	0					340			
Other		56	56	0								
		1,028	5,400	0	0	0	0	0	340			

DETAILS OF MAJOR PROJECTS

PROJECT DESCRIPTION		Major Projects Benefits		Risk			
				Likelihood	Impact	Score	
Project 1	Project Title:	New Waste collection Service (Wheelie Bins)		Improved effectiveness			
Start date	2019-20	Project Details:	Promote the use of 'Street Champions'	Improved service delivery	3	3	9
End date	2020-21						
Project 2	Project Title:	Waste disposal		Improved effectiveness			
Start date	2012-13	Project Details:	Review current disposal arrangements and develop a new commissioning and procurement plan for each of the main waste streams. This will be undertaken in partnership with SLWP	Environmental benefits from diverting waste from landfill, sustainable waste management	3	2	6
End date	2019-20						
Project 3	Project Title:	Neighbourhood Recycling Centres		Improved customer experience			
Start date	2019-20	Project Details:	Following the implementation of the new waste collection service and the introduction of new containers for recycling are NRC required and adding value. A review of the service is to be conducted in partnership with our contractor to asses the effectiveness of this service.	Resident satisfaction / reduced level of fly tips. Improved public realm	3	2	6
End date	2019-20						
Project 4	Project Title:	Environmental Enforcement		Improved efficiency (savings)			
Start date	2019-20	Project Details:	Undertake a commissioning review of the external enforcement arrangements (make or buy review). Taking into account the wider scope for shared working of enforcement activities.	Service efficiency	3	2	6
End date	2020-21						

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