## **Second Draft Service Plans**

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

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

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

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

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

## **Index of Departmental Service and Commissioning Plans**

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

\*Commissioning Plan

## **Children Schools & Families**

Children's Social Care & Youth Inclusion				Plar	nning Assun	nptions					The Corporate strategies your	
Cllr Kelly Braund: Cabinet Member for Children's Services	Anticipated demand	201	7/18	2018	8/19	201	9/20	2020/21	2021/22	2022/23	service contributes to	
Enter a brief description of your main activities and objectives below	Population growth - Care leavers	3	30			40-60					Looked after Children & Care Leavers Strateg	
Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at	Population growth - Child Protection Plans	60		1		60					Safeguarding Children's Board Annual Plan	
Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, children with disabilities, care leavers & young offenders, as well as wider	Increase in 0-19 population	9	00	3,210		210				Children and Young People's Plan		
services for families.	UASC - increased numbers and impact on resources	15		7	30-32							
CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The service works with approximately 1,300 children	Anticipated non financial resources	2017/18		2018/19		2019/20		2020/21	2021/22	2022/23		
t any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, ealth, education & life chances.  Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide	Staff (FTE subject to change as a result of restructures)	2	216 <b>220</b> 213 213		213	213						
	Performance indicator (LBC2020 indicators highlighted in purple)	Actual P	erformance	(A) Performar	nce Target (1	Γ) Proposed	Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
services at the time they are needed to prevent further need arising & escalation up the model. This is the	(LBC2020 indicators highlighted in purple)		2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23 (P)				met	
most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong	% children subject of a timely safeguarding assessment	N/A	93	93				High	Monthly	Business critical	Safeguarding issues	
commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-	Average duration for care and supervision (s31) applications	31	26	26				Low	Quarterly	Quality	Safeguarding issues	
going success of the model.	% CYP on Child Protection Plan for 2nd or subsequent time	13%	16	16				Low	Monthly	Quality	Safeguarding issues	
Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time entrants, and seeks to continue this approach,	% NEET aged 16-17	1.6%	3	3				Low	Monthly	Outcome	Social exclusion	
London Boroughs, as well as lower numbers of first time entrants, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families & promote family	Number YJS first time entrants	47	50	50				Low	Monthly	Outcome	Social exclusion	
lerefore ensuring that we minimise the use of costly high end interventions with our families & promote family trengths to enable them to care for their own children.	% LAC (2.5 years or over) in same placement for 2 years	N/A	65	65				High	Monthly	Outcome	Safeguarding issues	
Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent	% LAC experiencing 3 or more placements moves	N/A	11	10				Low	Monthly	Outcome	Social exclusion	
routin inclusion provides a targeted service to support vulnerable young people & their parents to prevent	% fostered LAC in independent agency FC placements	N/A	40	40				Low	Quarterly	Business critical	Increased costs	
offending & re-offending. It also supports the transforming families programme, helping targeted families to get	76 Tostered EAO III Independent agency 1 o placements	IN/A	1 40	1 70 1		1		LOW	Quartony	Duoiniood ontiour	moreasea costs	

N/A

N/A

70

90

70

90

Care Leavers who are ETE (17-21 year olds)

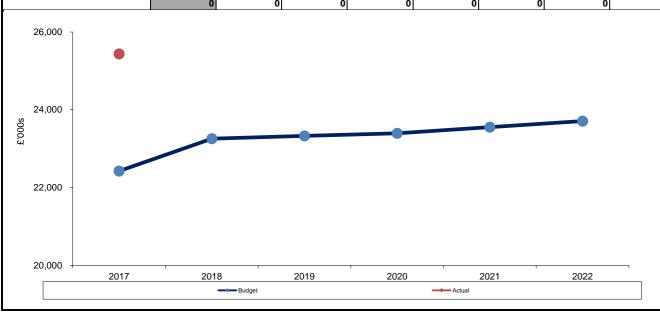
% of care leavers in touch (17-21 year olds)

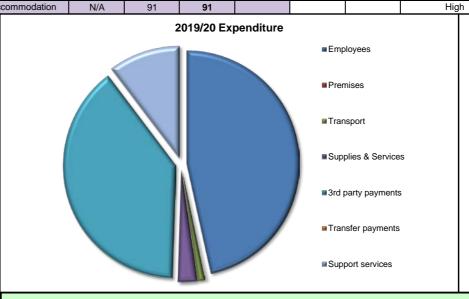
Recruitment of in house foster	carers.					% of care lea	vers (aged 19-21	1) in suitable acc	00
		DEPARTM	ENTAL BUDGE	T AND RESOU	RCES			,	Ī
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	
Expenditure	23,903	27,022	24,385	2,902	24,620	24,686	24,843	25,000	
Employees	10,918	11,461	11,375	204	11,462	11,463	11,465	11,466	
Premises	55	74	57	(4)	58	58	59	60	
Transport	244	273	238	18	241	244	247	251	
Supplies & Services	795	1,042	668	1,175	673	682	691	700	
3rd party payments	9,592	11,751	9,495	1,509	9,650	9,703	9,845	9,987	
Transfer payments	0	1	0						
Support ser <del>vipq</del> s	2,299	2,420	2,552		2,536	2,536	2,536	2,536	
Depreciation	0		0		0	0	0	0	
Revenue £ Pos	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 N	1,477	1,584	1,127	(187)	1,289	1,289	1,289	1,289	
Governmen Connection and the control of the control	1,126	909	1,086	141	1,086	1,086	1,086	1,086	
Reimbursen (in)ts	205	401	41	(175)	203	203	203	203	
Customer & client receipts	146	274	0	(152)					
Reserves									
Capital Funded									

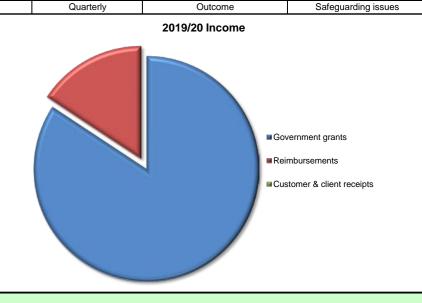
leads on participation for CSF.

Access to resources for looked after children/external placement provision.

	_,	_,	_,00_		_,000	_,000	=,000	_,000
Depreciation	0		0		0	0	0	C
Revenue £ 700s	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 O	1,477	1,584	1,127	(187)	1,289	1,289	1,289	1,289
Governmen <b>Gr</b> ants	1,126	909	1,086	141	1,086	1,086	1,086	1,086
Reimburser (67)ts	205	401	41	(175)	203	203	203	203
Customer & client receipts	146	274	0	(152)				
Reserves								
Capital Funded								
Council Funded Net Budget	22,426	25,438	23,258	2,715	23,331	23,397	23,554	23,711
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23







Outcome

Outcome

Social Exclusion

Social exclusion

## Summary of major budget etc. changes 2019/20

High

High

Quarterly

Quarterly

Reduced costs/offer through the national centralised adoption initiative - £30,000.

Reorganisation of the Children with Disability (CWD), Fostering & Access to Resources (ART) teams & review of the Common and Shared Assessment service £130,000.

Delivery of preventative services through the Social Impact Bond - £45,000.

South London Family Drug and Alcohol Court commissioning - £45,000.

Reduction in staffing at Bond Road - £71,000.

#### 2020/21

Delivery of preventative services through the Social Impact Bond - £45,000. South London Family Drug and Alcohol Court commissioning - £45,000. Radically reduce support for LAC/CSE/respite - £200,000. Review of CSF admin structure - estimate for education - £150,000

2021/22

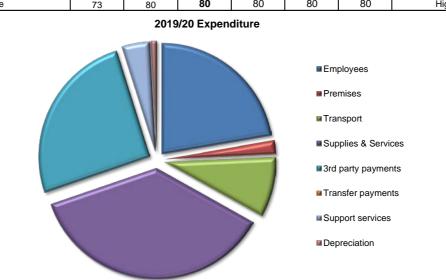
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			Children's Social Care & Y	outh Inclusion			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	Score
Pre	oject 1		Well Being Model CSC & CYPWB/TOM	Improved effectiveness	Likeliiloou	Шрасс	Score
Start date	2016-17 2019-20	Project Details:	The review of the well being model is now complete, the next phase is to embed agreed structure changes in CSC, our Early Help model and points of access. we will deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; Flexible working; Care proceedings as outlined in the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.		4	3	12
Pr	oject 2	Project Title:	Continuous Improvement and Inspection Readiness	Improved effectiveness			
Start date	2013-14		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	·	4	3	12
End date	2018-19	Project Details:	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.				
Pr	oject 3	Project Title:	MOSAIC (CYPWB & TOM) Phase 1 and 2.	Improved efficiency (savings)			
Start date	2013-14	Project Details:	Cross-cutting project to provide system for both CSF & C&H including financial aspects; the new system has full casework management capability to deal with statutory requirements, management information & reporting for both case management and inspection purposes. Implementation phase		3	3	9
End date	2018-19	,	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.				
Pr	oject 4	Project Title:	Workforce development	Improved staff skills and development	_		
Start date	2015-16		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				
End date	2019-20	Project Details:	now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.		4	3	12
Pr	oject 5	Project Title:	Innovation work streams	Improved effectiveness			
Start date	2016-17		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				
End date	2019-20	Project Details:	capital to deliver services, designed to keep young people out of care, using the Multi-Systemic (MST) and Functional Family Therapy (FFT) methodologies. The Council will repay the investors for their initial investment plus a return for the financial risks taken. 48 referrals to be provided within the first 3 years of the contract. Longer term savings to the council will be made through avoidance of care costsLeanne to provide narrative. The Family Drug and Alcohol Court (FDAC) is a specialist problem-solving court approach to improving outcomes for children involved in care proceedings. it offers an alternative way of supporting parents overcome the sunstance misuse, mental health and domestic abuse which have put their children at serious risk of harm. The Transforming Families (TF) is moving to the next phase in its Maturity Model development and is planning to bid as part the 'Earned Autonomy' initiative.		3	2	6

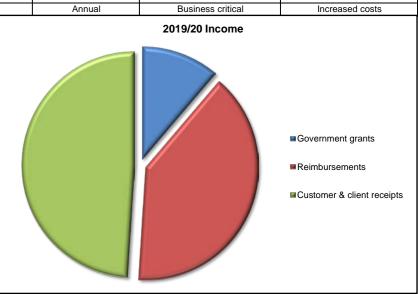
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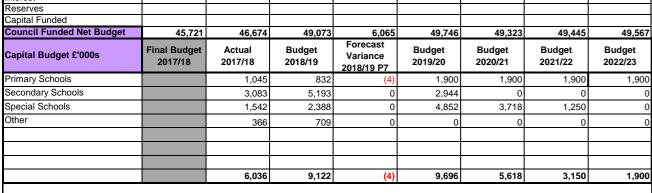
Education					Assumption						The Corporate strategies your
Cllr Kelly Braund: Cabinet Member for Children's Services	Anticipated demand	201	7/18	2018	8/19	2019	9/20	2020/21	2021/22	2022/23	service contributes to
Cllr Caroline Cooper-Marbiah: Cabinet Member for Education	Early Years population (0-3) (mid year 2016 based BPO)	12	531	125	522	124	113	12386	12390	12405	Children and Young People's Plan
Enter a brief description of your main activities and objectives below	Primary age Population (4-11)	23	069	231	184	230	)65	22895	22704	22476	SEN and Disabilities Strategy
Merton School Improvement (MSI)	Secondary age population including post-16 (12-18)	14	863	152	269	156	671	16254	16884	17426	School Expansion Strategy
· monitor, analyse & evaluate pupil & school performance · developing skills in planning, teaching, assessment, leadership & management	Children & Y/P with EHCP (NB 17/18 is Jan 17 and so on)	12	264	14	86	17	40	1900	2050	2150	
· working with schools to reduce inequality & improve achievement for vulnerable groups	Expansion for secondary school (total across all schools)	2 foe (cu	mulative)	6 foe (cur	mulative)	8 foe (cui	mulative)	Review	Review	Review	
strengthening partnership working and school to school support	Increased demand for special school places (total across all schools)	4	10	60	more SEN	places by 19-	20		60 further SEN		
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	Anticipated non financial resources	201	7/18	2018	8/19	2019	9/20	2020/21	2021/22	2022/23	
· implementing the requirements of the Children and Families Act ensuring that families are central Specialist placement provision for pupils with SEN.	Staff (FTE subject to change as a result of restructures)	2	86	28	35	27	75	262	262	262	
Early Years Services □ - ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in	Performance indicator (LBC2020 indicators highlighted in purple)		,	•	• •	Γ) Proposed T	• , ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
accordance with statutory duties delivering Children's Centre services through a locality model with a focus on early help & targeted services	(LDOZOZO indicators inglingition in purpis)	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23 (P)				mot
I for vulnerable families	Merton pupil average Attainment 8 score	50.2	51	51	52	53	54	High	Annual	Outcome	Reputational risk
\textsquare 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	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
Education Inclusion providing universal & targeted in house & commissioned services for YP & schools	% secondary school attendance	95.2	95.6	95.6	95.6	95.6	95.6	High	Annual	Outcome	Increased costs
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	% primary school attendance	96.1	96.2	96.2	96.2	96.2	96.2	High	Annual	Outcome	Breach statutory duty
leading on the council's partnership with the police & CAMHS for education improving attendance and reduce P Excl in Merton schools  - My Future's Service	% of new EHCP requests completed within 20 weeks	42.25	55	65	75	85	85	High	Quarterly	Outcome	Safeguarding issues
- My Futures Service	% Good or Outstanding children's centres per Ofsted	100	100	100	100	100	100	High	Quarterly	Outcome	Inspection outcomes
School Organisation Pubil place planning, & schools admissions	% reception year surplus places	7.7	8	8	10	10	10	Low	Annual	Business critical	Parental choice
School expansion & capital programme management. Contracts including SEN Transport commissioning and PFI	% secondary school Yr7 surplus places Inc. Academies	9.6	5	5	5	5	5	Low	Annual	Business critical	Parental choice
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	% 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

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 £ 600s	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 (O	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
	Final Budget	Actual	Budget	Forecast	Budget	Budget	Budget	Dudget

DEPARTMENTAL BUDGET AND RESOURCES



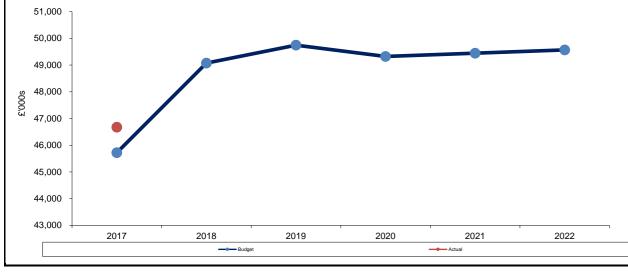




Review Early Years: raise income or cease some services in preparation for 2020 where we'd consider withdrawing from direct provision of a childcare offer -£49,000. Review schools trade offer, raise charges or consider ceasing services from 2020 - £30,000

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 redcution of spend associated with the introducton of web based EHCP Hub - £72,000.



