

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 *

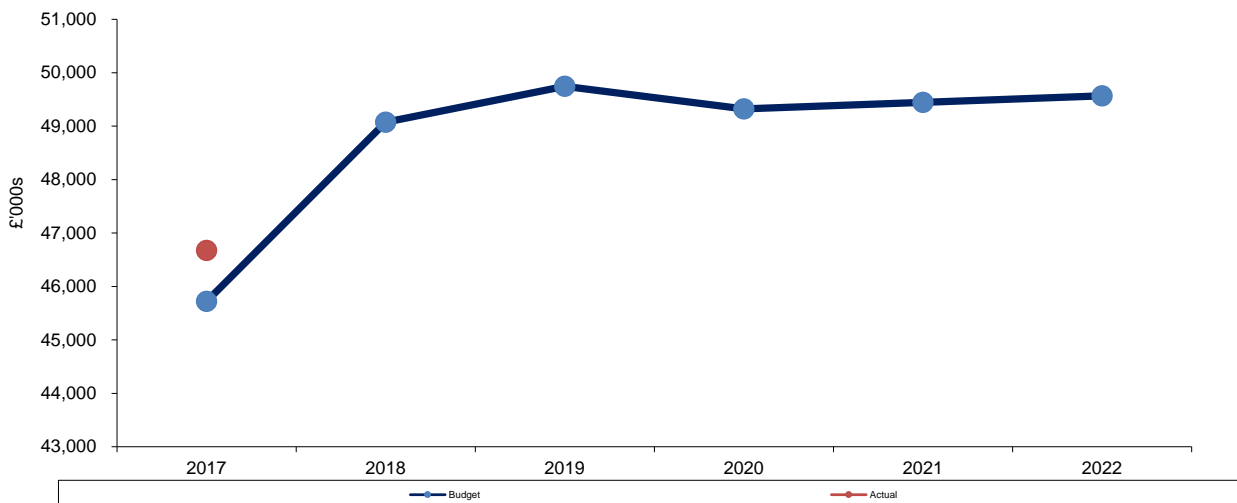
**Commissioning Plan*

Children Schools & Families

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

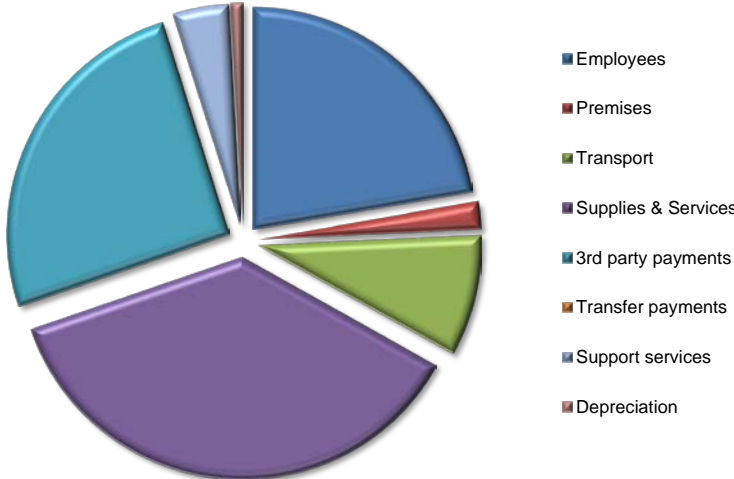
Education					Planning Assumptions							The Corporate strategies your service contributes to				
Cllr Kelly Braund: Cabinet Member for Children's Services					Anticipated demand		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Children and Young People's Plan			
Cllr Caroline Cooper-Marbiah: Cabinet Member for Education					Early Years population (0-3) (mid year 2016 based BPO)		12531	12522	12413	12386	12390	12405	SEN and Disabilities Strategy			
Enter a brief description of your main activities and objectives below Merton School Improvement (MSI) · monitor, analyse & evaluate pupil & school performance · developing skills in planning, teaching, assessment, leadership & management · working with schools to reduce inequality & improve achievement for vulnerable groups strengthening partnership working and school to school support Special Education Needs & Disabilities Integrated Service (SENDIS) building early help capacity in schools & settings, families & the community · focus on safeguarding, early intervention & prevention as well as direct support for families · implementing the requirements of the Children and Families Act ensuring that families are central Specialist placement provision for pupils with SEN. Early Years Services <input type="checkbox"/> - 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					Primary age Population (4-11)		23069	23184	23065	22895	22704	22476	School Expansion Strategy			
					Secondary age population including post-16 (12-18)		14863	15269	15671	16254	16884	17426				
					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	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	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



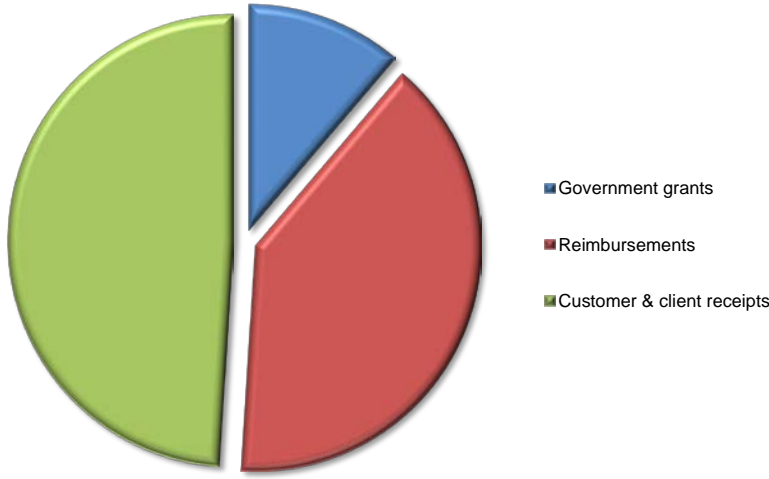
Year	Budget (£'000s)	Actual (£'000s)
2017	45,721	46,674
2018	49,073	
2019	49,746	
2020	49,323	
2021	49,445	
2022	49,567	

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

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 redcuton of spend associated with the introducton 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: Project Details:	Well Being Model - CSC & CYPWB/TOM The review of the well being model is now complete, the next phase is to embed agreed structure changes in CSC, our Early Help model and points of access. we will deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; Flexible working ; Care proceedings as outlined in the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.		Improved effectiveness	4	3	12
Start date	2016-17							
End date	2019-20							
Project 2		Project Title: Project Details:	Improving pupil outcomes at KS5 & School Improvement through partnership with schools(Edn TOM) 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.		Improved effectiveness	2	3	6
Start date	2018-19							
End date	2020-21							
Project 3		Project Title: Project Details:	Transforming Early Years (EY's TOM) 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)		Improved effectiveness	2	3	6
Start date	2013-14							
End date	2019-20							
Project 4		Project Title: Project Details:	Implementation of requirements of Children & Families Act (Edn TOM & CYPWB) & Education TOM/CYPWB Model & Personal Budgets (Education TOM/C+F Act) Continue to strengthen collaboration between parents forum and partner agencies. further strengthen the Education, Health & Care Plan, and widen the Local Offer. Preparation for adulthood pathways are being developed by ASC, CWD and SEN Teams. Procurement for an SEN recording and reporting system is in the first stage. Addressing new statutory duty for age 19-25 a joint commissioning group across Health and Social Care has been developed to strengthen the tri-parte panel to support and process cases within available funding streams. Develop and 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.		Improved customer experience	3	3	9
Start date	2013-14							
End date	2019-20							
Project 5		Project Title: Project Details:	Impelementation of EHCP Hub 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.		Improved effectiveness and customer expereince	4	3	12
Start date	2018-19							
End date	2020-21							
Project 6		Project Title: Project Details:	Implementation of Secondary & Special School (SEN) Places Strategy (EducationTOM) 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.		Infrastructure renewal	4	3	12
Start date	2015-16							
End date	2021-22							
Project 7		Project Title: Project Details:	Workforce development We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.		Improved staff skills and development	4	3	12
Start date	2015-16							
End date	2019-20							
Project 8		Project Title: Project Details:	SEN Transport commissioning review 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		Improved efficiency (savings)	4	3	12
Start date	2019-20							
End date	2021-22							

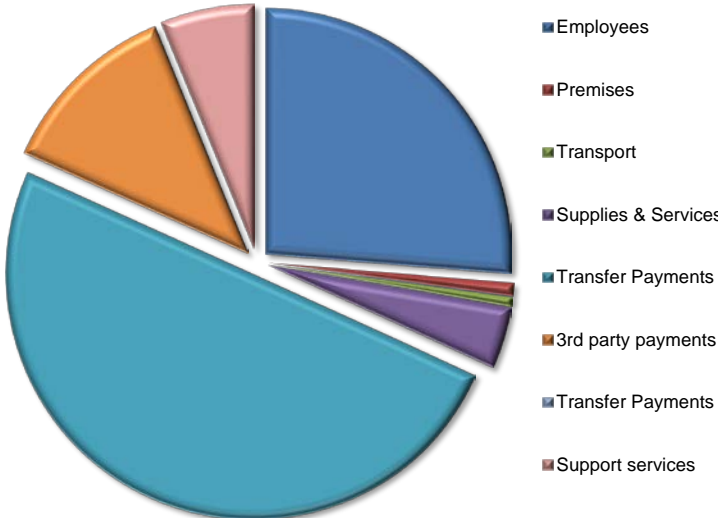
Community & Housing

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Adult Social Care									
PROJECT DESCRIPTION				MAJOR PROJECTS BENEFITS		Risk			
						Likelihood	Impact	Score	
Project 1		Project Title: Project Details:	Adult Social Care Customer Journey: Pathways		Improved customer experience		4	2	8
Start date	2019-20		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.						
End date	2020-21								
Project 2		Project Title: Project Details:	Commissioning , Market Capacity & Capability		Improved sustainability		4	2	8
Start date	2019-20		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						
End date	2021-22								
Project 3		Project Title: Project Details:	Learning Disability Offer		Improved efficiency (savings)		5	3	15
Start date	2019-20		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.						
End date	2022-23								
Project 4		Project Title: Project Details:	Merton Prevention Offer		Improved efficiency (savings)		2	2	4
Start date	2019-20		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.						
End date	2021-22								
Project 5		Project Title: Project Details:	Merton Health & Care Together		Improved effectiveness		3	3	9
Start date	2018-19		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						
End date	2022-23								
Project 6		Project Title: Project Details:	Community Transport		Improved efficiency (savings)		5	2	10
Start date	2019-20		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.						
End date	2020-21								
Project 7		Project Title: Project Details:	Market Management		Improved effectiveness		4	3	12
Start date	2019-20		In line with our Care Act 2014 market shaping duties we will review out 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.						
End date	2019-20								