Review schools trade offer, raise charges or consider ceasing services from 2020 - £60,000.

 $Review \ Early \ Years \ service: \ radically \ reduce \ some \ services \ and/or \ consider \ with drawing \ the \ Early \ Years \ offer \ -\ \pounds 150,000.$ 

Radically reduce some statutory education functions - £200,000.

Review of CSF admin structure - estimate for education - £150,000

2021/22

2019/20

2020/21

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD  Education				
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk	Score
Pr	oject 1	Project Title:	Well Being Model - CSC & CYPWB/TOM	Improved effectiveness		- mpace	
Start date	2016-17	Project Details:	The review of the well being model is now complete, the next phase is to embed agreed structure changes in CSC, our Early Help model and points of access. we will deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; Flexible working; Care proceedings as outlined in the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.		4	3	12
Pr	oject 2	Project Title:	Improving pupil outcomes at KS5 & School Improvement through partnership with schools(Edn TOM)	Improved effectiveness			
Start date	2018-19	Project Details:	Rigorous support for all all schools, including support and challenge for schools in RI or vulnerable to RI including implementation of Support and Challenge Groups. Targeted improvement plan for secondary schools, focusing on academic outcomes (A levels) in the 6th form. Training and briefings on Ofsted, assessment, curriculum and improving teaching. Implementation of programmes to focus on Ofsted outstanding judgement for identified schools. The embedding of strengthened school to school support through the schools' partnership - 'Attain'. Brokerage of school to school support through National Leaders of Education, Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools. Partnership with schools on		2	3	6
End date	2020-21		redefining LA functions as part of Education TOM.				
Project 3	3	Project Title:	Transforming Early Years (EY's TOM)	Improved effectiveness			
Start date  End date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded early education places for 2, 3 and 4 year olds responding to national policy and the new national funding framework and Merton's local priorities to include new 30 hour offer and support for children with SEND. Deliver the reshaped Children's Centre and early help services and programmes in accordance with local service practice standards and evidence based practice. Continue to secure good and above outcomes for all directly managed Ofsted inspected services. Maximise opportunities for external funding through ongoing review of charging structures and use of buildings by external agencies. Develop an "e strategy" and associated action plan for early years transactional services. Continue to promote use of self serve and publicise the range of directories managed within the service in partnership with key stakeholders. (Directories of Local Services)		2	3	6
Pr	oject 4	Project Title:	Implementation of requirements of Children & Families Act (Edn TOM & CYPWB) & Education TOM/CYPWB Model & Personal Budgets (Education TOM/C+F Act)	Improved customer experience			
Standate Standate English	2013-14	Project Details:	Continue to strengthen collaboration between parents forum and partner agencies. further strengthen the Education, Health & Care Plan, and widen the Local Offer. Preparation for adulthood pathways are being developed by ASC, CWD and SEN Teams. Procurement for an SEN recording and reporting system is in the first stage. Addressing new statutory duty for age 19-25 a joint commissioning group across Health and Social Care has been developed to strengthen the tri-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.		3	3	9
	oject 5	Project Title:	Impelentation of EHCP Hub	Improved effectiveness and customer expereince	<u> </u>		
Start date	2018-19	Project Details:	Securing an on line system for the EHC assessment process to enable professionals to submit reports and parents and young people to access real time information about the progress and status of the assessment. This will lead to greater efficiencies in terms of reduced paper based reports and printing, reduced posting of lengthy documents, less need for telephone responses to queries and more timely completion of the statuory process. the EHCP Hub will also provide an on line management of the Annual Review process agan reducing printing and process and streamlining the system. the Hub will also provide capacity to assist with data returns to the DfE etc which are currently manually completed. it will provide a case work function where officer records can be kept reducing the risk of the current paper based and excel spreadsheet records.		4	3	12
Pr	oject 6	Project Title:	Implementation of Secondary & Special School (SEN) Places Strategy (EducationTOM)	Infrastructure renewal			
Start date	2015-16	Project Details:	Continue liaison with the Education and Skills Funding Agency and Harris Federation and manage related projects to deliver the opening and permanent build for the new Harris Academy Wimbledon School by September 2020, and review need for any further secondary school expansion required to ensure the council provides sufficient secondary places to meet growing		4	3	12
End date	2021-22		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.				
Pr	oject 7	Project Title:	Workforce development	Improved staff skills and development			
Start date	2015-16	Project Details:	We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this this with a programme to deliver both Systemic Practice and		4	3	12
End date	2019-20	Tojou Dolailo.	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.				
Pr	oject 8	Project Title:	SEN Transport commissioning review	Improved efficiency (savings)			
Start date	2019-20	Project Detailer	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		4	3	12
End date	2021-22	Project Details:	between taxi and bus commissioning. Review of SEND Transport policy including use of Personal Budget to reduce Merton commissioned transport dependence				

# **Community & Housing**

The Care Act 2014 is the legislation that underpins the statutory function of ASC; the Act came in to	ĺ
force on 1 April 2015. ASC works with people 18 and above and their carers who are in need of	Γ
support. The Act sets a new national eligibility criteria to define eligibility for services. The Act	ſ
gives new duties around safeguarding with a greater emphasis on protecting the most vulnerable	۲
people in our society from abuse or neglect. The Act also puts prevention at the heart of the work	L
we undertake and we are well placed with our reablement team in fulfilling this duty.	Ĺ

Adult Social Care Cllr Tobin Byers: Cabinet Member for Adult Social Care Enter a brief description of your main activities and objectives below

Our approach to the redesign of services is to keep the customer as independent as possible, for as long as possible in their own home. We aim to keep people in their communities with their friends and family network around them and out of institutionalised care or hospital. We aim to maximise people's independence with the use of equipment, telecare, reablement, utilising the voluntary sector to limit isolation and loneliness, working with CLCH and our partners in health to ensure that people's health needs are met keeping people healthy and out of hospital. We will work with our partners in health and the voluntary sector to integrate services where possible and limit duplication. We aim to complete our duties by putting the customer at the heart of the assessment and maximising and utilising their strengths to ensure that they are enabled to be as independent as possible with minimum, or no, support from the council.

59,156

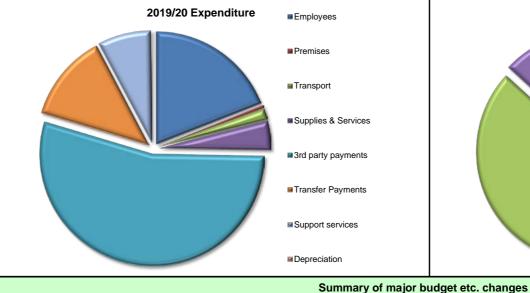
60,112

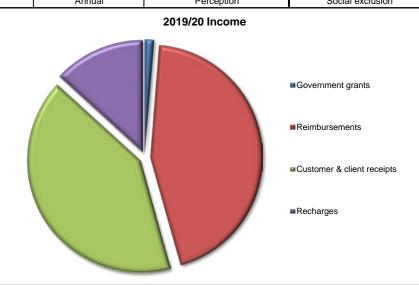
Council Funded Net Budget

		Fiaililling Assulli	puons				The obliporate strategies your
Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	service contributes to
No. of people requiring services	3278	3252	3191	3170			Health & Wellbeing Strategy
People aged 85-89	358	335	315	293			
People aged 95+	190	185	180	175			
No. of people aged 65+ with dementia	407	419	431	448			
Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
Staff (FTE)	324.50	340.59	356.69	356.69	356.69	356.69	

Performance indicator	Actual P	erformance (	(A) Performa	nce Target (T	) Proposed 1	arget (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
(LBC2020 indicators highlighted in purple)	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	Polarity	Reporting cycle	indicator type	met
No of carers receiving a service	1120	1010	1020	1040			High	Monthly	Business critical	Breach statutory duty
% Older people still at home following Reablement	84	78.8	78.8	78.8			High	Annual	Outcome	Increased costs
% People receiving 'long term' Community Services	77	72	72	72			High	Monthly	Business critical	Increased costs
% people with 'long term' services receiving Self Directed Support	100	95	95	95			High	Monthly	Unit cost	Government intervention
% of MASCOT calls answered in 60 seconds	N/A	97.5	97.5	97.5			High	Monthly	Quality	Increased waiting times
No. of DToCs - Delayed Transfers of Care (delayed bed days) Adult Social Care delays only	N/A	1424	595	TBC			Low	Monthly	Business critical	Increased costs
Social care-related quality of life	18.3	18.5	18.5	18.5			High	Annual	Perception	Quality of life
Proportion of people who use services who feel safe	N/A	68%	68%	68%			High	Annual	Perception	Social exclusion

		DEPART	MENTAL BUDG	ET AND RESO	URCES			
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	80,159	83,067	81,751	4,206	81,740	83,318	83,734	84,948
Employees	13,614	14,154	13,597	409	15,552	15,471	15,489	15,506
Premises	346	380	351	(50)	349	354	359	365
Transport	1,507	1,697	1,379	186	1,360	1,352	1,372	1,393
Supplies & Services	3,121	4,293	3,281	374	3,413	3,491	3,540	3,589
3rd party payments	45,354	46,619	46,992	3,210	44,418	45,551	45,424	46,094
Transfer Payments	9,954	9,296	9,857	77	10,307	10,758	11,209	11,659
Support services	6,152	6,517	6,183	-	6,183	6,183	6,183	6,183
Depreciation	111	111	111	-	158	158	158	158
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income (C)	21,003	22,954	22,974	(4,408)	22,074	22,074	22,074	22,074
Governme  grants	17	387	1,417	(2,430)	276	276	276	276
Reimbursements	9,176	9,454	9,544	(2,940)	9,796	9,796	9,796	9,796
Customer ient receipts	8,962	10,199	9,100	963	9,088	9,088	9,088	9,088
Recharges Reserves	2,849	2,915	2,913	-	2,913	2,913	2,913	2,913
Reserves IO	-	-	-	-	-	-	-	-
Capital Funded	- 1	-	-	-	-	-	-	-
•								





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

58,777

(201)

59,667

61,244

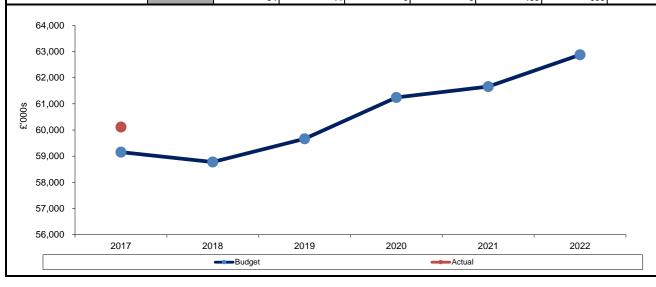
61,661

## Growth for Concessionary fares increase - £0.450m, and Winter Pressures Grant £748k. Savings previously identified of £301k (CH70)

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

2019/20

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



## Growth for Concessionary fares increase - £0.450m. Total savings target is £5,851

62,874

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

#### 2021/22

2020/21

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

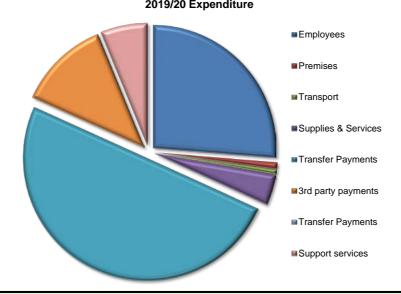
## 2022/23

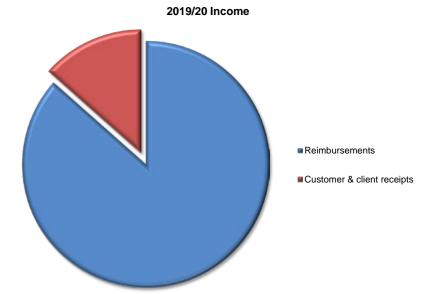
Growth for Concessionary fares increase - £0.450m. Total savings target is £600