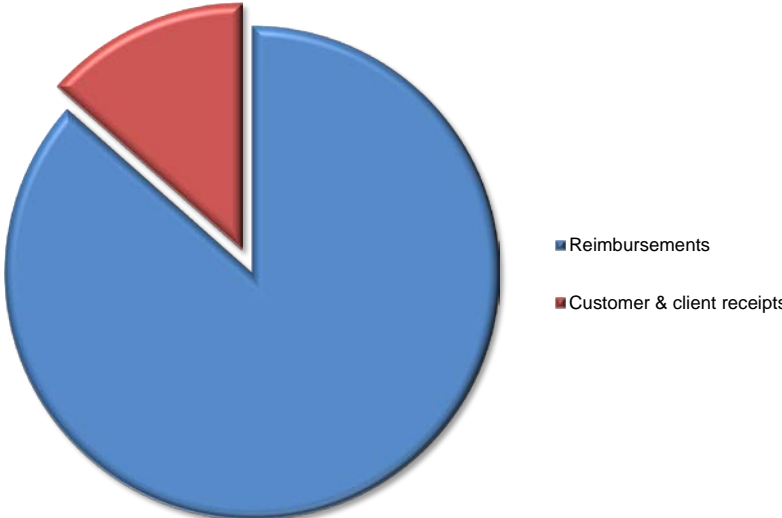
Housing Needs and Enabling Services									Planning Assumptions							The Corporate strategies your service contributes to				
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing									Anticipated demand		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Homeless Placements Policy (Interim)			
Enter a brief description of your main activities and objectives below									Housing advice, options, private tenants & landlords advice		11000	11250	11250	11250	11250	11250	Homelessness Strategy			
<p>To fulfil statutory housing functions including the prevention and relief of homelessness and the enforcement and regulation of the private rented sector.</p> <p>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.</p> <p>The purpose of this service is to</p> <ul style="list-style-type: none">- 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									Housing register applicants		9600	10250	10700	11150	11600	12000	Housing Strategy			
									Housing options casework		1000	1350	1500	1500	1500	1500				
									Demand for temporary accommodation		435	400	400	410	420	430				
									Anticipated non financial resources		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
									Housing Needs Staff (FTE)		19.50	20.00	20.00	20.00	20.00	20.00				
									Environmental Health (Housing)		5.03	5.03	8.03	8.03	8.03	8.03				
									TOTALS		24.53	25.03	28.03	28.03	28.03	28.03				
									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
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
Disabled Facilities Grant		820	815	-	280	280	280	280
Affordable Housing Projects								
		820	815	0	280	280	280	280

2019/20 Expenditure

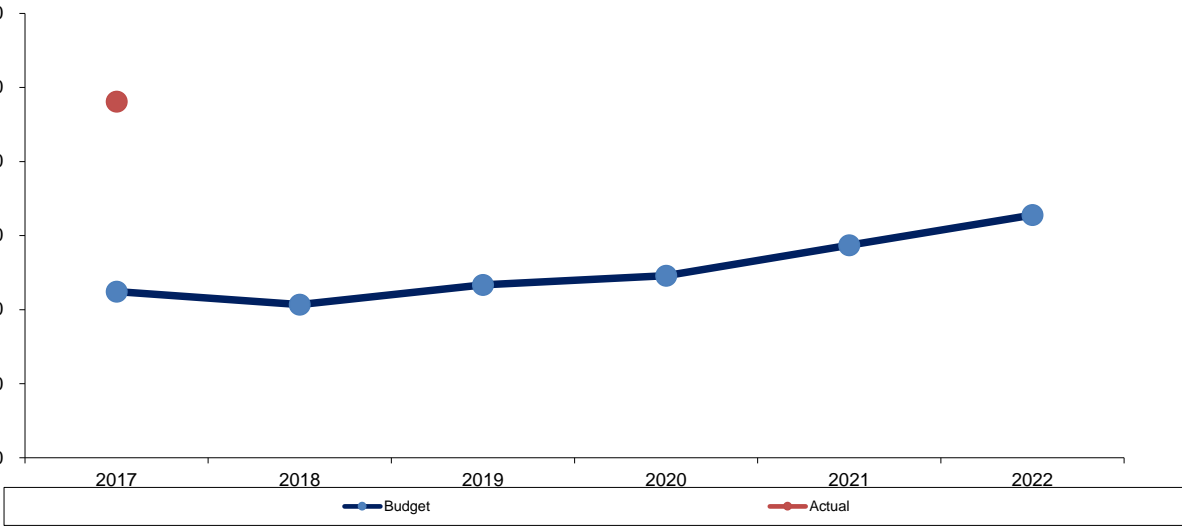


2019/20 Income



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											
2020/21											
2021/21											
2022/23											

£'000s

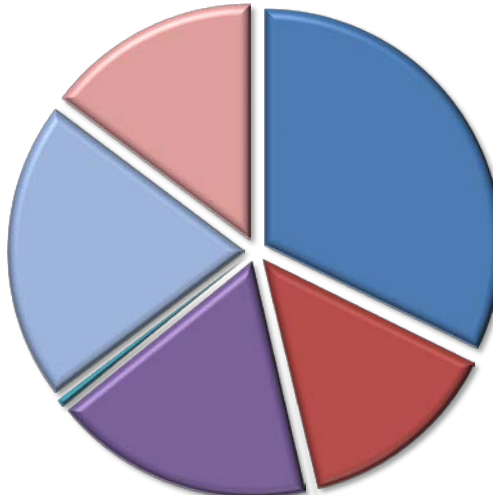


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Housing Needs and Enabling Services									
PROJECT DESCRIPTION					MAJOR PROJECTS BENEFITS			Risk	
								Likelihood	Impact
Project 1		Project Title: Project Details:	Homeless Reduction Act - Review Review impact of Homelessness Reduction Act on business, performance, customers and staff and amend any processes where necessary and appropriate.	Risk reduction and compliance			2	2	4
Start date	2018-19								
End date	2019-20								
Project 2		Project Title: Project Details:	Housing Enforcement Policy Introduce and monitor Civil Penalties, Rent Repayment Orders by implementation of Housing Enforcement Policy	Improved effectiveness			2	2	4
Start date	2018-19								
End date	2019-20								
Project 3		Project Title: Project Details:	Public ProtectionTechnology Upgrade Work with IT / E&R on re-procurement / replacement of M3PP, cloud hosting and subsequent upgrade of M3PP to Assure.	Improved effectiveness			2	1	2
Start date	2016-17								
End date	2019-20								
Project 4		Project Title: Project Details:	Extended HMO Mandatory Licencing Scheme Monitor the implementation of the Extended HMO Mandatory Licencing Scheme and new Licence fee structure.	Economic outcomes			2	2	4
Start date	2018-19								
End date	2019-20								
Project 5		Project Title: Project Details:	EDRMS Workflow Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly	Improved effectiveness			2	2	4
Start date	2016-17								
End date	2019-20								
Project 6		Project Title: Project Details:	Housing Related Support Implement and monitor revised commissioning plans for Housing Related Support	Improved efficiency (savings)			2	1	2
Start date	2018-19								
End date	2019-20								
Project 7		Project Title: Project Details:	Housing IT software re-procurement Re-procure all IT Software solutions for Housing Needs (Homelesness, Temporary Accommodation & Rent Accounts, Housing Register and Choice Based Lettings.)	Improved effectiveness			2	2	4
Start date	2018-19								
End date	2020-21								
Project 8		Project Title: Project Details:	Homelessness Strategy Re-draft the Homelessness Strategy to reflect the impact of the Homelessness Reduction Act and the Government's Rough Sleeper strategy	Improved reputation			2	1	2
Start date	2018-19								
End date	2019-20								

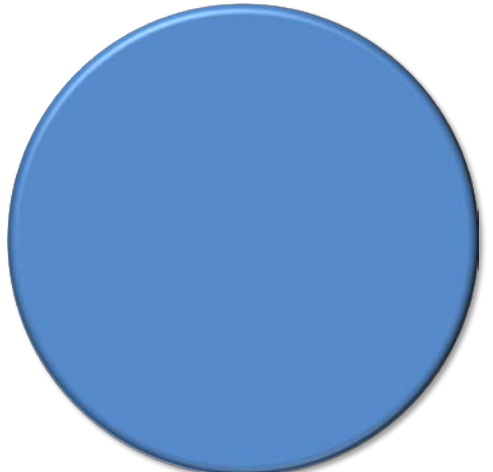
Libraries					Planning Assumptions							The Corporate strategies your service contributes to				
Cllr Nick Draper: Cabinet Member for Community & Culture					Anticipated demand		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	contributes to			
Enter a brief description of your main activities and objectives below					Active users		56,000	56,000	56,500	57,000	57,500	58,000	Customer Contact Strategy			
<p>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.</p> <p>Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.</p> <p>Certain aspects of the service must be provided for free:</p> <ul style="list-style-type: none">- Free lending of books- Free access to information- Free library membership <p>The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction and usage levels.</p>					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	Community Plan				
					Visitor figures		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	Health & Wellbeing Strategy			
					Staff (FTE)		33.30	31.35	29.65	26.65	29.65	29.65	Heritage Strategy			
					Accommodation (Libraries)		7	7	7	7	7	7	Procurement Strategy			
					Equipment (PC's)		144	152	159	159	159	159	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

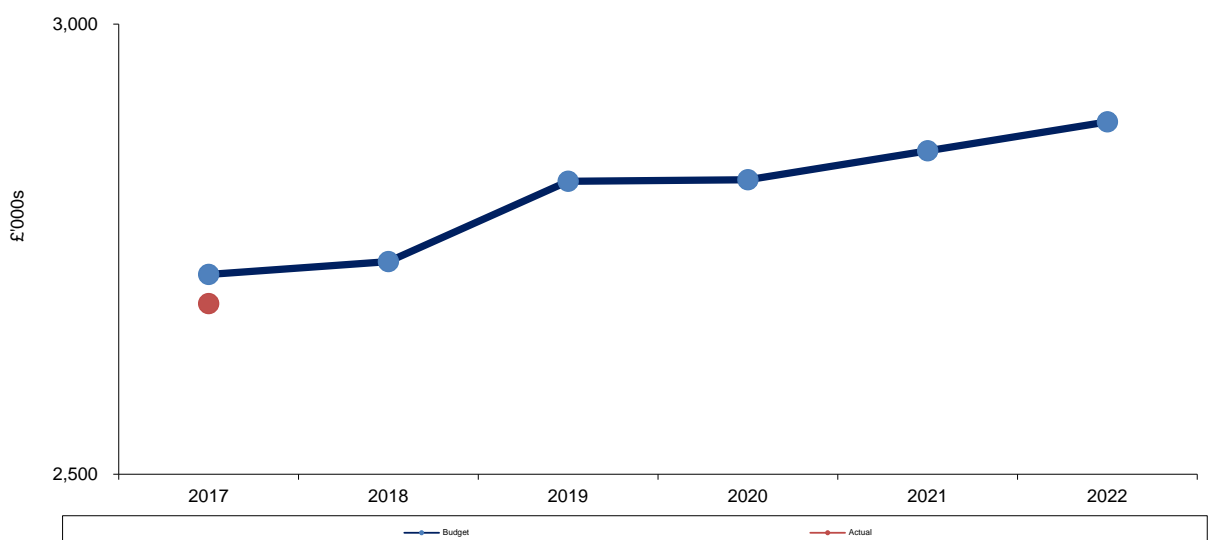
2019/20 Expenditure



2019/20 Income



Summary of major budget etc. changes	
2019/20	
Allocated savings for 2019/20 is Merton Art Space £38k reference CH67.	
2020/21	
2021/22	
2022/23	



Page 307

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

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		3	2	6
Start date	2016-17	Project Details:						
End date	2019-20							
Project 2		Project Title:	Embed employability, maths and English strands in courses where applicable	Economic outcomes		2	1	2
Start date	2016-17	Project Details:						
End date	2019-20							
Project 3		Project Title:	Promote and embed British Values and Prevent within the classroom	Risk reduction and compliance		2	1	2
Start date	2016-17	Project Details:						
End date	2019-20							
Project 4		Project Title:	Expand provision in deprived areas of the borough and / or amongst deprived communities	Improved effectiveness		3	1	3
Start date	2016-17	Project Details:						
End date	2019-20							
Project 5		Project Title:	Embed new evidence base and overhaul course provision	Improved customer experience		2	1	2
Start date	2017-18	Project Details:						
End date	2019-20							
Project 6		Project Title:	Embed new commissioning arrangements across all services	Improved effectiveness		3	2	6
Start date	2016-17	Project Details:						
End date	2019-20							