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Adult Social C	are			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Adult Social Care Customer Journey: Pathways	Improved customer experience	LIKCIIIIOOC	Impact	Ocore
Start date	2019-20	Project Details:	Reorganisation and alignment of the Adult Social Care access points and pathways within the context of the Care Act Principles of Wellbeing and Prevention and within the context of the principles of Merton Health and Care Together. The former being the main driver for better management of demand for more formal adult social care services. The latter has emphasis on whole system integrated working in order to provide		4	2	8
End date	2020-21	,	'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.				
Pro	ject 2	Project Title:	Commissioning , Market Capacity & Capability	Improved sustainability			
Start date	2019-20	Project Details:	Following an ADASS led Peer Review. Develop the commissioning, contract management and quality assurance functions necessary to ensure Merton has sufficient supply of diverse and sustainable care provider markets to meet the care and support needs of borough residents either through direct		4	2	8
End date	2021-22		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				
Pro	ject 3	Project Title:	Learning Disability Offer	Improved efficiency (savings)			
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		_		
End date	2022-23	Project Details:	Team and the commissioning of services aimed at meeting the needs of people with a learning disability.  This will require continual engagement and consultation, which we will look to enlist the support of a local strategic engagement partner. A full review of housing, accommodation and support for people with Learning Disabilities will aim to reduce the use of out of borough placements and support people to remain living in Merton, connected to their community and supported to live the life they want.		5	3	15
Pro	ject 4	Project Title:	Merton Prevention Offer	Improved efficiency (savings)			
Standdate  O En Odate	2019-20	Project Details:	A review of the current preventative offer ensuring that we are investing in interventions that deliver improvements in health and reduced demand. This project is in conjunction with Public Health initiatives and will involve the voluntary and community sector as critical partners. The Wellbeing Programme of grant funded prevention and early intervention will be recommissioned and commence in April 2019 as a three year programme. We will review day activities and opportunities for older people, including the role of day		2	2	4
⊖ Pro	ject 5	Project Title:	care, lunch clubs and similar activities and access to transport.  Merton Health & Care Together	Improved effectiveness	<u> </u>		
Start date	2018-19	Project Details:	This is the emerging integrated care model within the context of national policy requirements to move towards integrated services. The promised ASC funding Green Paper and NHS Five Year Forward View are expected to reinforce this. Good progress is being made on front line integration and we are also engaged in regional and sub-regional developments. A recent roundtable discussion with the Merton CCG, CEOs across the Acute Hospitals, SWL&ST Georges Mental Trust and our community provider CLCH make a firm commitment to working with Merton in identifying opportunities for joined up care ensuring the best	improved ellectivelless	3	3	9
End date	2022-23		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				
Pro	eject 6	Project Title:	Community Transport	Improved efficiency (savings)			
Start date	2019-20	Project Details:	We will work with colleagues in E&R and CSF to review the council's approach to community transport, reframing the offer of transport within Adult Social Care and ensuring it is delivered in the most efficient and effective way. This review will take into account the clean air strategy for the borough, the effective use of		5	2	10
End date	2020-21		resources when planning community transport and the flexibility of transport provision to support people to be independent and travel independently around the borough.				
Pro	ject 7	Project Title:	Market Management	Improved effectiveness			
Start date	2019-20	Project Details:	In line with our Care Act 2014 market shaping duties we will review out approach to commissioning and delivering care at home and re-ablement, residential and nursing care and supported living. The reviews to		4	3	12
End date	2019-20	.,221 = 3.001	seek to ensure that we are able to secure continuity of supply of appropriate quality at an affordable price.				

	Housing Nee	ds and Enablin	g Services									Pla	nning Assun	nptions					The Corporate strategies your
Cllr Martin Whelt	on: Cabinet Mem	ber for Regene	ration, Environ	ment & Housing	3		Anticipate	ed demand		2017	7/18	201	8/19	201	9/20	2020/21	2021/22	2022/23	service contributes to
Enter a brie	ef description of y	your main activi	ities and object	ives below		Housing adv	ice, options, priv	ate tenants & landl	lords advice	110	000	11	250	11	250	11250	11250	11250	Homeless Placements Policy (Interim)
To fulfil statutory housing fu			n and relief of	homelessness	and the		Housing regis	ster applicants		96	00	10	250	10	700	11150	11600	12000	Homelessness Strategy
enforcement and regulation	of the private re	nted sector.					Housing opti	ons casework		10	00	13	350	1500		1500	1500	1500	Housing Strategy
To plan services in respons						De	emand for tempor	rary accommodation	on	43	35	4	00	4	00	410	420	430	
develop innovative projects		livery that maxi	mise the use of	of resources an	d deliver	Aı	nticipated non f	inancial resources	s	2017	7/18	201	8/19	201	9/20	2020/21	2021/22	2022/23	
services that minimise costs							Housing Nee	ds Staff (FTE)		19.	50	20	0.00	20	0.00	20.00	20.00	20.00	
The purpose of this service	ce is to						Environmental I	Health (Housing)		5.0	03	5.	.03	8	.03	8.03	8.03	8.03	
- Prevent and relieve homel	essness in acco	rdance with sta	atutory housing	ı law			TOT	ΓALS		24.	53	25	5.03	28	3.03	28.03	28.03	28.03	
- Provide homes to people i	n housing need																		
- Formulate and deliver stat	utory housing str	rategies for the	borough				Performan	ce indicator		Actual Pe	Actual Performance (A) Performance Target (T) Pro		) Proposed	Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not	
- Maintain the housing regis	, ,	· ·	ū	minata hausah	olde to	(LBC	2020 indicators	highlighted in pur	rple)	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	Polarity	Reporting cycle	indicator type	met
vacant housing association		aseu lettiligs p	rocess and no	illillate flouseri	olus to	Hom	elessness / HRA	Prevention and Re	elief	465	450	450	450	450	450	High	Monthly	Business critical	Increased costs
- Maximise supply of homes		dlords				No. of h	nouseholds in ter	mporary accommod	dation	180	230	230	230	230	230	Low	Monthly	Business critical	Increased costs
- Provide care and housing	-						Highest no. of	families in B&B		1.8	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
· ·	• •						Highest no. of	f adults in B&B		2.4	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
- Carry out a statutory duty	to enforce Enviro	onmental Healt	h (Housing) le	gislation			Social ho	ousing lets		347	320	305	305	305	305	High	Quarterly	Outcome	Increased waiting times
- Provide mandatory grant a	assistance for im	provements an	d adaptations				Rent deposit -	new tenancies		70	40	40	40	40	40	High	Annual	Outcome	Increased waiting times
- Commission and monitor I	Housing Related	and Floating s	unnort			No.	of enforcement/	improvement notic	es	64	70	80	80	80	80	High	Quarterly	Outcome	Reduced enforcement
	Ū	J	• •			Numb	er of Disabled Fa	acilities Grants appr	roved	90	60	60	60	60	60	High	Quarterly	Outcome	Customer hardship
- Relationship managemen	it between the co	ouncil and stock	k transfer hous	sing association	ns														
		DEPARTI	MENTAL BUDG	ET AND RESOL	JRCES						2	019/20 Ex	nenditure					2019/20 Income	
	Final Budget	Actual	Budget	Forecast	Budget	Budget	Budget	Budget			-	.010/20 EX	ponunuro					2010/20 111001110	
Revenue £'000s	2017/18	2017/18	2018/19	Variance	2019/20	2020/21	2021/22	2022/23						■ Emi	ployees				
Expenditure	4,619	6,131	4,621	2018/19 P7 1,287	4,737	4,750	4,791	4,831							pioyees				
Employees	1,014	,	1,024	41	1,244	1,215					\\ I								
Premises	39			4	40			, -			\\ I			■Pre	mises				
Transport	29		29	(8)	30	30		31											
Supplies & Services	383	381	189	(38)	192	194	197		4		// /			■Trai	nsport				
Transfer Payments	2,296		2,475	689	2,368	2,405												I A	
3rd party payments	571	1,261	571	598	571	571	571	571							-: 0 0 :				\
Transfer Payments	0	0	0	0	0	0	0	0						■Sup	plies & Service	S			<b>\</b>
Support services	287	288	293	0	293	293	293	293	400			_							Reimbursements
Depreciation														<b>■</b> Tra	nsfer Payments				
	Final Budget	Actual	Rudget	Forecast	Rudget	Rudget	Rudget	Rudget							=				■Customer & client receipts

									_
		DEPARTI	MENTAL BUDG	ET AND RESO	URCES				
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	ı
Employees	1,014	1,061	1,024	41	1,244	1,215	1,215	1,215	1
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	1
Transfer Payments	2,296	3,099	2,475	689	2,368	2,405	2,442	2,479	1
3rd party payments	571	1,261	571	598	571	571	571	571	1
Transfer Payments	0	0	0	0	0	0	0	0	1
Support services	287	288	293	0	293	293	293	293	
Depreciation									1
Revenue £1000s	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 (C	2,395	3,650	2,414	(1,040)	2,504	2,504	2,504	2,504	1
Government	197	582	144	(467)	0	0	0	0	1
Reimbursements	2,020	2,259	2,010	33	2,167	2,085	2,085	2,085	
Customer & Sent receipts	178	810	260	(606)	337	418	418	418	
Recharges	0	0	0	0	0	0	0	0	1
Reserves 🔼	0	0	0	0	0	0	0	0	1
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	ı
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									Г
									l I





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

820 815 280 2,600 2,500 2,400 2,300 2,200 2,100 2,000 2017 2018 2019 2020 2021 2022 ----Budget ----Actual

2021/21

Summary of major budget etc. changes 2019/20

2020/21

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MA				
			Housing Needs and Enabling	g Services		Diek	
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Homeless Reduction Act - Review	Risk reduction and compliance	Linciniood	impact	00010
Start date	2018-19	Project Details:	Review impact of Homelessness Reduction Act on business, performance, customers and staff and amend any processes where necessary and appropriate.		2	2	4
End date	2019-20						
Pro	oject 2	Project Title:	Housing Enforcement Policy	Improved effectiveness			
Start date	2018-19	Project Details:	Introduce and monitor Civil Penalties, Rent Repayment Orders by implementation of Housing		2	2	4
End date	2019-20		Enforcement Policy				
Pro	oject 3	Project Title:	Public ProtectionTechnology Upgrade	Improved effectiveness			
Start date	2016-17	Project Details:	Work with IT / E&R on re-procurement / replacement of M3PP, cloud hosting and subsequent upgrade		2	1	2
End date	2019-20	,	of M3PP to Assure.				
Pro	oject 4	Project Title:	Extended HMO Mandatory Licencing Scheme	Economic outcomes			
Start date	2018-19	Project Details:	Monitor the implementation of the Extended HMO Mandatory Licencing Scheme and new Licence fee		2	2	4
En <b>o</b> date	2019-20	1 Toject Details.	structure.				
O Pro	oject 5	Project Title:	EDRMS Workflow	Improved effectiveness			
Standate	2016-17	Project Details:	Work with Corporate to implement EDRMS in Housing and then update workflow processes		2	2	4
End date	2019-20	Troject Betaile.	accordingly				
Pro	oject 6	Project Title:	Housing Related Support	Improved efficiency (savings)			
Start date	2018-19	Project Details:	Implement and monitor revised commissioning plans for Housing Related Support		2	1	2
End date	2019-20	·					
Pro	oject 7	Project Title:	Housing IT software re-procurement	Improved effectiveness			
Start date	2018-19	Project Details:	Re-procure all IT Sofware solutions for Housing Needs (Homelesness, Temporary Accommodation &		2	2	4
End date	2020-21	1 Tojour Details.	Rent Accounts, Housing Register and Choice Based Lettings.)				
Pro	oject 8	Project Title:	Homelessness Strategy	Improved reputation			
Start date	2018-19	Project Details:	Re-draft the Homelessness Strategy to reflect the impact of the Homelessness Reduction Act and the		2	1	2
End date	2019-20	Project Details:	Government's Rough Sleeper strategy				

Libraries			Planning Assump	otions				The Corporate strategies your service
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
The purpose of the service is to provide a 'comprehensive and efficient' library service,	Stock issues	950,000	900,000	900,000	900,000	900,000	900,000	Children and Young People's Plan
addressing the 'needs of adults and children' according to the Public Libraries and Museums	Registered members	135,000	135,000	135,000	135,000	135,000	135,000	Community Plan
Act 1964.	Visitor figures	1,200,000	1,200,000	1,200,000 <b>1,200,000</b>		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
Local authorities have a statutory duty to make provision for a library service but may	Staff (FTE)	33.30	31.35	29.65	26.65	29.65	29.65	Heritage Strategy
decide on how this is delivered.	Accommodation (Libraries)	7	7	7	7	7	7	Procurement Strategy
	Equipment (PC's)	144	152	159	159	159	159	Voluntary Sector and Volunteering Strategy
Certain aspects of the service must be provided for free:								Workforce Strategy
Free landing of heales	Performance indicator	Actual Performan	ce (A) performance target (T)	Proposed Target (P)	Polarity	Poperting evole	Indicator type	Main impact if indicator not met
- Free lending of books - Free access to information	(LBC2020 indicators highlighted in purple)	2017/18(A) 2018/19(T	2019/20(P) 2020/21(P)	2021/22(P) 2022/23(P)	Polarity	Reporting cycle	indicator type	wain impact if indicator not met
- Free library membership	Number of visitors accessing the library service online	250,011 220,000	<b>235,000</b> 240,000	245,000 250,000	High	Monthly	Quality	Reduced uptake of service
e library membership	Active users pooples network terminal	GE 1E4	EC EOO	E7 E00 50 000	Lliah	Monthly	Outcomo	Poducod uptako of convico

65,154

98

293

£401,422

N/A

N/A

56,000

97

230

£376,000

1,200,000

95%

Active users - peoples network terminal

% self service usage for stock transactions

Active volunteers in libraries

Maintain Income

Visitor figures - physical visits to libraries

% customer satisfaction (Libraries' own survey)

		DEPARTM	ENTAL BUDGE	ET AND RESOU	IRCES			
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		19	19	20
Transfer payments	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 ສີທ່ວວຣ	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
Recharge	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
I				I	I		ı	1

The Library Service aims to provide a modern, high quality and cost effective service that is

service in London whilst continuing to achieve some of the highest customer satisfaction and

responsive to the needs of customers. Our vision is to remain the most efficient library

usage levels.

	2019/20 Expe	enditure			
			■Emp	oloyees	
			■Pre	mises	
			■Trai	nsport	
			■Sup	plies & Servic	es
			■3rd	party paymen	ts
			■Trai	nsfer payment	is
***			■Sup	port services	
			■Dep	reciation	

56,500

97

230

£414,000

1,200,000

95%

57,000

98

230

£414,000

1,200,000

95%

57,500

98

230

£414,000

95%

1,200,000 1,200,000

58,000

98

230

£414,000

95%

High

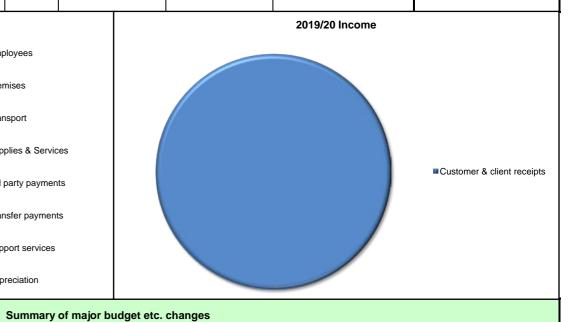
High

High

High

High

High



Outcome

Business critical

Business critical

Unit cost

Quality

Perception

Reduced uptake of service

Increased costs

Reduced service delivery

Increased costs

Reduced service delivery

Reduced customer service

Monthly

Monthly

Monthly

Monthly

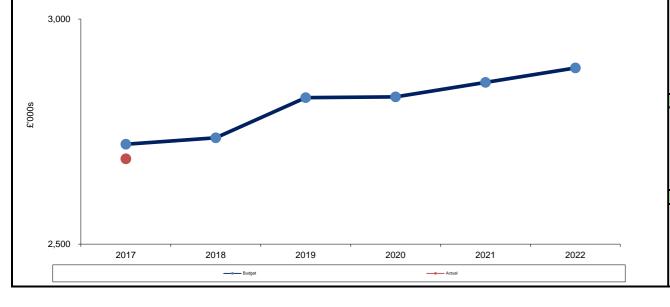
Monthly

Annual

2019/20

2020/21

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



157

235

350

257

2021/22

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

Merton Adu Cllr Nick Draper: Cabinet Mem Service P South Tham Groundwo	ber for Con roviders: nes College		lture	The London wellbeing of sophisticated	our residents. d evidence bas	erton is comm The service is sed approache	litted to provid s delivered threes to what we	ough a comi deliver.	missioning r	model, contracting service	es to the best providers	cial, economic, health and in the field and by developing , English and employability courses.
				Plan	nning Assumpt	ions						The Corporate strategies the
Anticipated demand		2017	/18	2018	8/19	2019	9/20	2020	0/21	2021/22	2022/23	service contributes to
Total number of learners		328	35	32	85	32	85	32	85	3285	3285	Culture and Sport Framework
Number of accredited learners		146	57	14	67	14	67	14	67	1467	1467	Employment and Skills Action Plan
Total number of enrolments		396	64	39	64	39	64	39	64	3964	3964	Special Educational Needs and Disabilities Strategy
												Medium Term Financial Strategy
Anticipated non financial resource	es	2017	/18	2018	8/19	2019	9/20	2020	0/21	2021/22	2022/23	
Staff (Commissioning Team)		3.7	5	3.7	75	3.7	75	3.7	75	3.75	3.8	
Staff (LDD Curriculum manager)		1		(	)	0		(	)	0	0	
South Thames College				Sufficient resources to provide service								
Global Solution Services							esources to pro	vide service				
Performance indicator	-	2017/18(A)	Performance (2018/19(T)	A) Performano 2019/20(P)	2020/21(P)	2021/22(P)	t (T) 2022/23(P)	Polarity		Reporting cycle	Indicator type	Main impact if indicator not met
Number of enrolments per annum		3598	3964	3964	3964	3964	3964	Hiç	gh	Quarterly	Outcome	Reduced uptake of service
Number of new learners per annum (not registered as learners in previous ye		2032	45%	40%	40%	40%	40%	Hiç	jh	Quarterly	Outcome	Reduced uptake of service
(not registered as learners in previous ye		96%	94%	95%	95%	95%	95%	Hiç	gh	Annual	Outcome	Reduced service delivery
ഗ്‰ overall success rate of accredited courses		74% (TBC)	86%	88%	90%	90%	90%	Hiç	gh	Annual Outcome		Reduced uptake of service
of end of course evaluations where teaching is rated as good or above	and learning	99%	95%	95%	95%	95%	95%	Hiç	gh	Annual	Perception	Reduced service delivery
% of learners from deprived wards	5	29%	30%	32%	35%	35%	35%	Hiç	gh	Quarterly	Quality	Reduced uptake of service
Average cost per learner		£374	£247	£247	£247	£247	£247	Lo	W	Annual	Unit cost	Reduced uptake of service
		Financ	ial Information	on						Additio	nal Expenditure Info	ormation
Revenue	Final Budget	Actual	Budget	Forecast Variance	Budget	Budget	Budget	Budget		ange of contract, part sa	lary budget for Curricul	um manager moved to non-salary
	2017/18	2017/18	2018/19	2018/19 P7	2019/20	2020/21	2021/22	2022/23	budget			
Expenditure Old Service	<b>1,410</b>	<b>1,150</b>	<b>1,415</b>	<b>2</b>	<b>1,371</b>	<b>1,371</b>	<b>1,371</b>	<b>1,371</b>				
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) Support Service	122 28	42 28	77 31	0	31	31	31	31				
Other Costs	38	95	38	0	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 Adult Education Block Grant	<b>1,378</b> 1,346	<b>1,125</b> 1,111	<b>1,380</b> 1,346	2	<b>1,347</b> 1,347	<b>1,347</b> 1,347	<b>1,347</b> 1,347	<b>1,347</b> 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  Capital Expenditure	32 Final Budget 2017/18	25 Actual 2017/18	35 Budget 2018/19	Forecast Variance 2018/19 P7	24 Budget 2019/20	24 Budget 2020/21	24 Budget 2021/22	24 Budget 2022/23				

**Commissioned Service** 

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

Public Health			Planning Ass	sumptions				The Corporate strategies your servic
Cllr Tobin Byers: Cabinet Member for Adult Social Care	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	Sexual health	20,080	19,972	19,735	19,498	19,261	19,024	Sexual Health Strategy
Public Health services currently comprise:	Drugs & alcohol - new service in mobilisation April 2018	400 drugs/220 alcohol	400 drugs/220 alcohol	400 drugs/250 alcohol	400 drugs/270 alcohol	400 drugs/270 alcohol	400 drugs/270 alcohol	Substance Misuse Strategic framewor
Services to improve health and wellbeing that are the commissioning responsibility of PH in LA	Support to CCG (% of PH staff capacity)	40%	40%	40%	40%	40%	40%	Merton Health & Care Together
(including the following mandatory services: sexual health, NHS health checks, Healthy Child 0-	NHS Health Checks	2,180	2,893	2,600	2,600	TBC	TBC	Health & Wellbeing Strategy
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)	National Child Measurement Programme	Reception Cohort : 2,396 Year 6 Cohort: 2,362	Reception Cohort : 2,475 Year 6 Cohort: 2,296	Reception Cohort: 2,478 Year 6 Cohort: 2,371	Reception Cohort: 2,481 Year 6 Cohort: 2,447	Reception Cohort: 2,483 Year 6 Cohort: 2,522	Reception Cohort: 2,486 Year 6 Cohort: 2,598	Children and Young People's Plan
- Health Intelligence including 3014A (mandatory)	Health Visiting New Birth Visits: estimated new births	3,222	3,271	3,248	3,242	3,225	3,202	
Our vision for public health in Merton over the next five years is to:	Risk & Resilience Service	129 treatment/500 detached	141 treatment / 500 detached	152 treatment / 500 detached	162 treatment / 500 detached	173 treatment / 500 detached	183 treatment / 500 detached	
Protect and improve physical and mental health outcomes for the whole population in Merton	Falls Prevention	1082	1100	1125	1150	1175	1200	
throughout the life course, and reduce health inequalities, especially between the West and East	Dementia Action Alliance	36	30	40	40	40	40	
of the borough, within the shrinking financial envelope available.  • Fulfil our statutory PH duties.	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
Contribute to Merton becoming London's best council in 2020	Staff (FTE)	16.56	18.66	18.06	18.06	18.06	18.06	
Contribute to Merion becoming London 3 best countril in 2020	Staff (Trainees included above)	2	2	2	2	2	2	
Our strategic objectives are:  Objective 1: Service transformation - Deliver East Merton Model of Health and Wellbeing and	Performance indicator (LBC2020 indicators highlighted in purple)		e (A) Performance Target	(T) Proposed Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met

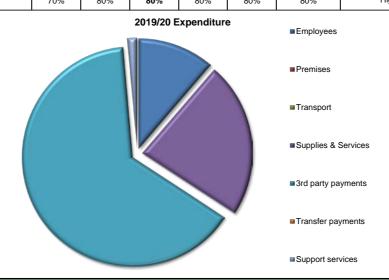
Wilson health and community campus; deliver a personal prevention offer for adults; whole systems approaches to Diabestes and child hood obesity.

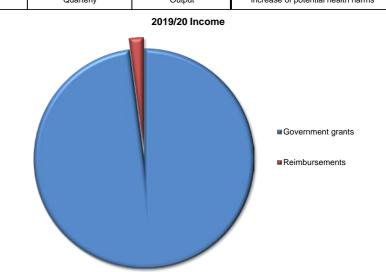
Objective 2: Embedding health & wellbeing into council business - Embed health and wellbeing as relevant outcome across the whole council business (and partners) including establishing health as marker for good government and as investment rather than expenditure, integral to 2020 vision of best London council

Objective 3: Strengthening commissioning and commissioning support – Develop public health strategic commissioning (end-to-end) & public health support to commissioning for health and wellbeing outcomes using a range of specific purposefully chosen collaborative commissioning approaches for development and delivery of integrated service models

1	Anticipated demand	2017	/18	201	8/19	20	19/20	2020/	21	2021/22	2022/23	contributes to
1	Sexual health	20,0	080	19,	972	1	9,735	19,49	98	19,261	19,024	Sexual Health Strategy
1	Drugs & alcohol - new service in mobilisation April 2018	400 drugs/2	20 alcohol	400 drugs/	220 alcohol	400 drugs	s/250 alcohol	400 drugs/27	70 alcohol	400 drugs/270 alcohol	400 drugs/270 alcohol	Substance Misuse Strategic framework
Ī	Support to CCG (% of PH staff capacity)	40	%	40	1%	4	40%	40%	6	40%	40%	Merton Health & Care Together
I	NHS Health Checks	2,1	80	2,8	393	2	2,600	2,60	0	TBC	TBC	Health & Wellbeing Strategy
	National Child Measurement Programme	Reception Co Year 6 Coh		Reception C Year 6 Co			Cohort: 2,478 ohort: 2,371	Reception Co Year 6 Coho		Reception Cohort: 2,483 Year 6 Cohort: 2,522	Reception Cohort: 2,486 Year 6 Cohort: 2,598	Children and Young People's Plan
Ī	Health Visiting New Birth Visits: estimated new births	3,2	22	3,271		3	3,248	3,24	2	3,225	3,202	
Ī	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	
I	Falls Prevention	10	32	11	00	1125		1150		1175	1200	
I	Dementia Action Alliance	3	6	3	0		40	40		40	40	
	Anticipated non financial resources	2017	7/18	201	8/19	20	19/20	2020/	21	2021/22	2022/23	
	Staff (FTE)	16.	56	18	.66	1	8.06	18.0	6	18.06	18.06	
I	Staff (Trainees included above)	2	!	2	2	2		2		2	2	
ı	Performance indicator (LBC2020 indicators highlighted in purple)		Actual performance (A) Performance Target (17/18(A)   2018/19(T)   2019/20(P)   2020/21(P)			2022/23(P)	Polar	ity	Reporting cycle	Indicator type	Main impact if indicator not met	
ľ	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	1	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	1	Monthly	Outcome	Babies not given the best start in life through breastfeeding
L	% 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	n	Monthly	Output	Breach statutory duty
l	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
l	New Dementia action alliance members	36	30	40	40	40	40	High	1	Quarterly	Output	Reduced customer service
I	Number of referrals to the falls service	1082.00	1100	1125	1150	1175	1200	High	1	Quarterly	Output	Reduced uptake of service
ſ	Number of completed health checks	1,887	2,893	2,600	2,600	0	0	High	1	Quarterly	Output	Breach statutory duty
ſ	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%	Lov	V	Quarterly	Output	Increase of potential health harms
Ī	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	1	Quarterly	Outcome	Increase of potential health harms
Ī	% young people (under 25) leaving treatment where substance misuse has reduced or client become drug free.	100.0%	90%	90%	90%	90%	90%	High	1	Quarterly	Outcome	Increase of potential health harms
ſ	% of eligible people offered an HIV test and who accept	87%	90%	90%	90%	90%	90%	High	1	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	1	Quarterly	Output	Increase of potential health harms
				2010/20 E	vnonditur	_					2019/20 Income	

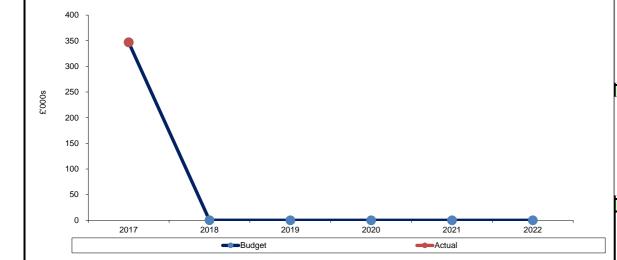
DEPARTMENTAL BUDGET AND RESOURCES														
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23						
Expenditure	11,335	11,353	10,107	(14)	10,396	10,396	10,396	10,396						
Employees	1,116	1,081	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						
	0	0	-600	0	0	0	0	0						
Reserves	U	•												
Reserves Capital Funded	0	0	0	0	0	0	0	0						
		0 347	0	0 <b>0</b>	0 <b>0</b>	0 <b>0</b>	0 <b>0</b>	0 <b>0</b>						
Capital Funded	0	Ů					ŭ	0 0 Budget 2022/23						





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.