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
<p>Public Health services currently comprise:</p> <ul style="list-style-type: none">Services to improve health and wellbeing that are the commissioning responsibility of PH in LA (including the following mandatory services: sexual health, NHS health checks, Healthy Child 0-5 services, National Child Measurement Programme)Commissioning support function to the CCG (mandatory)and council;Health protection oversight function (mandatory)Health intelligence including JSNA (mandatory) <p>Our vision for public health in Merton over the next five years is to:</p> <ul style="list-style-type: none">Protect and improve physical and mental health outcomes for the whole population in Merton throughout the life course, and reduce health inequalities, especially between the West and East of the borough, within the shrinking financial envelope available.Fulfil our statutory PH duties.Contribute to Merton becoming London's best council in 2020 <p>Our strategic objectives are:</p> <p>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.</p> <p>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</p> <p>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</p>					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
					Support to CCG (% of PH staff capacity)		40%	40%	40%	40%	40%	Merton Health & Care Together	
					NHS Health Checks		2,180	2,893	2,600	2,600	TBC	TBC	Health & Wellbeing Strategy
					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 Visiting New Birth Visits: estimated new births		3,222	3,271	3,248	3,242	3,225	3,202	
					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	
					Falls Prevention		1082	1100	1125	1150	1175	1200	
					Dementia Action Alliance		36	30	40	40	40	40	
					Anticipated non financial resources		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
					Staff (FTE)		16.56	18.66	18.06	18.06	18.06	18.06	
Staff (Trainees included above)		2	2	2	2	2	2						
Performance indicator (LBC2020 indicators highlighted in purple)		Actual performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
		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
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

2019/20 Expenditure

2019/20 Income

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

£'000s

2017 2018 2019 2020 2021 2022

Budget Actual

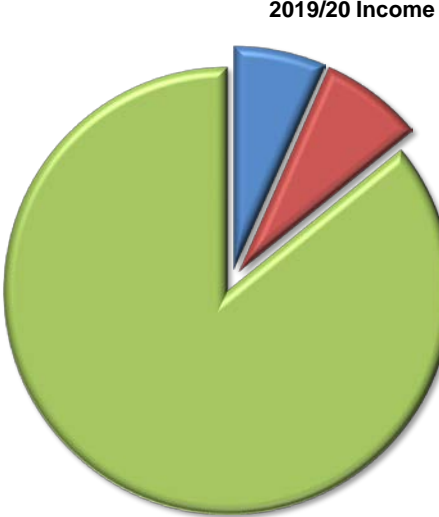
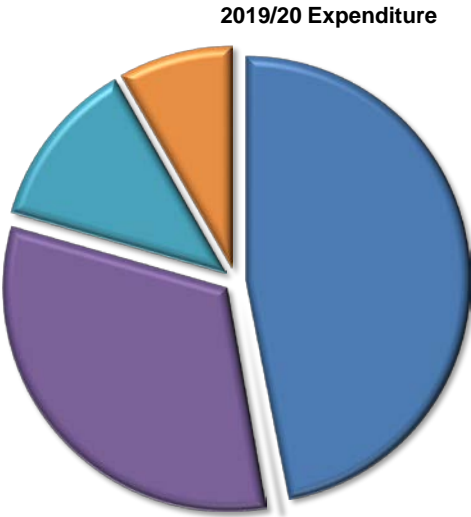
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Public Health									
PROJECT DESCRIPTION				MAJOR PROJECTS BENEFITS		Risk			
						Likelihood	Impact	Score	
Project 1		Project Title: Project Details:	East Merton Model of Health and Wellbeing and Wilson Development		Improved effectiveness		3	3	9
Start date	2018-19		EAST MERTON MODEL OF HEALTH AND WELLBEING AND WILSON DEVELOPMENT Public Health, Merton CCG and the East Merton GP Locality are working in partnership to develop and deliver the East Merton Model of Health and Wellbeing and Wilson health and community campus. This is a major programme aimed at co-creating a model for East Merton, incorporating design of health and community campus, community engagement, better use of wider public sector estate. the focus will be on the wellbeing offer and development of a social enterprise to enable this and build social investment funding models.						
End date	2021-22								
Project 2		Project Title: Project Details:	Embed Health and Wellbeing in all policies		Improved effectiveness		2	2	4
Start date	2018-19		HEALTH IN ALL POLICIES AND HEALTH AND WELLBEING STRATEGY Embed "health in all policies" (HIAP) as a relevant outcome across the whole council business (and partners) incl establish health as marker for good government and as investment rather than expenditure; This will be embedded in the development of the Health and Wellbeing Strategy 2019-2024 and further development of the Health and Wellbeing Board. Priorities for HIAP include healthy workplace; child healthy weight (see Project 7) and air pollution.						
End date	2020-21								
Project 3		Project Title: Project Details:	Sexual Health Strategy and Integrated sexual health services		Improved effectiveness		3	3	9
Start date	2018-19		PH SERVICE DEVELOPMENT AND PROCUREMENT Development and implementation of a Sexual health framework/strategy that takes a liefcourse approach and focuses on priorities for prevention; further developing integrated sexual health services; and suport for high risk and vulnerable groups; strategic approach to managing demand, working collaboratively with London Sexual Health Programme.						
End date	2021-22								
Project 4		Project Title: Project Details:	Whole System Approaches to Diabetes		Improved effectiveness		2	2	4
Start date	2018-19		PH SERVICE DEVELOPMENT AND PROCUREMENT WHOLE SYSTEM APPROACH TO DIABETES:Following a 'Diabetes Truth' programme, the Health and Wellbeing Board have agreed to develop a whole systems Diabetes Action Plan. This will be an exemplar for future work, and identify ideas and ways to tackle diabetes across partners. The Action Plan will have four key themes (diagnosis and treatment, prevention (population), prevention (personal) and holistic care. This will align with a whole systems approach to childhood obesity (Project 7):						
End date	2020-21								
Project 5		Project Title: Project Details:	Personal Prevention Offer for Adults		Improved effectiveness		2	2	4
Start date	2018-19		Personal Prevention offer and collaborative commissioning for adults; a strategic approach to personal prevention offer will be developed with partners including adult social care and Merton CCG.This will focus on 5 themes: knowledge and information; connecting and improving access to services; embedding prevention in pathways; healthy workplaces and staff; exploring new financial models e.g. social impact bonds. Social prescribing is part of the programme and a major component in the CCG's Primary Care Strategy and the development of the model of multi-speciality community provider, which will strengthen relationships between primary care and the voluntary and community sector and services.						
End date	2020-21								
Project 6		Project Title: Project Details:	Development of integrated Children's Services		Improved effectiveness		2	3	6
Start date	2016-17		COLLABORATIVE COMMISSIONING ARRANGEMENTS (CYP) Lead transformation of Community health services for children and young people: undertake a review of community health services, develop vision and development of closer integration of services to provide seamless care pathways for children and young people; develop plans for procurement of integrated services from 2021/22; continue to develop a CYP integrated commissioning function between PH, CSF and MCCG, towards fully integrated commissioning by 2021/22.						
End date	2020-21								
Project 7		Project Title: Project Details:	Whole System Approaches to Childhood obesity		Improved effectiveness		2	2	4
Start date	2018-19		Childhood obesity is a complex problem and the evidence is clear that a preventative, whole systems approach to tackling obesity is needed. The implementation of a refreshed Child Healthy Weight Action Plan (CHWAP) 2019/22, will build on implementation of the first CHWAP; extensive community engagement (Great Weight Debate Merton) and national evidence. The CHWAP has 4 key themes (1) Communication, leadership and engagement, (2) Food environment and increasing the availability of healthy food, (3) Physical environment and physical activity promoting environments, (4) Early years, school-age settings and pathways . This aligns with the WHOLE SYSTEMS APPROACH TO DIABETES (Project 4).						
End date	2021-22								

Page 311

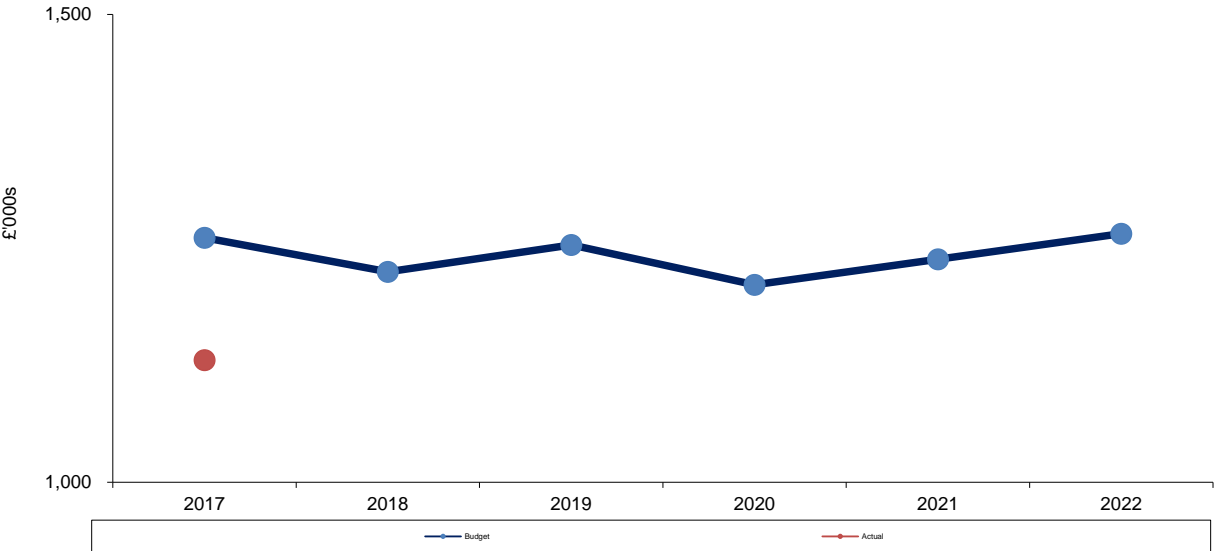
Corporate Services

Corporate Governance	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	Residents	207,410	209,421	210,452	212,658	214,740		Information Governance Policy	
Corporate Governance is made up of 5 core services:	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		
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	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		
	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. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud policies. Reports poor practice/weak controls to members. Investigation of external and internal fraud.									
There is also the shared Legal service with the London Borough of Richmond, Wandsworth, Sutton and Kingston; this service has its own Service Plan.									

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



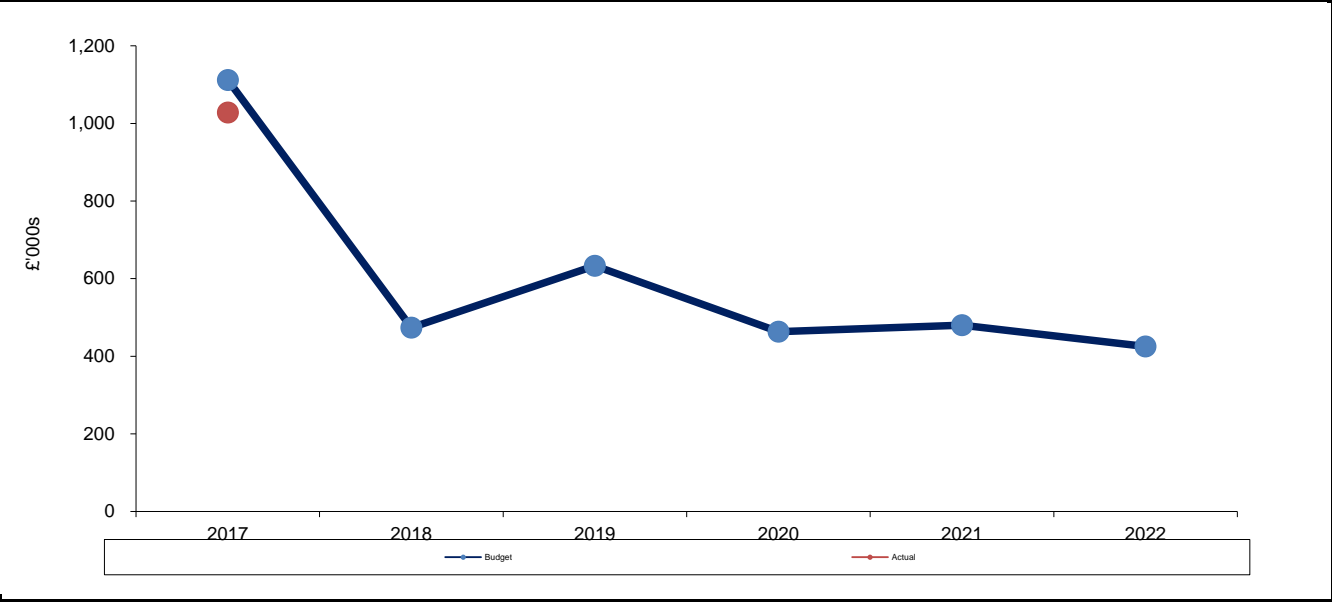
Summary of major budget etc. changes	
2019/20	CSREP 2019-20 (6) Increase in income from legal services realting to S106M property and court fess £50k
2020/21	2019-20 CS27 Merge Democratic Services and Electoral Services £70k
2021/22	
2022/23	



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: Project Details:	Support new intake of councillors 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.	Improved customer experience		2	2	4	
Start date	2017-18								
End date	2021-22								
Project 2		Project Title: Project Details:	Efficiency programme in Mayor's Office To monitor and review the impact of the Service Level Agreement in the Mayor's Office, particularly in relation to spend on drivers, and negotiate further changes as required to achieve manageable levels of activity and further reduction in spend. To maintain reduction in spend on petrol due to SLA and purchase of hybrid car. To promote online event booking to save staff time and provide improved service for customers.	Improved efficiency (savings)		3	1	3	
Start date	2015-16								
End date	2019-20								
Project 3		Project Title: Project Details:	Scrutiny Improvement Programme 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.	Improved customer experience		2	1	2	
Start date	2018-19								
End date	2021-22								
Project 4		Project Title: Project Details:	Creation of centralised Local Land Charges Register Review of LLC service delivery; dependent on national directive	Improved customer experience		3	1	3	
Start date	2014-15								
End date	2019-20								
Project 5		Project Title: Project Details:	2018/22 Administer statutory elections, referendums and ballots. 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.	Risk reduction and compliance		3	3	9	
Start date	2018-19								
End date	2021-22								
Project 6		Project Title: Project Details:	Work with Local Government Boundary Commission on planned Electoral Review of Merton - implementation for 2022 Council elections Council size proposal due March 2019, warding patterns proposal due July 2019. Draft recommendations published September 2019. Final recommendations published February 2020.	Infrastructure renewal		3	2	6	
Start date	2019-20								
End date	2020-21								
Project 7		Project Title: Project Details:	Data Protection Act (DPA18) / General Data Protection Regulation (GDPR) To implement action plan targets to introduce new requirements and embed principles as business as usual.	Risk reduction and compliance		4	3	12	
Start date	2017-18								
End date	2019-20								
Project 8		Project Title: Project Details:	To reduce printing costs Roll out Modern Gov App to encourage councillors and senior officers to go paperless at Committee meetings. Identify champions. Cascade from CMT.	Improved efficiency (savings)		3	1	3	
Start date	2019-20								
End date	2020-21								

Customers, Policy & Improvement (previously called Business Improvement)	Planning Assumptions							The Corporate strategies your			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	service contributes to			
Enter a brief description of your main activities and objectives below	Telephone callers	450000	400000	375000	350000	350000	300000	Customer Contact Strategy			
Customer Services will: Through Merton Link provide a first point of contact for most council customers and visitors both face-to-face and by the telephone. - Deliver a Translations service and discharge the Concessionary Travel Scheme. Discharge the council's responsibilities for the registration of births, deaths, marriages and civil partnerships, citizenship ceremonies and nationality services. Act as a client for the multi-borough coroners service. Continuous Improvement and Corporate Change will: - Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to Lean. - Ensure change is effectively planned for and managed across the organisation, embedding change management principles and methodologies. - Drive and facilitate the Targeting Operating Models (TOM) refresh process - Quality assure the Improvement Portfolio on behalf of Merton Improvement Board (MIB), DMTs and CMT. 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. 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.	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			
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Community Plan			
	Staff - CI & CC (FTE & fixed term)	4.8	7.0	7.0	5.0	5.0	5	Social Media Strategy			
	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



2019/20 Expenditure

Category	Amount (£'000s)
Employees	450
Premises	100
Transport	20
Supplies & Services	150
3rd party payments	100
Support services	100
Depreciation	80

2019/20 Income

Category	Amount (£'000s)
Reimbursements	100
Customer & client receipts	100
Recharges	800

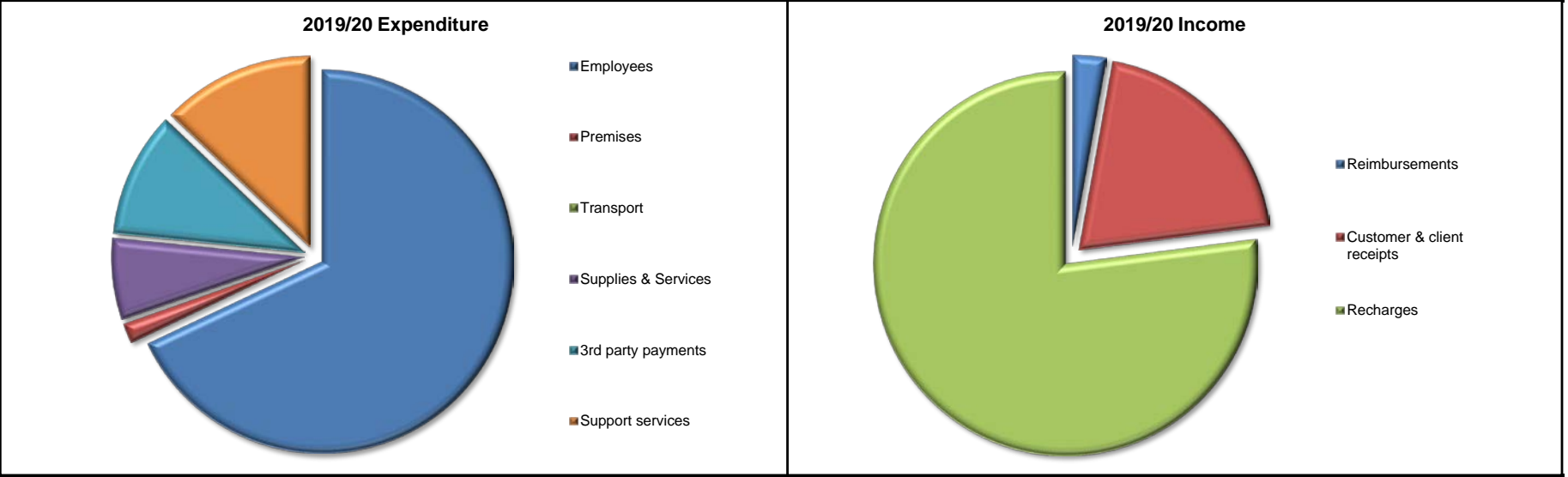
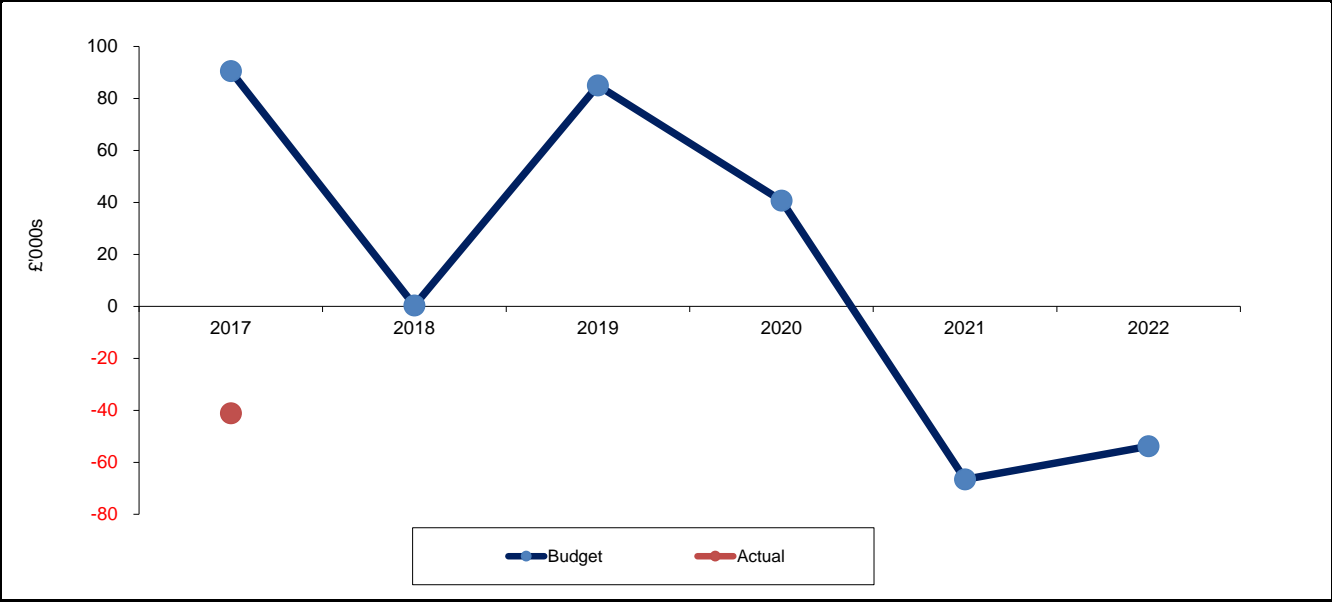
Summary of major budget etc. changes	
2019/20	CS2016-05 Increase income through translations £15k CS2016-07 Cash Collection Reduction £30k 2018-19 CS09 Reduction/rationalisation in running costs budgets across multiple budgets £35k CS2016-06 Merton Link - efficiency savings £30k
2020/21	2018-19 CS15 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		
Project 1		Project Title: Project Details:	Customer Contact project 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.	Improved customer experience The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	5	2	10	
Start date	2018-9							
End date	2019-20							
Project 2		Project Title: Project Details:	Redesign of Merton Link Implement the redesign of Merton Link to improve the customer experience and increase self service.	Improved customer experience	5	2	10	
Start date	2018-9							
End date	2019-20							
Project 3		Project Title: Project Details:	Community Plan Develop a new community plan for Merton 2019/25.	Improved effectiveness	TBC	TBC	0	
Start date	2018-19							
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 1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR advice and consultancy support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members	Employees in Merton for HR, payroll, advice, L&D, EAP etc.	4,200	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				
	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)					
	Time to hire (days)	88	90	90	90	90		Low	Monthly	Outcome	Increased costs
	No. of working days lost to sickness, excluding schools	8.96	7.5	7	7	7		Low	Monthly	Outcome	Increased costs
	% Appraisals completed	96%	98%	98%	98%	98%		High	Annual	Outcome	Poor decision making
	% Members L&D satisfaction	100%	83%	90%	90%	90%		High	Quarterly	Outcome	Poor decision making
	No. of apprentices excl.schools (Govt Apprenticeship Levy Scheme)	35	46	46	46	46		High	Quarterly	Outcome	Increased costs
	No. of apprentices in schools (Govt Apprenticeship Levy Scheme)	N/A	N/A	TBC	TBC			High	Quarterly	Outcome	Increased costs
	No. of apprenticeships New Starts incl schools	N/A	N/A	TBC	TBC			High	Quarterly	Outcome	Increased costs
	The level (%) of staff engagement (Staff Survey)	N/A	87%	N/A	87%	N/A		High	Biennial	Outcome	Reputational risk
	% of staff who would recommend Merton as a place to work	N/A	90%	N/A	90%	N/A		High	Biennial	Perception	Select impact
	Voluntary resignation rate	9.15%	12%	12%	12%	12%		Low	Quarterly	Outcome	Select impact