Summary of major budget etc. changes 2019/20



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

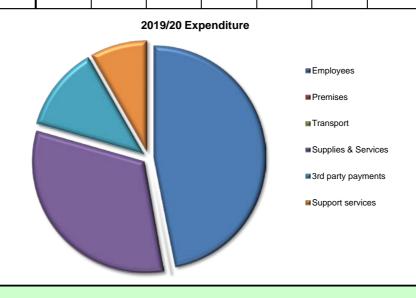
2020/21

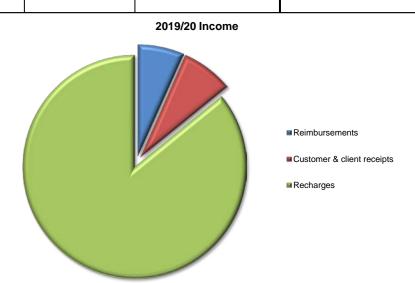
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PER	IOD			
			Public Health				
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk	Score
Pr	oject 1	Project Title:	East Merton Model of Health and Wellbeing and Wilson Development	Improved effectiveness		pust	555.0
Start date	2018-19	Project Details:	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.		3	3	9
End date	2021-22						
Pr	oject 2	Project Title:	Embed Health and Wellbeing in all policies	Improved effectiveness			
Start date	2018-19	Project Details:	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.		2	2	4
End date	2020-21	Troject Betaile.					
Pr	oject 3	Project Title:	Sexual Health Strategy and Integrated sexual health services	Improved effectiveness			
Start date	2018-19	Project Details:	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		3	3	9
End date	2021-22	,	London Sexual Health Programme.				
Pr	oject 4	Project Title:	Whole System Approaches to Diabetes	Improved effectiveness			
Start date  End date	2018-19	Project Details:	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):		2	2	4
g Pr	oject 5	Project Title:	Personal Prevention Offer for Adults	Improved effectiveness			
State 2 2 End date	2018-19	Project Details:	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.		2	2	4
Pr	oject 6	Project Title:	Development of integrated Children's Services	Improved effectiveness			
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	p.ovod ondonvonodo	2	3	6
End date	2020-21	Project Details:	services from 2021/22; continue to develop a CYP integrated commissioning function between PH, CSF and MCCG, towards fully integrated commissioning by 2021/22.				•
Pr	oject 7	Project Title:	Whole System Approaches to Childhood obesity	Improved effectiveness	1		
Start date	2018-19	Project Details:	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 evidence of the children of the control of the		2	2	4
End date	2021-22		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).				

# **Corporate Services**

Corporate Governance				Plan	nning Assum	ntions					The Corporate strategies your
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2017	7/18	201			9/20	2020/21	2021/22	2022/23	service contributes to
Enter a brief description of your main activities and objectives below	Residents	207,		209			,452	212,658	58 214,740		Information Governance Policy
Corporate Governance is made up of 5 core services:	Officers	1	ı								Equality Strategy
I '	Councillors	6	0	60		60		60			Risk Management Strategy
Information Governance - ensuring organisational compliance with Data Protection Act /GDPR and the Transparency agenda, including maintaining the Publication Scheme; managing complaints, MP	Elections	1	1	1				1		2	Procurement Strategy
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	Anticipated non financial resources	2017	2017/18		2018/19		9/20	2020/21	2021/22	2022/23	
Data Protection Regulation	Staff (FTE)	28	3.9	28.8		28.9		27.9	27.9	27.9	
Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor &	Staff - Election	80	00	80	00		0	500	0	1600	
ensures council has robust decision making arrangements.	Staff - Canvas	15	50	150		150		150	50	50	
Electoral Services - Electoral Services carries out the statutory maintenance of the register of	Performance indicator	Actual Pe	rformance (A	) Performan	ce Target (T)	Proposed T	argets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
<u>Electoral Services</u> - Electoral Services carries out the statutory maintenance of the register of electors, administers elections and referendums and undertakes the work needed on boundary and	(LBC2020 indicators highlighted in purple)	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	1 Olarity	Reporting cycle	indicator type	met
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	Audit actions implemented by agreed date	91.1%	90%	90%	90%			High	Quarterly	Business critical	Increased fraud
work load.	Audits completed against plan	98.11%	90%	90%	90%			High	Quarterly	Business critical	Increased fraud
Independent Association of Institute Control of the	Complaints - dealt with in time	67.96%	85%	90%	90%			High	Monthly	Perception	Reduced customer service
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)	Complaints - dealt with in time Complaints progressed to stage 2	67.96% 5%	85% 9%	90% 9%	90% 9%			High Low	Monthly Quarterly	Perception Perception	Reduced customer service  Reduced customer service
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,	· · · · · · · · · · · · · · · · · · ·								,		
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	Complaints progressed to stage 2	5%	9%	9%	9%			Low	Quarterly	Perception	Reduced customer service
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-	Complaints progressed to stage 2 FOI requests - dealt with in time	5% 75.95%	9%	9% 90%	9% 90%			Low High	Quarterly Monthly	Perception Perception	Reduced customer service Reduced customer service
Internal Audit and Investigations- Merton has joined the audit and fraud partnership with its neighbouring authorities. Internal Audit covered by SWLAP (South West London Audit Partnership) and Investigations covered by SWLFP (South West London Fraud Partnership) covering Merton, Kingston, Richmond, Sutton and Wandsworth). The service provides independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Coordinates the Annual Governance Statement. Reviews and updates anti fraud polices. Reports poor practice/weak controls to members. Investigation of external and internal fraud.	Complaints progressed to stage 2 FOI requests - dealt with in time Number of supplementary agendas issued	5% 75.95% 19	9% 85% 18	9% 90%	9% 90% 14			Low High Low	Quarterly Monthly Quarterly	Perception Perception Perception	Reduced customer service Reduced customer service Government intervention
practice/weak controls to members. Investigation of external and internal fraud.	Complaints progressed to stage 2 FOI requests - dealt with in time Number of supplementary agendas issued % of councillors who agree scrutiny function effective	5% 75.95% 19 89	9% 85% 18 75	9% 90% 16 80	9% 90% 14 80			Low High Low High	Quarterly Monthly Quarterly Annual	Perception Perception Perception Perception	Reduced customer service Reduced customer service Government intervention Poor decision making
Internal Audit and Investigations- Merton has joined the audit and fraud partnership with its neighbouring authorities. Internal Audit covered by SWLAP (South West London Audit Partnership) and Investigations covered by SWLFP (South West London Fraud Partnership) covering Merton, Kingston, Richmond, Sutton and Wandsworth). The service provides independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Coordinates the Annual Governance Statement. Reviews and updates anti fraud polices. 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.	Complaints progressed to stage 2 FOI requests - dealt with in time Number of supplementary agendas issued % of councillors who agree scrutiny function effective Ombudsman complaints answered in time	5% 75.95% 19 89 66.28%	9% 85% 18 75 90%	9% 90% 16 80 90%	9% 90% 14 80 90%			Low High Low High High	Quarterly Monthly Quarterly Annual Monthly	Perception Perception Perception Perception Quality	Reduced customer service Reduced customer service Government intervention Poor decision making Rework

		DEPARTM	IENTAL BUDG	ET AND RESOL	JRCES			
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	3,23
Employees	1,413	1,668	1,443	(15)	1,511	1,441	1,441	1,44
Premises	0	15	0	17	0	0	0	(
Transport	28	12	27	(16)	8	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 £ 1000)s	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 (C	2,179	2,398	1,918	(252)	1,968	1,968	1,968	1,968
Government grants	58	74	0	0	0	0	0	(
Reimbursements	105	253	130	(57)	130	130	130	130
Customer eceipts	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	1,260
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	



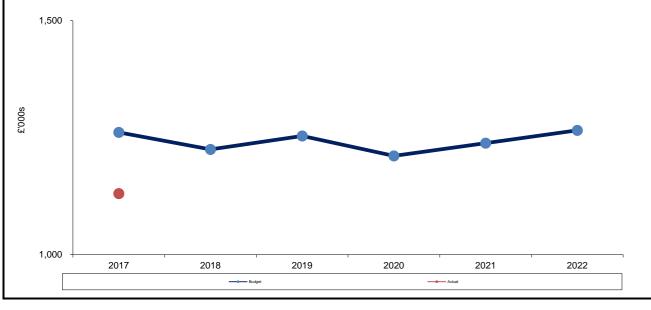


## Summary of major budget etc. changes

## 2019/20

2020/21

CSREP 2019-20 (6) Increase in income from legal services realting to S106M property and court fess £50k



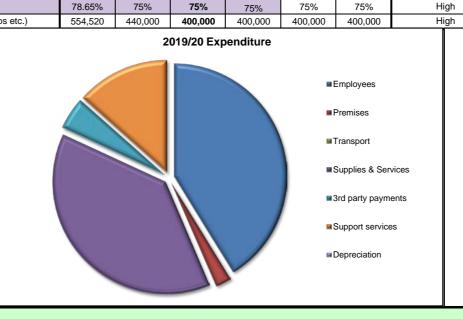
2019-20 CS27 Merge Democratic Services and Electoral Services £70k

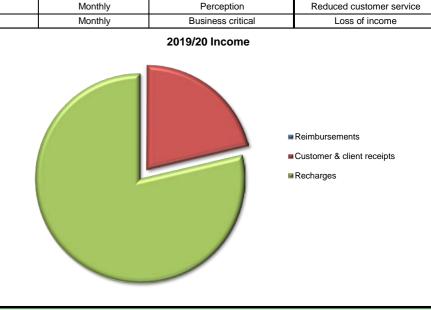
2021/22

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM	M OF 10 OVER THE FOUR YEAR PERIOD			
			Corporate Governance			Risk	
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood		Score
Pro	oject 1	Project Title:	Support new intake of councillors	Improved customer experience			
Start date	2017-18	- Project Details:	To prepare for and then support new intake of councillors following May 2018 council elections and support to councillors who are in new roles (Cabinet, Mayor, Committee chairs). To ensure a smooth		2	2	4
End date	2021-22	·	introduction of any consequent changes to decision making structure or process. Project plan to prepare for May 2018 to be drafted October 2017.				
Pro	oject 2	Project Title:	Efficiency programme in Mayor's Office	Improved efficiency (savings)			
Start date	2015-16	Project Details:	To monitor and review the impact of the Service Level Agreement in the Mayor's Office, particularly in relation to spend on drivers, and negotiate further changes as required to achieve manageable levels of activity and further reduction in spend. To maintain reduction in spend on petrol due to SLA and		3	1	3
End date	2019-20		purchase of hybrid car. To promote online event booking to save staff time and provide improved service for customers.				
Pro	oject 3	Project Title:	Scrutiny Improvement Programme	Improved customer experience			
Start date	2018-19	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the Overview and Scrutiny Commission each year when it receives the Annual Member Survey. Increase public		2	1	2
End date	2021-22		involvement and use of external expert witnesses.				
Pro	oject 4	Project Title:	Creation of centralised Local Land Charges Register	Improved customer experience			
Start date	2014-15	Project Details:	Review of LLC service delivery; dependent on national directive		3	1	3
En <b>o</b> date	2019-20		,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,,				
O Pro	oject 5	Project Title:	2018/22 Administer statutory elections, referendums and ballots.	Risk reduction and compliance			
Stan date	2018-19	Project Details:	Administer full borough council elections in 2022, Mayor of London and London Assembly elections in 2020, and the next parliamentary General Election (currently scheduled for 2022) together with any		3	3	9
End date	2021-22		other referendums and ballots that may be required.				
Pro	oject 6	Project Title:	Work with Local Government Boundary Commission on planned Electoral Review of Merton - implementation for 2022 Council elections	Infrastructure renewal			
Start date	2019-20	Project Details:	Council size proposal due March 2019, warding patterms proposal due July 2019. Draft		3	2	6
End date	2020-21	·	recommendations published September 2019. Final recommendations published February 2020.				
Pro	oject 7	Project Title:	Data Protection Act (DPA18) / General Data Protection Regulation (GDPR)	Risk reduction and compliance			
Start date	2017-18	- Project Details:	To implement action plan targets to introduce new requirements and embed principles as business as		4	3	12
End date	2019-20	1,222 2 3 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	usual.				
Pro	oject 8	Project Title:	To reduce printing costs	Improved efficiency (savings)			
Start date	2019-20	- Project Details:	Roll out Modern Gov App to encourage councillors and senior officers to go paperless at Committee		3	1	3
End date	2020-21	,	meetings. Identify champions. Cascade from CMT.				