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)

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

Page 319 of 319

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

2017

2018

2019

2020

2021

2022

1,000

800

600

400

200

0

-200

-400

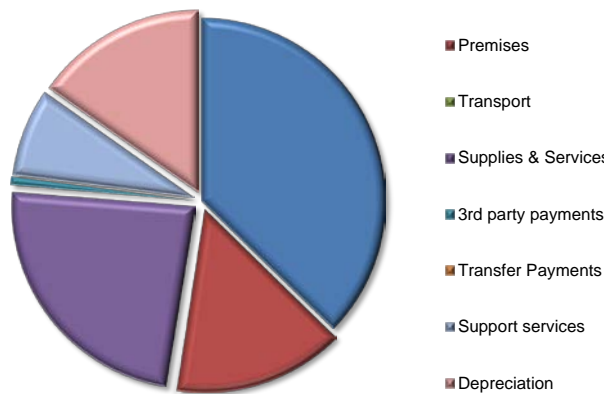
-600

£'000s

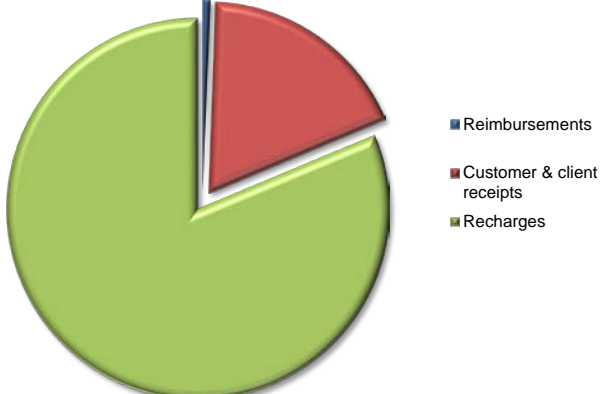
Budget

Actual

2019/20 Expenditure



2019/20 Income

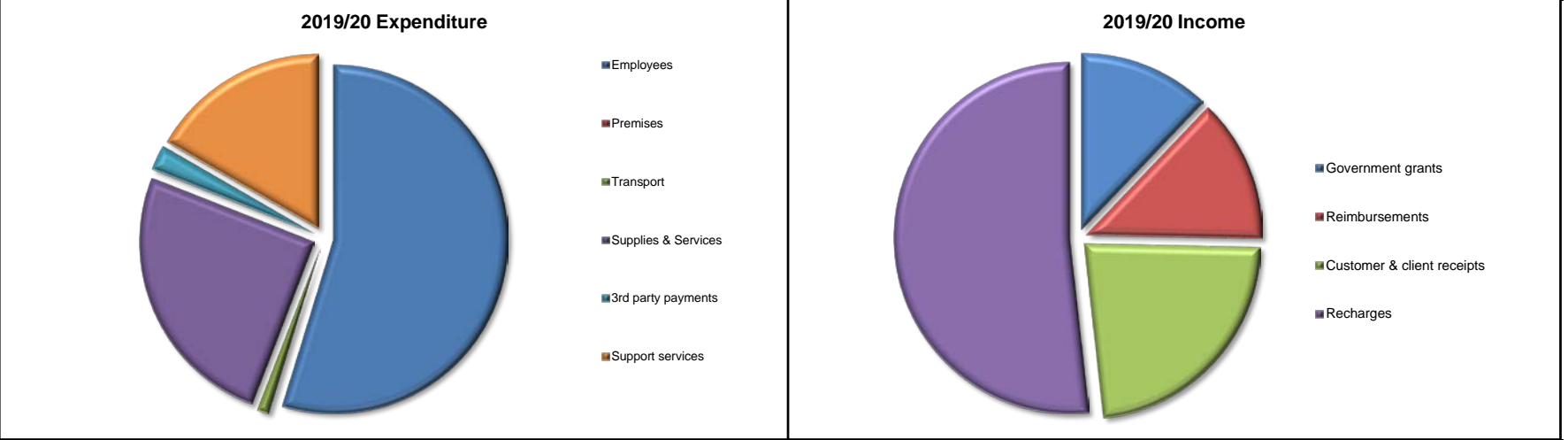
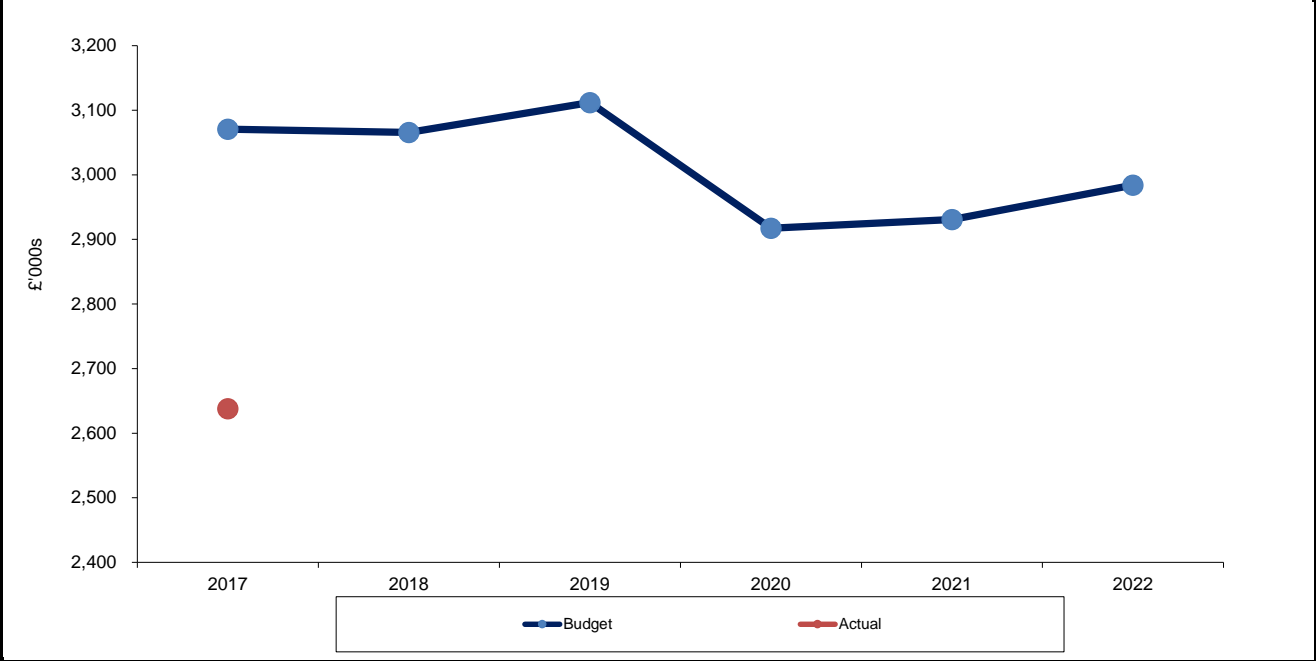


Summary of major budget etc. changes	
CS2016-08 Income from letting two floors vacant space in Civic Centre £190k 2018-19 CS01 Revenue Saving associated with current MFD contract £150k 2018-19 CS02 Reduction in the level of building repairs and maintenance undertaken on the corporate buildings £100k 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 appointeeships 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: Project Details:	Implementation of IT Strategy & Plan Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.		Infrastructure renewal			3	3	9
Start date	2018-2019									
End date	2022-23									
Project 2		Project Title: Project Details:	Implementation of 4P's project Procure and implement M3LP and M3PP hosted environment to facilitate the delivery of the three borough shared Regulatory Service.		Infrastructure renewal			3	2	6
Start date	2018-19									
End date	2019-20									
Project 3		Project Title: Project Details:	Replacement of PABX Equipment Replace obsolete PABX and associated telephony equipment.		Infrastructure renewal			2	3	6
Start date	2018-19									
End date	2019-20									
Project 4		Project Title: Project Details:	Implement New Procurement Service Delivery Model Implement a new "Centre led" procurement operating model and embed catagory management across the Council.		Improved efficiency (savings)			4	2	8
Start date	2018-19									
End date	2019-20									
Project 5		Project Title: Project Details:	Energy "Invest to Save" Initiatives 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.		Improved sustainability			3	2	6
Start date	2016-17									
End date	2019-20									
Project 6		Project Title: Project Details:	Undertake 'Make/Buy/Share' reviews of key service provision 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.		Improved efficiency (savings)			3	2	6
Start date	2018-19									
End date	2020-21									
Project 7		Project Title: Project Details:	Review Departmental Business Continuity/Disaster Recovery plans 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.		Risk reduction and compliance			2	2	4
Start date	2018-19									
End date	2019-20									
Project 8		Project Title: Project Details:	Upgrade to Office 365 Complete works to upgrade from current version of Microsoft Office to Office 365 and implement cloud based services, including telephony.		Improved effectiveness			4	3	12
Start date	2019-20									
End date	2021-22									
Project 9		Project Title: Project Details:	Flexible Working (Phase 2) 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.		Improved efficiency (savings)			3	2	6
Start date	2018-19									
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					
Enter a brief description of your main activities and objectives below	Revenue/Capital Budget Managers supported	136/23	136/23	136/23	136/23	136/23		Capital Strategy				
	Budget, Service, Performance & Risk Monitoring Reports	10	10	10	10	10		Medium term Financial Strategy				
	Benefit/Council Tax support claimants	14,500	14,000	14,000	13,000	13,000		Procurement Strategy				
	Telephone callers	450,000	400,000	375,000	350,000	350,000		Risk Management Strategy				
	Face to face customers	80,000	70,000	65,000	60,000	55,000		Treasury Management Strategy				
	Council tax properties	84,000	85,000	85,500	86,000	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					
• Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems. • Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management. The team facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management. The Team is also responsible for the development and maintenance of e5 in accordance with legislation and best practice. • 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. • Local Taxation - responsible for Council Tax & Business Rates collection and Debt Recovery. • Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud; • Bailiffs - collection of outstanding warrants in a shared service between Sutton & Merton for all areas especially council tax and parking fines. • 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	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: Project Details:	Evaluation of future funding levels			Risk reduction and compliance			2	3	6
Start date	2017-18		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.					
End date	2021-22										
Project 2		Project Title: Project Details:	Financial systems re-engineering programme			Improved effectiveness			2	2	4
Start date	2013-14		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.					
End date	2019-20										
Project 3		Project Title: Project Details:	Develop and implement whole life costing for capital projects			Improved effectiveness			3	2	6
Start date	2018-19		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								
End date	2019-20										
Project 4		Project Title: Project Details:	Pilot Early closure of Accounts			Improved effectiveness			1	3	3
Start date	2018-19		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.								
End date	2019-20										
Project 5		Project Title: Project Details:	Universal Credit Implementation			Economic outcomes			2	1	2
Start date	2015-16		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.								
End date	2019-20										
Project 6		Project Title: Project Details:	Council Tax support scheme			Economic outcomes			2	1	2
Start date	2017-18		During 18/19 options for a revised scheme will be reviewed for Council decision and possible implementation for 19/20. Moving forward we will review our discretionary rate relief for implementation in 2019/20								
End date	2019-20										
Project 7		Project Title: Project Details:	Review Debt Collection Processes			Improved effectiveness			2	1	2
Start date	2015-16		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.								
End date	2019-20										

Page 223

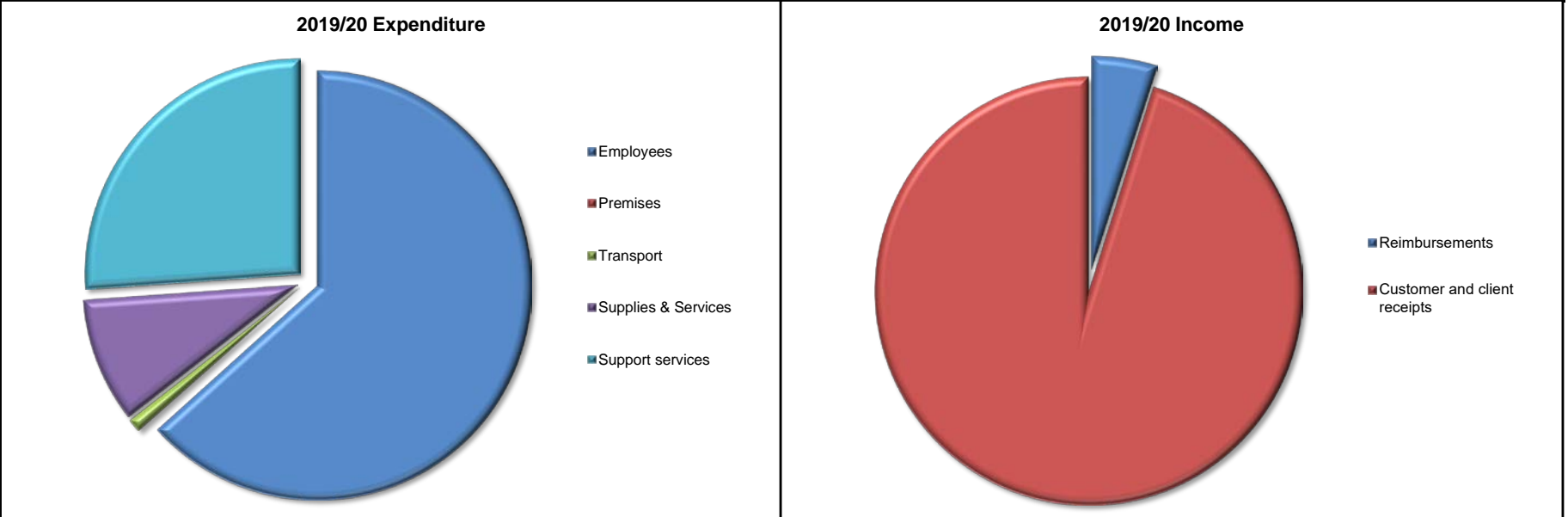
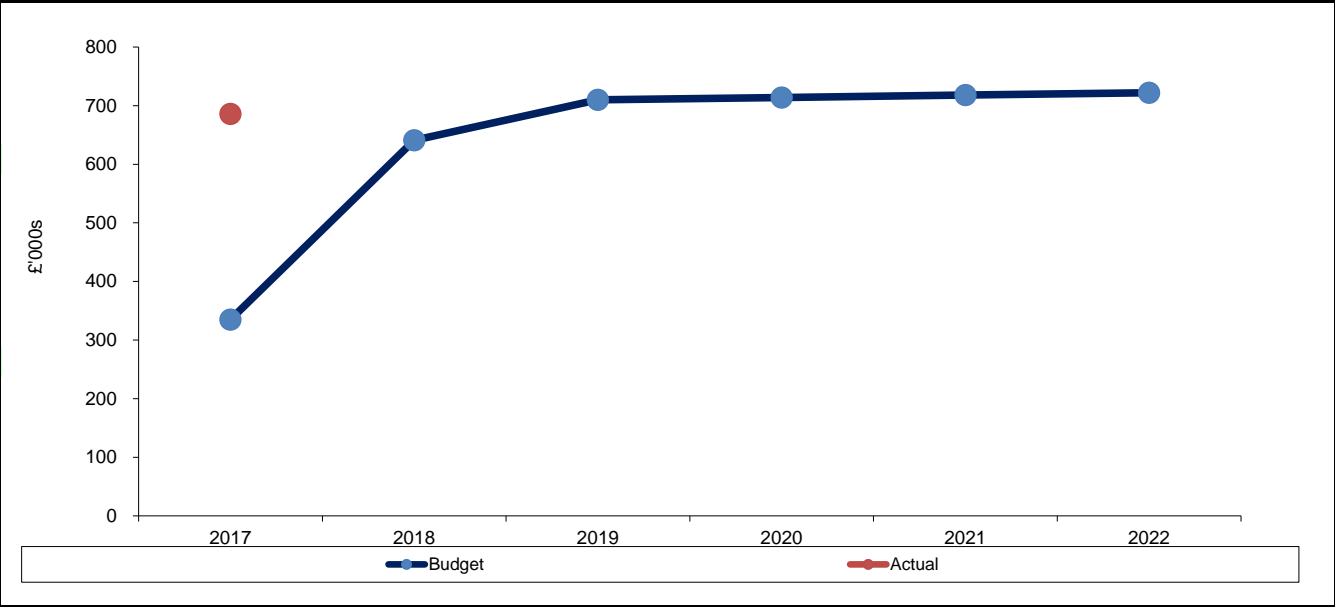
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Shared Legal Services								
PROJECT DESCRIPTION				MAJOR PROJECTS BENEFITS		Risk		
						Likelihood	Impact	Score
Project 1		Project Title: Project Details:	Increase 3rd party income To increase income 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	Economic outcomes		2	1	2
Start date	2019-20							
End date	2019-20							
Project 2		Project Title: Project Details:	Further expansion of SLLP To provide an expanded legal support and advice service to Achieving for Children. Income target for 2019/20 - £50k; target for 2020/21: £80k	Economic outcomes		2	1	2
Start date	2019-20							
End date	2020-21							
Project 3		Project Title: Project Details:	Develop Transactional Team To establish a transactional team for high volume routine matters to deliver efficiency savings	Improved effectiveness		2	1	2
Start date	2019-20							
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				
Enter a brief description of your main activities and objectives below Building Control Building Control competes with Approved Inspectors.(AIS). We provide a Building Control Service in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate safety of structures and also sports grounds. Development control Promote sustainable regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to implement the Mayoral, Community Infrastructure Levy (CIL) charging regime. Objectives - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share -- 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	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



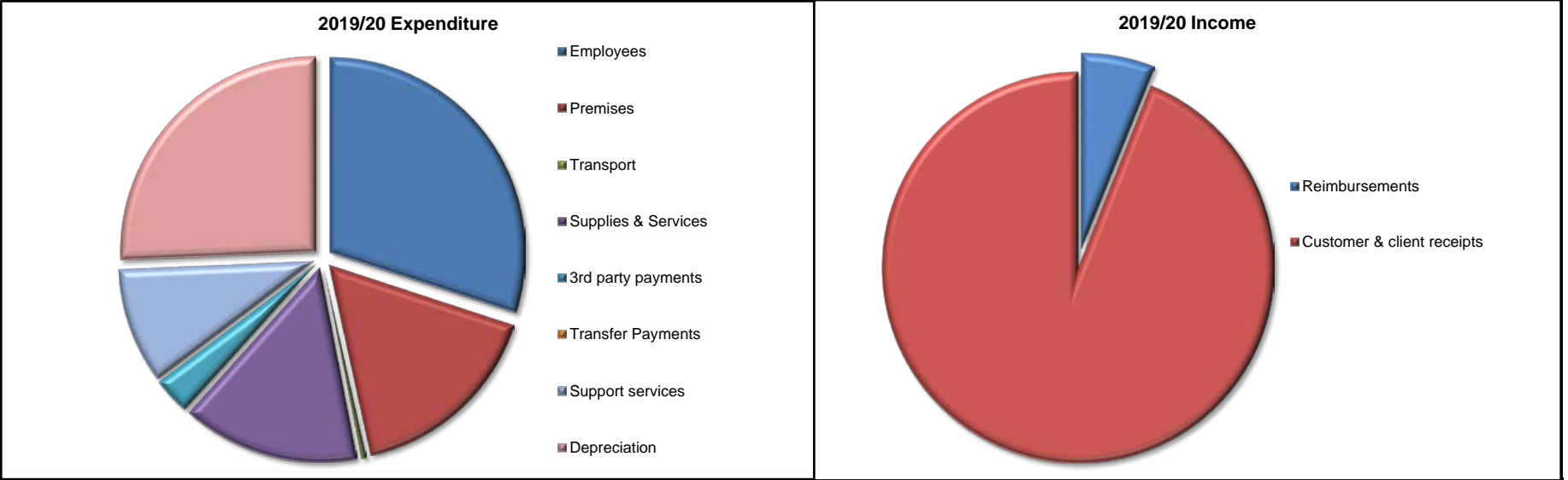
Summary of major budget etc. changes	
2019/20	
2020/21	
2021/22	
2022/23	

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

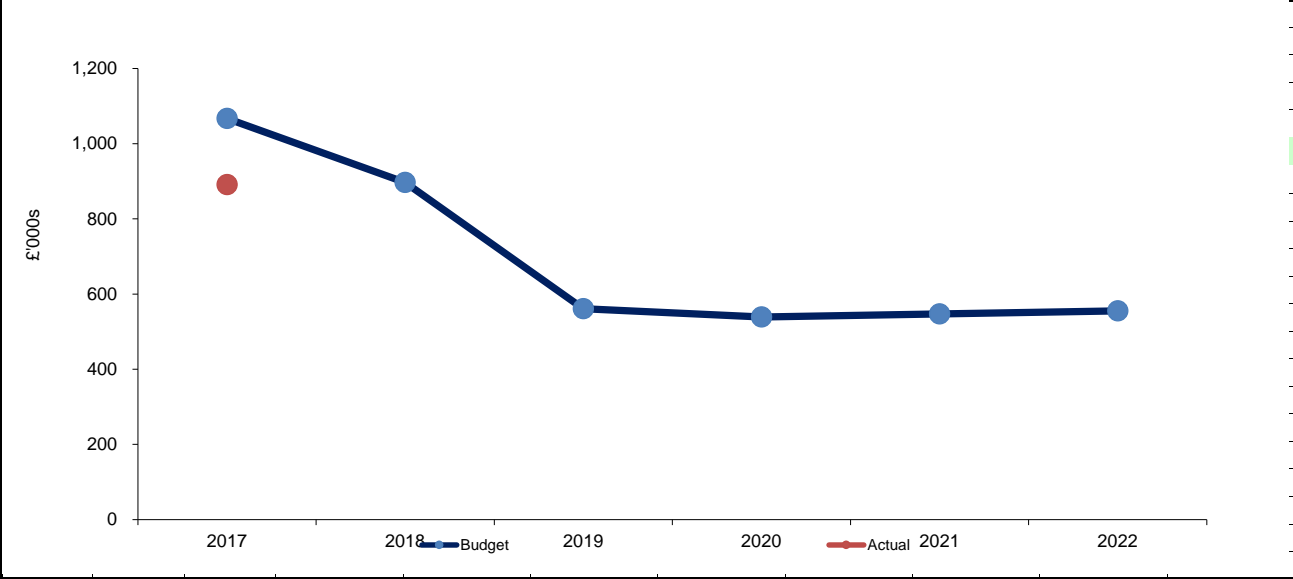
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Future Merton & Traffic and Highways								
PROJECT DESCRIPTION				MAJOR PROJECT BENEFITS		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Estate Regeneration	Infrastructure renewal		3	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 opprtunities 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 Implmentation 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							

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			
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 partnersip 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.	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				
	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	