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Customers, Policy & Improvement (previously called Business Improvement)	<u> </u>			Pla	anning Assum <sub>l</sub>	ptions					The Corporate strategies your
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance	Anticipated demand	2017	//18	201′	18/19	201	9/20	2020/21	2021/22	2022/23	service contributes to
Enter a brief description of your main activities and objectives below	Telephone callers	4500	,000	400	00000	375	5000	350000	350000	300000	Customer Contact Strategy
Customer Services will:	Continuous improvement & Corporate Change (days)	880	30	8'	880	7	70	660	660	660	Communications Strategy
Through Merton Link provide a first point of contact for most council customers and visitors	Policy, Strategy & Partnerships	1012		10	1012		232	1012	1012	1012	Information Management Strategy
both face-to-face and by the telephone.	Comms & Engagement	112	,20	1/	1430		80	880	880	880	Voluntary Sector Strategy
- Deliver a Translations service and discharge the Concessionary Travel Scheme.		1		1							equality and Community Cohesion Strategy
Discharge the council's responsibilities for the registration of births, deaths, marriages and civil partnerships, citizenship ceremonies and nationality services.	Anticipated non financial resources	2017	7/18	201	2018/19		9/20	2020/21	2021/22	2022/23	Community Plan
Act as a client for the multi-borough coroners service.	Staff - CI & CC (FTE & fixed term)	4.8	8	7	7.0		7.0	5.0	5.0	5	Social Media Strategy
Continuous Improvement and Corporate Change will:	Staff - Policy, Strategy & Partnerships	4.8	8	4	4.6		5.6	5.6	5.6	5.6	
- Support DMTs to embed a culture of continuous business improvement within the organisation	Staff - Customer Services	31	31.4		30.5	29	9.5	29.5	29.5	29.5	
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	Staff - Comms & Engagement	7	7.0		6.5	6.5		6.5	6.5	6.5	
change management principles and methodologies Drive and faciliate the Targeting Operating Models (TOM) refresh process	Performance indicator	Actual Pr	Performance (A	(A) Performa	nce Target (P	) Proposed 1	Target (T)	Polarity	Departing evole	In digetor tumo	Main impact if indicator not
Drive and faciliate the Targeting Operating Models (TOM) refresh process     Quality assure the Improvement Portfolio on behalf of Merton Improvement Board (MIB), DMTs	(LBC2020 indicators highlighted in purple)	2017/18(A) 2018/19(T)		2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	Polarity	Reporting cycle	Indicator type	met
and CMT.	% positive and neutral coverage tone	87.58%	92%	85%	85%	85%	85%	High	Monthly	Perception	Reputational risk
The <b>Policy, Strategy and Partnerships team</b> supports the Council's approach to partnership working, including the Merton Partnership, and its annual Conference. It provides advice on	No. of new volunteers recruited	618	350	350	300	300	300	High	Quarterly	Outcome	Reduced customer service
equalities and the Council's approach to Equality Assessments. It has the lead role on the	% who agree people from different backgrounds get on (ARS)	N/A	90	90	80	80	80	High	Annual	Perception	Reputational risk
Council's Prevent duties and is the key liaison point. It manages the relationship with the voluntary	% 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
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.	% of residents who feel informed about council services (ARS)	N/A	81	N/A	81	N/A	TBC	High	Annual	Perception	Reputational risk
The <b>Communications team</b> is responsible for promoting and protecting the reputation of the	% 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
council by communicating with Merton's key stakeholders using a range of channels including	% of on-line transactions	72.59%	63%	64%	65%	66%	66%	High	Monthly	Business critical	Reduced customer service
media relations, My Merton, social media, campaign marketing as well as corporate events. It also oversees Consultation and Engagement corporately.	First contact resolution	78.65%	75%	75%	75%	75%	75%	High	Monthly	Perception	Reduced customer service
Ovologo Golfandilon and Engagement surprising.	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

						Event in	come (Marriages	, Civil Partners
		DEPARTM	MENTAL BUDG	ET AND RESO	URCES			
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 £ 1000)s	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 (C	4,555	4,738	4,729	28	4,553	4,568	4,568	4,568
Government	66	51	16	(50)	0	0	0	0
Reimbursements	3	7	3	0	3	3	3	3
Customer eceipts	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 O					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
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## Summary of major budget etc. changes

2019/20

2020/21

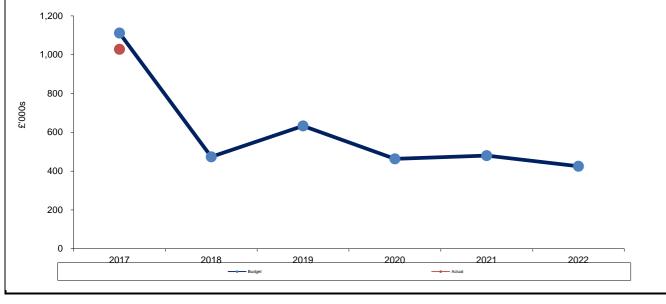
CS2016-05 Increase income through translations £15k

CS2016 -07 Cash Collection Reduction £30k

1,900

2018-19 CS09 Reduction/rationalisation in running costs budgets across multiple budgets £35k

CS2016 -06 Merton Link - efficiency savings £30k



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

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			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT				
			Customers, Policy & Improvement (previou	l ·		Risk	
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood		Score
Pro	ject 1	Project Title:	Customer Contact project	Improved customer experience			
Start date	2018-9	Project Details:	Build on the deliverables of the CC Programme to deliver enhancements and improvements to increase automated service requests via the website in support of a refreshed Customer Contact	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	5	2	10
End date	2019-20	.,	Strategy.	expect the programme to support and enable the achievement of savings and efficiencies within individual services.			
Pro	ject 2	Project Title:	Redesign of Merton Link	Improved customer experience			
Start date	2018-9	Project Details:	Implement the redesign of Merton Link to improve the customer experience and increase self service.		5	2	10
End date	2019-20						
Pro	ject 3	Project Title:	Community Plan	Improved effectiveness			
Start date	2018-19	Project Details:	Develop a new community plan for Merton 2019/25.		TBC	TBC	0
End date	2019-20	i Toject Details.	Develop a new community plan for injection 2019/25.				

Human Dassauras																		The Company to the to
Clir Mark	Hu Allison: Deputy	man Resource: Leader & Cabir		Finance			Anticinat	ed demand		2017/18		nning Assum 18/19		9/20	2020/21	2021/22	2022/23	The Corporate strategies your service contributes to
	description of y					Employees in		payroll, advice, L8	&D, EAP etc.	4,200		000		800	3,800	3,800	LULLILU	Workforce Strategy
	· · · · · ·		-			1 17111		to be appointed	,	150		40		45	140	142		Economic Development Strategy
Support effective people development of a workforce	e management	t across the o	organisation tl	hrough			New Apprentice	es to be appointed		33	,	33	3	33	33	33		Equality and Community Cohesion Strategy
						A	•	financial resource	es	2017/18		18/19	201		2020/21	2021/22	2022/23	
<ol> <li>Implement and maintain data, payroll, performance</li> </ol>	emicient HR t management	ransactions fo t, appraisal, le	or recruitmen earning and d	t, induction, e levelopment	empioyee			(FTE)		33		2.5 6		<b>2.5</b> 7.9	31.5 7.9	31.5	31.5	
3) Provide HR advice and	•		•	•			Apprent	ices (FTE)		2		р	<i>'</i>	.9	7.9	7.9	7.9	
	-																	
4) Produce HR metrics, an	alyse people-ı	related proble	ems and take	appropriate a	actions		Performan	ce indicator		Actual Performance	(A) Performa	ince Target (T	) Proposed	Target (P)	Delevite	Domontino conto	la dia eta e terra	Main impact if indicator not
5) Produce HR strategies,	policy framew	orks and syst	tems to supp	ort effective p	eople	(LBC:	2020 indicators	highlighted in pu	urple)	2017/18(A) 2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	Polarity	Reporting cycle	Indicator type	met
management								hire (days)		88 90	90	90	90		Low	Monthly	Outcome	Increased costs
6) Support and develop ca	pacity building	in Members				No. of wor		sickness, excludir	ng schools	8.96 7.5 96% 98%	98%	7 98%	7 98%		Low High	Monthly Annual	Outcome Outcome	Increased costs Poor decision making
								&D satisfaction		100% 83%	90%	90%	90%		High	Quarterly	Outcome	Poor decision making
						No. of appren		ls (Govt Apprenticeshi	nip Levy Scheme)	35 46	46	46	46		High	Quarterly	Outcome	Increased costs
						No. of appre	ntices in schools	Govt Apprenticeship	Levy Scheme)	N/A N/A	TBC	TBC			High	Quarterly	Outcome	Increased costs
								New Starts incl so		N/A N/A	TBC	TBC			High	Quarterly	Outcome	Increased costs
							. ,	engagement (Staff S		N/A 87%	N/A	87%	N/A		High	Biennial	Outcome	Reputational risk
<del>9</del>								nd Merton as a placesignation rate	ice to work	N/A 90% 9.15% 12%	N/A 12%	90%	N/A 12%		High Low	Biennial Quarterly	Perception Outcome	Select impact Select impact
DEPARTMENTAL BUDGET AND RESOURCES							v Sidillary Te	o.gridion rate					12/0	1	I	Quarterly		оегест піраст
	Final Budget	Actual	Budget	Forecast	Budget	Budget	Budget	Budget		2	2019/20 Ex	penditure					2019/20 Income	
Revenue £'000s	2017/18	2017/18	2018/19	Variance	2019/20	2020/21	2021/22	2022/23					■Ei	mployees				
Expenditure	3,043	2,706	2,781	2018/19 P7 (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					= D:	remises				
Premises Transport	47	12	48	(36)	49	9 49	50	51						remises				■ Reimbursements
Supplies & Services	207	(4)	210		100													- Neimbursements
3rd party payments Support services	290 398	415 420	294 368		303							- 4	■Tr	ransport				1
Depreciation	390	420	300		300	308	300	300					١.					Customer & client
Davieron Cloop	Final Budget	Actual	Budget	Forecast	Budget	Budget	Budget	Budget	- 1				■Si	upplies & Service	25	1		receipts
Revenue £'000s	2017/18	2017/18	2018/19	Variance 2018/19 P7	2019/20	2020/21	2021/22	2022/23	1					applico a colvio			1	■Recharges
Income D	2,953	2,747	2,781		2,781	2,788	2,788	2,788					/					■ Necharges
Governmetrarants Reimburserents	79	122	79	(38)	79	9 79	79	79					■3r	d party payment	is			
Customer & client receipts	560	364	560	185	560	567	567	567										
Recharges Reserves	2,314	2,261	2,142	0	2,143	2,143	2,143	2,143					■Sı	upport services				
Capital Fun																		
Council Funded Net Budget	90	(41)	0	Forecast	85		(0.7	(54)										
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Variance	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23						Summary	of major budget etc	c. changes		
	2011710		20.07.0	2018/19 P7	20.0/20	-0-0/									2019/20			
								-							2010/20			
		0	0	0	0	0	0	0							2020/21			
400										Realignment/redesign of l Charge for voluntary sector		o provide servi	ices to the or	ganisation and	mitigate associated risk	s £50k		
100								1	2019-20 0303	Charge for voluntary sector	n payron £7K							
80 -																		
60 -			7															
40 -								_							0004/00			
sooo									2010 20 0020	Pavious of contract core	omonto C400l	,			2021/22			
0003 20 -								[ ]	2019-20 CS26	Review of contract arrange	ements £120k							
0				-														
2017	20	18	2019	2020		2021	2022											
-20 -																		
-40 -					\			-							2022/23			
								-							LULLILU			
-60 -																		
						_												

-80

**──**Budget

----Actual

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

Γ Modernisation

Aulti Function Devices

## 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.

Infrastructure and Technology (previously Infrastructure & Transactions)

Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance

Enter a brief description of your main activities and objectives below

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 eficiency 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.

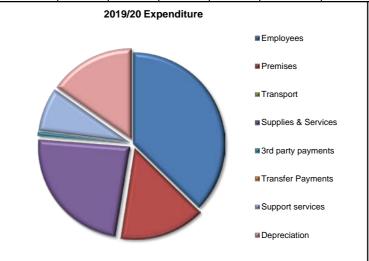
Client Financial Affairs - Act as court appointed deputies for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in 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.

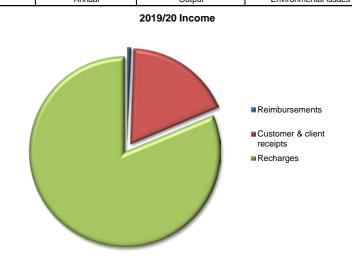
Commercial Services - Are the strategic centre of excellence for procurement and catagory management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.