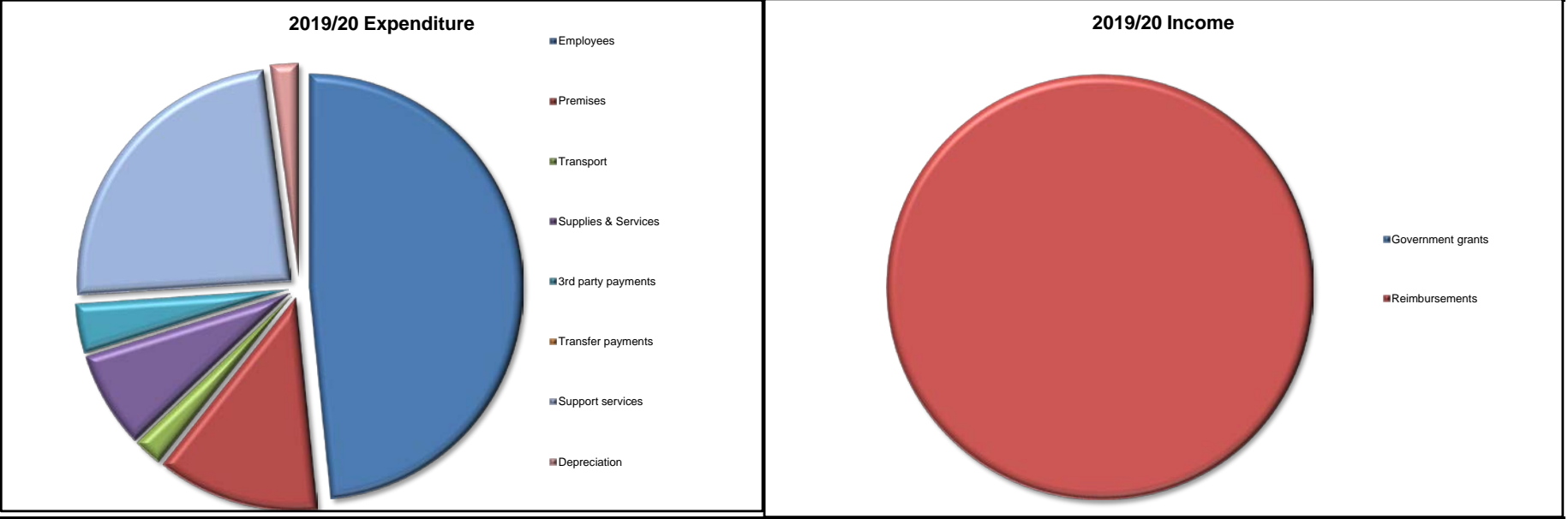
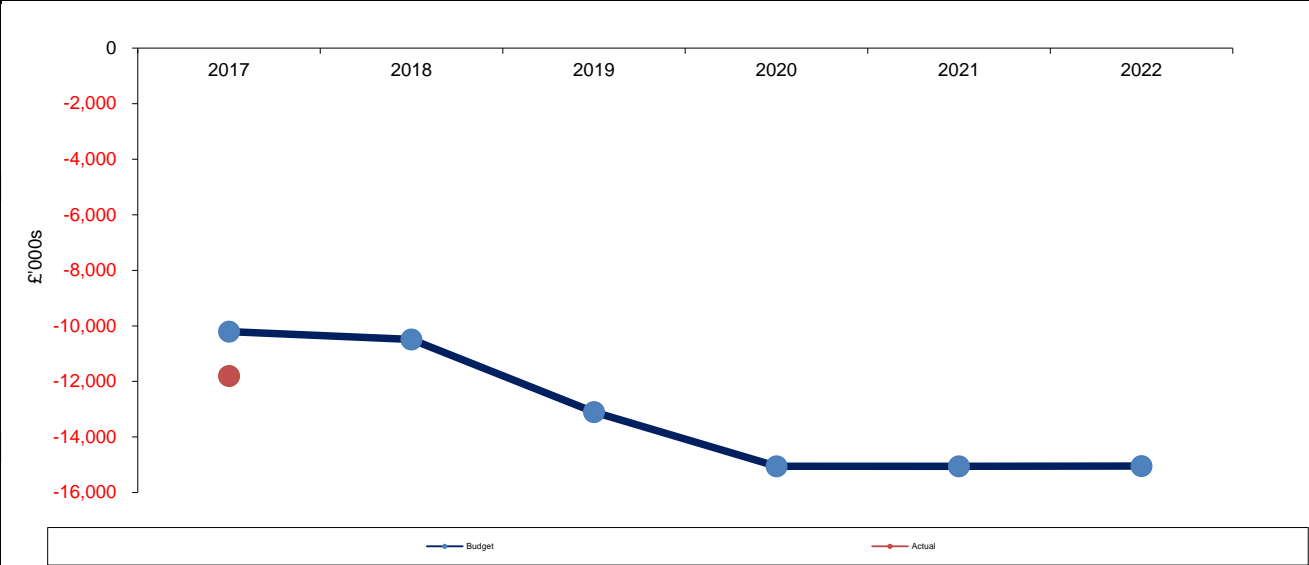


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Leisure & Cultural Development										
PROJECT DESCRIPTION					MAJOR PROJECT BENEFIT			Risk		
								Likelihood	Impact	Score
Project 1		Project Title:	Implement the Wimbledon Park Lake Flood Risk & De-silting Plans		Risk reduction and compliance			4	3	12
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					
End date	2023-24									
Project 2		Project Title:	London Borough Of Culture - Merton		Improved customer experience			2	2	4
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.					
End date	2020-21									
Project 3		Project Title:	Wimbledon Park Watersports Centre		Improved sustainability			2	2	4
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					
End date	2020-21									
Project 4		Project Title:	Playing Pitch Strategy		Improved reputation			2	1	2
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					
End date	2019-20									
Project 5		Project Title:	Commission Culture & Sport Services		Improved customer experience			2	1	2
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.					
End date	2022-23									
Project 6		Project Title:	Leisure & Culture Development Services		Improved customer experience			2	2	4
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					
End date	2022-23									
Project 7		Project Title:	Contract and Grants Administration		Risk reduction and compliance			2	2	4
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					
End date	2022-23									
Project 8		Project Title:	Invest to Save Projects		Improved efficiency (savings)			1	1	1
Start date	2019-20	Project Details:	Develop and deliver invest to save proposals, wherever possible.		Generate Savings					
End date	2022-23									

Parking	Planning Assumptions							The Corporate strategies your			
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	service contributes to			
Enter a brief description of your main activities and objectives below	Population growth	208,225	209,421	210,452	212,658	214,740	216,662	Transport Plan			
	Number of CPZ's based upon 5% growth	61	64	67	70	73	77	Safer & Stronger Strategic Assessment			
	Number of diesel Permits issued. It is anticipated that through the diesel levy the number of diesel cars will reduce.	5,919	5,919	5,000	4,500	4,250	4,000	Performance Management Framework			
The service is required to enforce parking regulations to ensure the through flow of traffic can be maintained and ensuring residents and blue badge holders have the ability to park in bays they have a permit or badge for. Surplus income generated by traffic management must be used for transport related areas.	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Air Quality Action Plan			
	Staff (FTE)	83.57	81.50	81.50	81.50	81.50	81.50	Climate Change Strategy			
	Transport (Fleet Vehicle requirements).	12	12	10	10	9	8	Customer Contact Strategy			
The section is responsible for the management of 14 car parks within the borough along with the management Of 400+ P&D machines, including cash collections and reconciliation. Further the management of cashless parking if the responsibility of Parking Services.								Health & Wellbeing Strategy			
The section is responsible for the processing of all Permit application in the management of CPZ .	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)
	All appeals to PCN issued are also managed in Parking Services.	Online % of Permits applied/processed online	45.00%	N/a	55%	60%	65%	70%	Low	Monthly	Unit cost
Online % of PCN Appeals received online		40%	N/a	55	60	65	70	Low	Monthly	Unit cost	Increased costs
Blue Badge Inspections		N/A	532	100	150	200	250	Low	Monthly	Perception	Increased fraud
Total cashless usage against cash payments at machines.		96.65%	98%	60%	65%	70%	75%	High	Monthly	Business critical	Reduced uptake of service
Percentage of cases 'heard ' and won at ETA		71%	72%	73%	75%	77%	79%	Low	Quarterly	Quality	Poor decision making
Sickness - No. days per FTE (12 month polling average).		11.2	9	8	8	8	8	High	Monthly	Business critical	Reduced service delivery
Objectives: - enforce parking regulations across the borough including Controlled Parking Zones and bus lanes and measures to improve traffic enforcement efficiency, specifically to provide an excellent customer service in the management of Permit processing, PCN appeals and associated email and phone communications. - To ensure our parking facilities and payment solution are working well and easy to use by our customers. - To contribute key council objectives such as Public Health, Air Quality, Mayors Transport Strategy and the Local Implementation Plan.											

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	6,139	6,681	6,479	312	5,899	5,852	5,848	5,856
Employees	3,078	3,423	3,140	182	2,854	2,797	2,797	2,797
Premises	646	719	716	48	727	738	749	759
Transport	103	115	121	6	128	130	131	133
Supplies & Services	476	512	472	38	431	425	405	398
3rd party payments	268	305	272	38	222	225	229	232
Transfer payments	0		0	0	0	0	0	0
Support services	1,380	1,419	1,586	0	1,415	1,415	1,415	1,415
Depreciation	188	188	172	0	122	122	122	122
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	16,346	18,482	16,966	(1,312)	19,003	20,903	20,903	20,903
Government grants								
Reimbursements	162	69	118	(4)	0	0	0	0
Customer & Client receipts	16,184	18,413	16,848	(1,308)	19,003	29,903	20,903	20,903
Recharges								
Reserves								
Capital Funded								
Council Funded Net Budget	(10,207)	(11,801)	(10,487)	(1,000)	(13,104)	(15,051)	(15,055)	(15,047)

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
Parking Improvements		28	0	0	60	0	0	0
CCTV Investment		191	230	0	0	0	0	0
		220	230	0	60	0	0	0



Summary of major budget etc. changes	
2019/20	
Replaced saving (ENV03) = £45k - reduce number of CEO team leaders Replaced saving (ALT2) = (£57k) - 2fte reduction in admin/processing roles ENV1819-03 = (£1,900k) - review of parking supply/demand Replaced saving (ALT3) = (£14k) - reduction in number of P&D machines	
2020/21	
ENV1819-02 = (£57k) - 2fte reduction in admin/processing roles ENV1819-03 = (£1,900k) - review of parking supply/demand ENV1819-04 = (£13k) - reduction in number of P&D machines	
2021/22	
ENV1819-04 = (£26k) - reduction in number of P&D machines	
2022/23	
ENV1819-04 = (£14k) - reduction in number of P&D machines	

Parking

PROJECT DESCRIPTION					MAJOR PROJECT BENEFIT			Risk		
Project 1		Project Title:	ICT Update		Improved effectiveness			Likelihood	Impact	Score
Start date	2018/19		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 description The purpose of this project is to procure a PCN and permit management system, which will be hosted and managed by the supplier. The system will include the following features or functions: • 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		The new system will also allow us to better use our two ANPR enforcement vehicles to patrol Controlled Parking Zones. 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. 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. 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.					
Project 2		Project Title:	Review Diesel Levy, CO2 emission based charging and use of cashless.		Improved effectiveness			Likelihood	Impact	Score
Start date	2018-19		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.		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. 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. 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. 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. 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.					
End date	2018-19		Project Details:							
Project 3		Project Title:	Cashless and P&D Machine removal		Improved efficiency (savings)			Likelihood	Impact	Score
Start date	2018-19		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.		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. 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: • 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 sustaible transport - a strategic approach to parking charges.		Select one major benefit			Likelihood	Impact	Score
Start date	01/11/2018		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.		The help meet the aims of the councils Public Health, Air Quality and Transport objectives. The project will contibute 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.					
End date	2109		Project Details:							