		Planning Assumpti	ions				The Corporate strategies your
Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	service contributes to
Repairs & Maintenance of Corporate Buildings (Revenue)	740,000	700,00	600,00	500,00	500,000	500,000	Civic Centre Accommodation Strategy
IT Service Calls	28,500	27,800	25,500	25,000	25,000	25,000	IT Strategy and Implementation Plan
Health & Safety Statutory Inspections	100	100	100	100	100	100	Risk Management Strategy
Transactions requested by departments	85,000	80,000	80,000	80,000	80,000	80,000	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		,	et (T) Proposed Target (P)	Polarity	Poporting avala	Indicator type	Main impact if indicator not
(LBC2020 indicators highlighted in numbe)	2017/18/A) 2018/10/T)	2010/20/P) 2020/21/P)	2021/22(D) 2021/22(D)	Folarity	Reporting cycle	indicator type	met

Business Systems (FTE)	28.7 25.2				2	25.2	25.2	25.2	25.2	
Performance indicator	Actual Perf	ormance Tar	get (A) Perfo	rmance Targe	et (T) Propose	ed Target (P)	Polarity	Departing evole	Indicator type	Main impact if indicator not
(LBC2020 indicators highlighted in purple)	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2021/22(P)	Polarity	Reporting cycle	indicator type	met
Customer Satisfaction - IT incident resolution	96.33%	90%	90%	90%	90%	95%	High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	79.57%	75%	75%	75%	75%	80%	High	Monthly	Outcome	Reduced service delivery
Systems availability	99.77%	99%	99%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery
Health and Safety workplace inspections completed on time	51	50	50	50	50	50	High	Quarterly	Outcome	Breach statutory duty
Income - External Fees	320,282	320,000	320,000	320,000	320,000	320,000	High	Quarterly	Output	Loss of income
Invoices paid within 30 days from invoice date	91%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Invoices paid within 30 days of receipt by LBM	88%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Number of staff working from Civic Centre	1,200	1,200	1,300	1,400	1,400	1,400	High	Quarterly	Outcome	Underused resource
Repairs & Maintenance ratio of Reactive to Planned	34/66	30/70	30/70	30/70	30/70	30/70	High	Annual	Outcome	Increased costs
New referrals processed within 21 days	100%	94%	95%	95%	95%	95%	High	Monthly	Outcome	Reduced customer service
Client Post Office voucher acc't balance falls below £2.5K	0	0	0	0	0	0	Low	Monthly	Outcome	Customer hardship
% of influencible spend published on contracts register	50%	85%	85%	95%	99%	99%	High	Quarterly	Outcome	Reputational risk
% of suppliers accounting for the 20% of influencible spend	91%	60%	80%	75%	70%	70%	Low	Annual	Output	Increased costs
CO2 emissions from corporate buildings (tonnes)	5849	7434.32	7128.8	6914.94	6800	6800	Low	Annual	Output	Environmental issues

						CO2 em	issions from cor	porate buildings	(tor
		DEPARTM	ENTAL BUDGE	T AND RESOU	RCES				Г
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	1
Employees	5,386	5,966	5,097	118	5,438	5,258	5,258	5,258	1
Premises	2,763	3,106	2,143	64	2,199	1,865	1,824	1,862	1
Transport	27	18	27	(6)	25	26	26	27	1
Supplies & Services	3,274	3,259	3,596	(699)	3,443	3,507	3,572	3,637	1
3rd party payments	112	0	98	(98)	100	101	103	104	1
Transfer Payments	9	1	9	0	10	10	10	10	1
Support services	1,191	1,262	1,130	0	1,130	1,130	1,130	1,130	1
Depreciation	1,960	1,960	1,961	0	2,222	2,222	2,222	2,222	1
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	1
Government grants	0	0	0	0	0	0	0	0	1
Reimbursements	81	183	81	(61)	81	81	81	81	1
Customer & client receipts	2,481	2,886	2,501	453	2,608	2,608	2,728	2,728	1
Recharges	11,780	11,732	11,705	0	11,705	11,705	11,705	11,705	
Reserves									1
Capital Funded									1
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	C
Water/Fire Safety Works		211	350	0	0	0	0	0	2
IT Systems projects		306	396	9	1,055	275	50	340	2
Social Care IT System		402	150	0	400	0	0	0	2





## Summary of major budget etc. changes

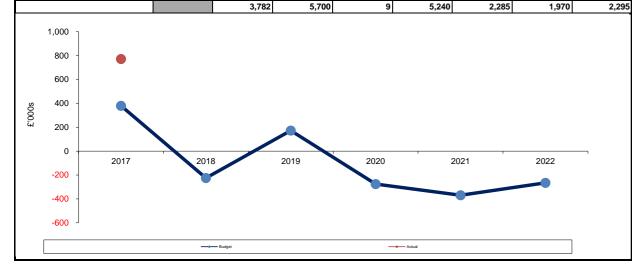
CS2016-08 Income from letting two floors vacant space in Civic Centre £190k

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



1,965

1,735

600

1,060

970

1,005

1,034

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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Infrastructure and Technology (previously				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT		Risk	
Dec	oject 1	Project Title:	Implementation of IT Strategy & Plan		Likelihood	Impact	Score
Start date	2018-2019	Project Title.  Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information	Infrastructure renewal	3	3	9
End date	2022-23	Project Details.	derived from departmental Target Operating Models.				
Pro	oject 2	Project Title:	Implementation of 4P's project	Infrastructure renewal			
Start date	2018-19	Project Details:	Procure and implement M3LP and M3PP hosted environment to facilitate the delivery of the three		3	2	6
End date	2019-20	ŕ	borough shared Regulatory Service.				
Pro	oject 3	Project Title:	Replacement of PABX Equipment	Infrastructure renewal			
Start date	2018-19	Project Details:	Replace obsolete PABX and associated telephony equipment.		2	3	6
End date							
Pro	oject 4	Project Title:	Implement New Procurement Service Delivery Model	Improved efficiency (savings)			
Start date	2018-19	Project Details:	Implement a new "Centre led" procurement operating model and embed catagory management across		4	2	8
En <del>d d</del> ate	2019-20	,	the Council.				
G Pro	oject 5	Project Title:	Energy "Invest to Save" Initiatives	Improved sustainability			
Standdate N	2016-17	Project Details:	Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum financial pay back of between 7 and 10 years.		3	2	6
	oject 6	Project Title:	Undertake 'Make/Buy/Share' reviews of key service provision	Improved efficiency (savings)			
Start date	2018-19		Review of current operational service delivery models to ensure that the Council is utilising the most	, , , , , , , , , , , , , , , , , , , ,	3	2	6
End date	2020-21	Project Details:	cost effective and efficient means of providing services to both internal and external customers.		Č	_	
Pro	oject 7	Project Title:	Review Departmental Business Continuity/Disaster Recovery plans	Risk reduction and compliance			
Start date	2018-19	Project Details:	Undertake a review and refresh of the Councils Business Continuity and Disaster Recovery plans and		2	2	4
End date	2019-20	,	arrangements in order to ensure that they are robust and fit for purpose.				
Pro	oject 8	Project Title:	Upgrade to Office 365	Improved effectiveness			
Start date	date 2019-20  Project Dataile: Complete works to upgrade from current version of Microsoft Office to Office 365 and implement		Complete works to upgrade from current version of Microsoft Office to Office 365 and implement cloud		4	3	12
End date	2021-22 based services, including telephony.						
Pro	oject 9	Project Title:	Flexible Working (Phase 2)	Improved efficiency (savings)			
Start date	2018-19	Project Details:	Phase two of the Flexible Working will further promote the innovative use of modern IT technology, infrastructure and office accommodation in order to enable the Council to continue to deliver its		3	2	6
End date	2019-20	,	services in the most efficient and cost effective manner possible.				

Resources				Pla	nning Assu						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	Revenue/Capital Budget Managers supported	13	136/23		6/23	136/	/23	136/23	136/23		Capital Strategy
· Accountancy - manage financial health of the council through advice & support to officers and Members,	Budget, Service, Performance & Risk Monitoring Reports	•	10	1	0	10	0	10	10		Medium term Financial Strategy
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	Benefit/Council Tax support claimants	14	,500	14,	000	14,0	000	13,000	13,000		Procurement Strategy
information is stored in our financial systems.	Telephone callers	450	,000	400	,000	375,0	000	350,000	350,000		Risk Management Strategy
Business alemaine, assess Fires siel Charles & Conital Charles (Manifesier Fires siel Contant	Face to face customers	80	,000	70,	000	65,0	000	60,000	55,000		Treasury Management Strategy
<ul> <li>Business planning - manage Financial Strategy &amp; Capital Strategy/Monitoring, Financial Systems</li> <li>Liaison &amp; Development, Business &amp; Service Planning, Performance Management (PM) &amp; Risk</li> </ul>	Council tax properties	84	84,000		000	85,5	500	86,000	86,500		
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 &	Anticipated non financial resources	201	2017/18		8/19	2019	)/20	2020/21	2021/22	2022/23	
projections, challenge services to improve their performance management to facilitate transformation, data	Staff (FTE)	145.8		145.1		145.5		141.5	141.5	141.5	
quality and risk management. The Team is also responsible for the development and maintenance of e5 in accordance with legislation and best practice.	Staff (Trainees)	2		1		1		1	1	1	
·											
<ul> <li>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.</li> </ul>	Performance indicator	Actual P	erformance	(A) Performa	nce Target (	T) Proposed Ta	arget (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
and cash), pension and insurance funds and oversee the contract for pensions administration.	(LBC2020 indicators highlighted in purple)	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	Folatily	Reporting cycle	mulcator type	met
• Local Taxation - responsible for Council Tax & Business Rates collection and Debt Recovery.	Accuracy of P10 Revenue Forecast (compared to outturn)	91%	90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
,	Accuracy of P8 Capital Forecast		90%	90%	90%	90%		High	Annual	Outcome	Poor decision making
· Housing Benefit - responsible for administering housing and council tax benefit schemes & identification	Number of Adjustments to Draft Accounts	2	٥	_	^	00/		Low	Annual	Rusiness critical	Panutational Rick

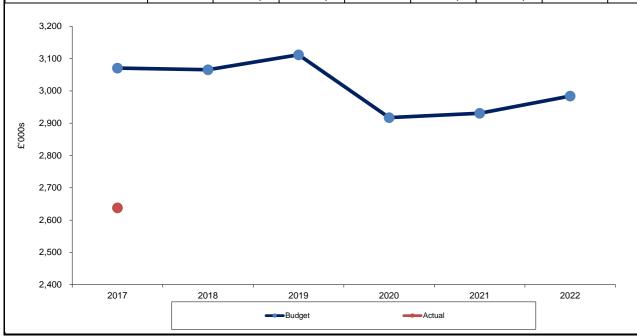
· Housing Benefit - responsible for administering housing and council tax benefit schemes & identification
and prevention of fraud;

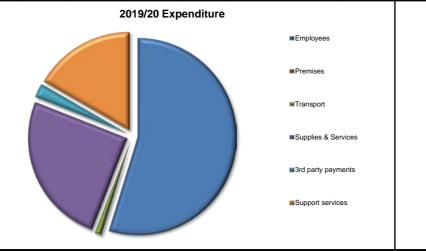
· Bailiffs - collection of outstanding warrants in a shared service between Sutton & Merton for all areas especially council tax and parking fines.

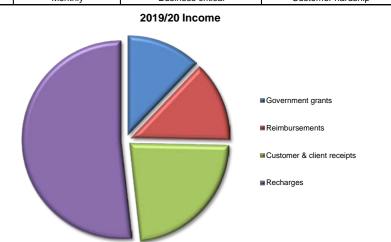
• Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered towards the end of this service plan period but 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

Stan (172)		0.0		0.1		0.0	111.0	111.0	141.5	
Staff (Trainees)		2		1		1	1	1	1	
Performance indicator	Actual Po	ctual Performance (A) Performance Target (T) Proposed				Target (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
(LBC2020 indicators highlighted in purple)	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	Folality	Reporting Cycle	mulcator type	met
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	w Monthly Bu		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

						Time taker	1 to process non	Tiodoling Di
		DEPARTME	NTAL BUDGE	T AND RESOUR	RCES			
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		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
Incon <b>(</b>	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
Custon & client receipts	1,917	2,631	1,917	(853)	2,067	2,087	2,102	2,102
Rechaliges	4,982	4,976	4,674	0	4,674	4,674	4,674	4,674
Reserve								
Council Funded Net Budget	3,071	2,638	3,066	( ,	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

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)	) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			Resources	3			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Evaluation of future funding levels	Risk reduction and compliance	LIKCIIIIOOG	impact	00010
Start date  End date	2017-18	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.	Requires considerable horizon spotting activity a performance indicator would be developed comparing the estimated grant levels compared to those actually received.	2	3	6
Pro	oject 2	Project Title:	Financial systems re-engineering programme	Improved effectiveness			
Start date	2013-14	r rojest ritte.	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	· ·	2	2	4
End date	2019-20	Project Details:	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.	-	_	
Pro	oject 3	Project Title:	Develop and implement whole life costing for capital projects	Improved effectiveness			
Start date	2018-19	Project Details:	This project will be undertaken in four stages  1) Develop a template to capture appropriate information  2) Pilot the template on two selected schemes		3	2	6
End date	2019-20	,	Amend the template     Apply the temple to selected schemes				
Pro	oject 4	Project Title:	Pilot Early closure of Accounts	Improved effectiveness			
Standate	2018-19	Project Details:	2 years of early closing of accounts was undertaken in preparation of 17/18 when the early close deadlines applied.  Work is currently underway to ensure the lessons learned from the 17/18 closedown process and external auditors comment are addressed and changes implemented for 18/19. Additional resource has been allocated to the closing of accounts team.		1	3	3
	oject 5	Project Title:	Universal Credit Implementation	Economic autoomos			
Start date	2015-16	Project fille.	Implement the roll out of UC in Merton and provide a support framework to assist claimants claim UC	Economic outcomes			
		Project Details:	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		2	1	2
End date	2019-20		Government finally determine.				
Pro	oject 6	Project Title:	Council Tax support scheme	Economic outcomes			
Start date	2017-18	Project Details:	During 18/19 options for a revised scheme will be reviewed for Council decision and possible implementation for 19/20. Moving forward we will review our discretionary rate relief for		2	1	2
End date	2019-20	·	implementation in 2019/20				
Pro	oject 7	Project Title:	Review Debt Collection Processes	Improved effectiveness			
Start date	2015-16	Project Details:	With the implementation of the new Financial management computer systems a lean review of the		2	1	2
End date	2019-20	1 Tojoot Dotaiis.	existing debt collection processes is being undertaken as part of the system implementation.				