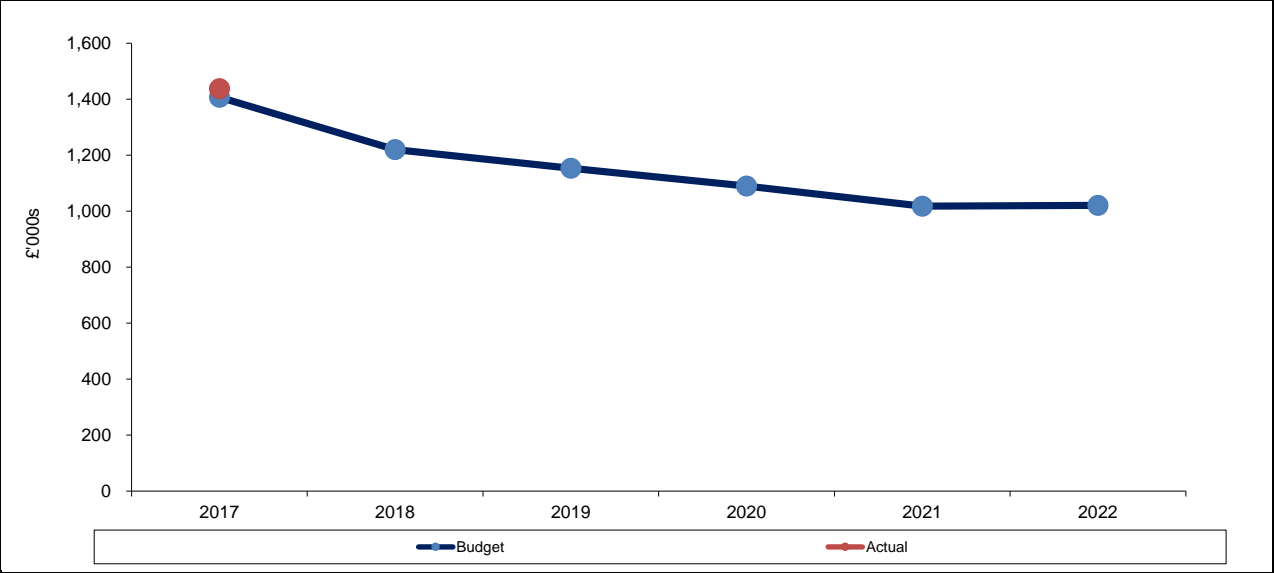
Commissioned Service				<div>The service maintains and develops Merton's numerous parks & open spaces (more than 115 separate sites), including sports facilities (including pavilions), gardens, playgrounds (more than 40), the borough's highways verges, and the management of its cemetery and allotments 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).</div> <div>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.</div>						
Parks & Green Spaces										
Cllr Nick Draper Cabinet Member for Community & Culture										
Service Provider: idverde UK Ltd										
Planning Assumptions										The Corporate strategies the service contributes to
Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
demand for sports pitches & sports activites (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 commecialisation 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 & polices 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 activites related to the tennis fortnight	Increased income from all sources, especially experiential marketing, advertising & sponsorship opportunities				
End date	2021/22							

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Property						
PROJECT DESCRIPTION				MAJOR PROJECT BENEFIT		Risk
Project 1		Project Title:	Project Details:	Property have no projects planned for 2019-20		Likelihood
Start date						Impact
End date						Score

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		
Cllr Tobin Byers: Cabinet Member for Adult Social Care		Total number of food premises		1457	1530	1606	1686	1771		Air Quality Action Plan	
A brief description of your main activities and objectives: Provide statutory environmental health, trading standards and licensing functions across those councils that make up the Regulatory Services Partnership (currently LB Merton, LB Richmond amd LB Wandsworth).		Total number of service requests		6113	6234	6357	6357	6357		Climate Change Strategy	
		Licence/permit applications		1900	1900	1900	1900	1900		Merton Regeneration Strategy	
		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			
Deliver savings and efficiencies in line with the Target Operating Model:		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)
<ul style="list-style-type: none">Switch to intelligence-led, risk based, targeted enforcement											
<ul style="list-style-type: none">generating additional income from trading activities		% 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
<ul style="list-style-type: none">attracting new business		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
Transform the service by:		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
<ul style="list-style-type: none">streamlining business processes		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
<ul style="list-style-type: none">implementing new ways of working		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
<ul style="list-style-type: none">Developing commercial/business planning skills (L&D)								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
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
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	0



2019/20 Expenditure

Category	Amount (£'000s)
Employees	5,505
Premises	0
Transport	45
Supplies & Services	81
3rd party payments	98
Transfer payments	0
Support services	670

2019/20 Income

Category	Amount (£'000s)
Government grants	0
Reimbursements	1,206

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	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Regulatory Services - Merton element only							
PROJECT DESCRIPTION				MAJOR PROJECT BENEFITS	Risk		
					Likelihood	Impact	Score
Project 1		Project Title: Project Details:	Procurement of a new ICT case management system Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth	Improved efficiency (savings)	2	1	2
Start date	2016-17						
End date	2019-20						
Project 2		Project Title: Project Details:	Design and implement a joint Merton/Richmond budget Design and implement a joint revenue (income & expenditure) budget on a to be determined costs apportionment model	Economic outcomes	2	1	2
Start date	2015-16						
End date	2019-20						
Project 3		Project Title: Project Details:	Merton Air Quality Action Plan Deliver Merton's Air Quality Action Plan including monthly reporting and review	Risk reduction and compliance	5	4	20
Start date	2018 -19						
End date	2019 - 23						
Project 4		Project Title: Project Details:	Pan London Non Road Mobile Machinery (NRMM) Project 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.	Risk reduction and compliance	2	1	2
Start date	2018-19						
End date	2019-21						
Project 5		Project Title: Project Details:	Commercialisation 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 rescors (iv) Contaminated land scientific consultancy aimed at large developers	Improved efficiency (savings)	3	2	6
Start date	2018-19						
End date	2019-21						

Safer Merton					Planning Assumptions							The Corporate strategies your service contributes to				
Cllr Edith Macauley: Cabinet Member for Community Safety, Engagement & Equalities					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		208,225	209,421	210,452	212,658	214,740	216,662	Community Plan			
<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> <p>1) Tackling anti-social behaviour - supporting victims, enforcing against perpetrators</p> <p>2) Tackling Domestic Violence and Abuse - supporting victims, enforcing against perpetrators</p> <p>3) Managing and delivering Merton’s Neighbourhood Watch programme</p> <p>4) Crime and ASB analysis - providing an intelligence lead CSP</p> <p>5) Tackling hate crime agenda and delivering the hate crime strategy</p> <p>6) Managing and delivering a 24/7 CCTV service which includes 210 static CCTV cameras and a current deployable asset of 13 cameras</p> <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> <p>1) A duty to establish a crime and disorder partnership and deliver an annual partnership plan</p> <p>2) Completion of an annual strategic assessment governed by the Community Safety Partnership</p> <p>3) Respond to and deal with crime and disorder through evidence based analytical work in a timely and effective manner</p> <p>4) Manage and deliver CCTV operations within the parameters set by the Information Commissioner</p>					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 schemes		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	Select your strategies			
					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

2019/20 Expenditure

2019/20 Income

Summary of major budget etc. changes	
2019/20	
ENR4 = (£100k)	
2020/21	
2021/22	
2022/23	

£'000s

2017 2018 2019 2020 2021 2022

Budget Actual

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Safer Merton								
PROJECT DESCRIPTION				MAJOR PROJECT BENEFITS		Risk		
						Likelihood	Impact	Score
Project 1		Project Title: 1	Merton says NO MORE - Sexual Violence Focus 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	Improved customer experience		2	2	4
Start date	2017-18			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				
End date	2020-21							
Project 2		Project Title: 2	DVA commissioning 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	Improved customer experience		2	3	6
Start date	2018-19			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				
End date	2019-20							
Project 3		Project Title: 3	ECINS procurement 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	Improved effectiveness		3	2	6
Start date	2017-18			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				
End date	2019-20							
Project 4		Project Title: 4	ASB Enforcement - Tackling Law Breakers 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	Improved reputation		5	1	5
Start date	2018-19			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				
End date	2020-21							
Project 5		Project Title: 5	Public Space Protection Order (PSPO) consultation 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	Risk reduction and compliance		5	2	10
Start date	2019/20			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				
End date	2020/21							
Project 6		Project Title: 6	CCTV lean review 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	Improved staff skills and development		2	2	4
Start date	2019/20			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				
End date	2019/20							
Project 7		Project Title: 7	CCTV service review 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?			2	2	4
Start date	2019/20			A fully functioning, revised focused service, with sustained infrastructure growth plans will deliver benefits across a range of areas				
End date	2019/20							
Project 8		Project Title: 8	Clarion contract renegotiation 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	Improved efficiency (savings)		2	1	2
Start date	2019/20			Through careful planning and financial negotiation the contact value should help reduce the councils financial commitments for this services' operation				
End date	2019/20							
Project 9		Project Title: 9	London Crime Prevention Fund (LCPF) funding - reduction planning 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	Select one major benefit		6	3	18
Start date	2019/20			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				
End date	2019/20							
			NO PROJECT - Explanation of performance indicators marked * - 1 of 2 Repeat MARAC * = Safer Lives guidance advises that boroughs should expect a 30-40% repeat victimisation rate 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 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 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	NO PROJECT - Explanation of performance indicators marked * 2 of 2 MARAC cases * - increase in line with population increase 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 Number of premise closure orders used * - By closing premises quickly, and promoting accordingly, it is likely that enforcement need will reduce over time 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				

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			<div>The London Borough of Merton is committed to managing the provision of high quality and sustainable waste management and cleansing services to residents, businesses and those passing through the borough. The service ambition is to maintain a clean, green and safe environment that meet the standards of London's Best Council.</div> <div>These services are delivered through a combination of commissioned services and in-house engagement and enforcement activities.</div> <div>The key objectives of the service are:</div> <div><div>➤ To fulfil the council's statutory responsibilities and duties with respect to waste management, street cleaning, waste enforcement and the management of stray animals.</div><div>➤ To provide value for money services that meet the needs of the community</div><div>➤ To provide a safe and supportive environment for our community and all employees engaged in delivering services.</div><div>➤ To promote and encourage sustainable waste management activities, maximising resource efficiency and securing value from all waste streams as far as practicably possible To maintain greater public space that we can all be proude of</div></div>								
Waste Management and Cleansing											
Cllr Mike Brunt: Cabinet Member for Street Cleanliness & Parking											
Cllr Martin Whelton Cabinet Member for Regeneration, Environment & Housing											
<div>Service Providers:</div> <div>Veolia UK Ltd</div> <div>Viridor Waste Management</div> <div>Kingdom Ltd (Environmental Protection)</div> <div>Noah's Ark (Stray Dogs / Enforcement)</div>											
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	<div>2019/20</div> <div>ENR9 = (£200k)</div> <div>EV08 = (£250k)</div> <div>ERG2 = £35k</div> <div>E2 = (£30k)</div> <div>Replaced Saving (ALT4) = (£54k)</div>		
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			
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			
Government grants	0		0	0	0	0	0	0			
Reimbursements	449	326	360	(35)	325	325	325	325			
Customer & client receipts	3,018	2,911	1,013	(67)	3,392	3,392	3,392	3,392			
Recharges	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	340			

Page 347

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		3	3	9	
Start date	2019-20	Project Details:	Promote the use of 'Street Champions'		Improved service delivery					
End date	2020-21									
Project 2		Project Title:	Waste disposal		Improved effectiveness		3	2	6	
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					
End date	2019-20									
Project 3		Project Title:	Neighbourhood Recycling Centres		Improved customer experience		3	2	6	
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					
End date	2019-20									
Project 4		Project Title:	Environmental Enforcement		Improved efficiency (savings)		3	2	6	
Start date	2019-20	Project Details:	Undertake a commissioning review of the external enforcement arragements (make or buy review). Taking into account the wider scope for shared working of enforcement activities.		Service efficiency					
End date	2020-21									

This page is intentionally left blank