														.,					The Oranic de la constant de la cons
Olla Mania	Share Allison: Deputy	ed Legal Servi		r Einanaa			Antisiast	ed demand		201	7/18	Plan 2018	nning Assur	•	19/20	2020/21	2021/22	2022/23	The Corporate strategies your service contributes to
	f description of							ours for Merton			125	19,1			),125	17,632	17,632	2022/23	Contribute to all Corporate Strategies
					5	-		urs for Richmond	4	13,		13,8			3,828	13,828	13,828		Commission to all Corporate Challegies
The service delivers legal advided the Merton, Sutton, Richmond, War	ce, support and re ndsworth and the	epresentation to Royal Borough	o all services act of Kingston und	ross the London on Thames, inclu	Boroughs of uding to arms			nours for Sutton	<u>-</u>	22,		22,8			2,835	22,835	22,835	<del></del>	
length delivery vehicles (Achiev								ours for Kingston	<u> </u>	11,		11,3			,329	11,329	11,329	+	
authority trading companies.  The service also provides advice	ce in relation to the	e constitution a	nd decision mal	king processes ir	n all councils			rs for Wandswor		22,		22,4			2,487	22,487	22,487		
and advice to members in relati	ion to their roles.	c constitution a	na accision mai	King processes ii	an councils	Char	geable hours for	Achieving for C	hildren 11,222			11,2	222		,222	11,222	11,222 11,222		
								utton Housing Pa		2,5		2,5		2,	,516	2,516	2,516		
						Aı	nticipated non f	financial resour	ces	201		2018			19/20	2020/21	2021/22	2022/23	
							Staff	(FTE)	108.3 106.1 <b>105.3</b>				103.3	103.3	103.3				
							Appre	entices		2	2	2	2		6	6	6	6	
												(1) 7 (			. (5)				
							Performan	ce indicator			2018/19(T)	e (A) Performan 2019/20(P)	2020/21(P)		2022/23(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
							Charges	able hours		105,229	103,722	103,939	103,939	103,939	) 2022/23(P)	High	Monthly	Business critical	Loss of income
								for SLLP		58,291	£100,000		£100,000			High	Quarterly	Outcome	Loss of income
						1st draft S10		nt to client dept	within 10 days	98.92%	90%	95%	95%	95%	+ +	High	Quarterly	Perception	Reputational risk
								of successful or		99.75%	80%	85%	85%	85%		High	Quarterly	Perception	Reputational risk
								vs within 20 work		55%	80%	80%	80%	80%	+ +	High	Quarterly	Perception	Breach statutory duty
									<u> </u>							<u> </u>	· · ·	· · · · · · · · · · · · · · · · · · ·	, ,
												† †			<del>                                     </del>		1		
		DEPART	MENTAL BUDG	GET AND RESO	URCES							2019/20 Exp	enditure					2019/20 Income	
Deverage Close	Final Budget	Actual	Budget	Forecast	Budget	Budget	Budget	Budget	]				- J. 1411UI G					LU. WEU INCUING	
Revenue £'000s	2017/18	2017/18	2018/19	Variance 2018/19 P7	2019/20	2020/21	2021/22	2022/23											
Expenditure	6,759	10,200					6,904	6,904											
Employees	5,928	6,140																	
Premises	5	, 6	5 5	5 0	5	5	5	5						■Empl	loyees				1
Transport Supplies & Services	28 559								1			NII.		■ Prem	nises				
3rd party payments	559	3,590		7 ( <del>95)</del>			0		1			<b>VI</b>		\					■Customer &
Support services	240			5 0			245	245	j			N		■Trans	sport				client receipts
Depreciation				<u> </u>	ļ <u> </u>							<b>V</b>		■ Sunn	olies & Services				I
Revenue £ <b>00</b> 00s	Final Budget	Actual	Budget	Forecast Variance	Budget	Budget	Budget	Budget				-71		_ зоирр					1
Kevenue <b>Lyy</b> os	2017/18	2017/18	2018/19	2018/19 P7	2019/20	2020/21	2021/22	2022/23						■3rd p	party payments				1
Income ①	6,759	10,207	6,892		7,019	7,019	7,019	7,019	1					■ Cunn	port services				1
Government grants Reimburse wents	0	0 3,137	0	0	0	0	0		1					■Supp	JOIL JOI VICES				1
Customer & ent receipts	6,759	7,070		2 (67)	7,019	7,019			1										
Recharges	0	0	0	0 0	0	0	0	,,,,,	]										
Capital Funded Council Funded Net Budget	(0)	(0)	(0)	) 10	(0)	(445)	(445)	(445)											
Council Funded Net Budget	(0)	(8)	(0)	Forecast	1	(115)	(115)	` '											
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Variance	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23							Summary of	major budget e	tc. changes		
	2017/10	2017/10	2010/19	2018/19 P7	2013/20	2020/21	2021/22	2022/23								0040/00			
				1												2019/20			
	+			+					-										
	+					<del>                                     </del>	<del>                                     </del>	<del>                                     </del>	1										
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	1								1										
									<u> </u>										
	0	0	0	0	0	0	0	0								2020/21			
									2018-19 CS1	12 SIID ***	uction in In	naal domond C	50k						
40 7									1			_							
									2019-20 CS1										
-10 - 2017	20	18	2019	2020	-	2021	2022		2019-20 CS1	15 Reduce civ	il litigation	legal support	by 50% £4	15k					
2017	20		2010	2020			۷۷۷۷												
-60 -																			
																2024/22			
soc 440																2021/22			
\$000 -110 -																			
-160 -																			
-210 -																			
																2022/23			
-260 -																			
-310																			
3.0																			
		<b>Budget</b>																	
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			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)				
			Shared Legal Se	rvices			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS		Risk	
				MINORY RODES TO BENEFITO	Likelihood	Impact	Score
Pro	oject 1	Project Title:	Increase 3rd party income	Economic outcomes			
Start date	2019-20	Project Details:	To increase income from fees and charges of 3rd parties across all partner councils and explore generating income from providing legal advice and support to other authorities. Target: additional		2	1	2
End date	2019-20	r reject Botaile.	£295k				
Pro	oject 2	Project Title:	Further expansion of SLLP	Economic outcomes			
Start date	2019-20	Project Details:	To provide an expanded legal support and advice service to Achieving for Children. Income target for		2	1	2
End date	2020-21	r roject Betane.	2019/20 - £50k; target for 2020/21: £80k				
Pro	oject 3	Project Title:	Develop Transactional Team	Improved effectiveness			
Start date	2019-20	Project Details:	To establish a transactional team for high volume routine matters to deliver efficiency savings		2	1	2
End date	2020-21	i roject Details.	To establish a transactional team for high volume foutine matters to deliver emidency savings				

# **Environment & Regeneration**

		t and Building															The Corporate strategies your
Cllr Martin Whelton					ng			ed demand		2017/18	2018		2019/20	2020/21	2021/22	2022/23	service contributes to  Economic Development Strategy
Enter a brief description of your main activities and objectives below Enforcement cases									nnt\	503 3604	55 36		580 3700	580 3700	580 3700		Merton Regeneration Strategy
Building Control  Building Control competes with Approved Inspectors.(AIS). We provide a Building Control Service in  BC applications (economy dependence)  BC applications (economy dependence)										1600	16		1700	1750	1750	+	Medium Term Financial Strategy
competition with AIS to deliver high quality Building Control advice and regulation. We also regulate Tree applications									,	600	55		550	550	550		- I and the state of the state
safety of structures and also sports grounds.  Development control  Pre application								olications		112	11		115	115	115		
Promote sustainable regeneration by assessing and determining planning applications against the  Planning performance agreen								nance agreements		25	2		25	25	325		
adopted policies for the built environment contained within the council's Core Strategy. Continue to implement the Mayoral, Community Infrastructure Levy (CIL) charging regime.								· · · · · ·	·	640	64		640	650	650		
implement the iviayoral, Comr	numity minastruc	ture Levy (CII	L) charging re	giiie.		An	•	inancial resources	3	2017/18	201		2019/20	2020/21	2021/22	2022/23	
Objectives								(FTE)		34	A) Performan		34 T) Proposed Target (P)	34	34	34	Main import if in Process
- continue to concentrate on the commercialisation of the Building Control (BC) service and maintain  Performance in  (LBC2020 indicators high									ple)	2017/18(A) 2018/19(T)				Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
review the pre-application charging regime for Development Control (DC) and to investigate							% Major applications processed within 13 weeks			73.16 67	68	69	70	High	Monthly	Quality	Reduced customer service
whether additional income generation is possible especially through Planning Performance						% Minor applications processed within 8 weeks				63.04 67	71	72	73	High	Monthly	Quality	Reduced customer service
Agreements implement mobile/flexible working to improve efficiency						% Other applications processed within 8 weeks				69.53 80	82	83	84	High	Monthly	Quality	Reduced customer service
-as part of sustainable commu			nsive developn	ment managem	nent process	Volume of Planning applications Total				3077 4500	4400	4400	4400	High	Monthly	Quality	Reduced customer service
to encourage regeneration re-procure the M3 database (on going)							% appeals lost Income (Development and Building Control)			27.13 35	35	35	35	Low	Quarterly	Perception	Reputational risk
- move away from expensive and transient temporary staff towards a more established and reliable									rol)	£1.579m £1.888m	£1.888m	£1.888m	£1.888m	High	Monthly	Business critical	Loss of income
staffing base						% Market share retained by LA (BC)  Number of enforcement cases closed			<u> </u>	51.88 54	54	54	55 540	High High	Monthly Monthly	Perception Quality	Loss of income  Reduced service delivery
										231 450 731 650	520 650	530 650	650	Low	Monthly	Quality Output	Reduced service delivery  Reduced service delivery
	MENTAL BUDG	Backlog of enforcement cases											reduced service delivery				
			Forecast						2	019/20 Exp	enditure				2019/20 Income		
Revenue £'000s	Final Budget	Actual	Budget	Variance	Budget	Budget 2020/21	Budget	Budget									
	2017/18	2017/18	2018/19	2018/19 P7	2019/20		2021/22	2022/23									
Expenditure	2,537	2,454	,			2,698	2,702										
Employees Premises	1,594	1,645	1,642	53	1707	1707	1707	1707					■Employees				
Transport	26	13	26	(1) (13)			27						1.7.72				
Supplies & Services	180	100	242			258	262						■Premises				
3rd party payments Transfer payments	0		0	0 0	- v	0 0	0										Poimhumonanta
Support services	735	689	704	,		704							■Transport			//	Reimbursements
Depreciation				Farcasi				$\vdash$	-							V	■ Customer and client
Revenue £'090s	Final Budget	Actual	Budget	Forecast Variance	Budget	Budget	Budget	Budget					■Supplies & S	ervices			receipts
Ø	2017/18	2017/18	2018/19	2018/19 P7	2019/20	2020/21	2021/22	2022/23									1
Income Government Parants	2,202	1,768	1,975	<b>233</b>		1,984	<b>1,984</b>						■Support servi	ices			
Reimburse nents	84	207	87		97	97	97										/
Customer & client receipts	2,118	1,561				1887							7				,
Recharges Reserves								<del>                                     </del>									
Capital Funded	<u>                                     </u>																
Council Funded Net Budget	335	686	641	231	710	714	718	722									
Capital Budget (1000-	Final Budget	Actual	Budget	Forecast	Budget	Budget	Budget	Budget					C	of major burdenst at	o changes		
Capital Budget £'000s	al Budget £'000s 2017/18 2017/18 2018/19 Variance 2018/19 P7 2019/20 2020/21 2021/22 2022/23								Summary of major budget etc. changes								
														2019/20			
								<u> </u>									
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		0	0	0	0	0	0	0						2020/21			
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2018 Budget

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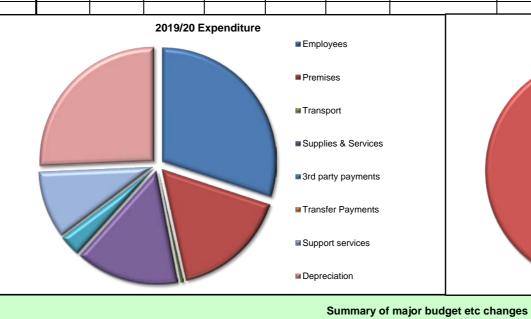
			Development and Building	Control			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT		Risk	
Pro	oject 1	Project Title:	Commercialisation of Building Control	Improved efficiency (savings)	Likelihood	Impact	Scor
110	oject i	i roject ritie.	Commercialisation of Building Control	improved emciency (savings)	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

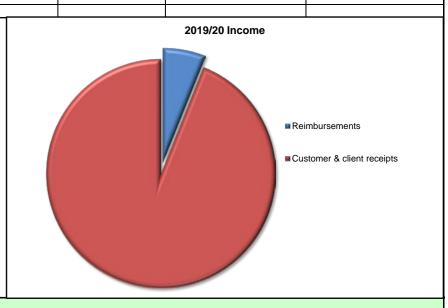
		n & Traffic and									40		nning Assur		0.100	000010			The Corporate strategies your service
	Iton: Cabinet Mem				ng		Anticipate			2017		201		2019		2020/21	2021/22	2022/23	contributes to
	ief description of y			ctives below			Popul			207,4		209	*	210,	-	212,658	214,740		Air Quality Action Plan
Future Merton is the council's le long-term sustainability of the b				a great place an	d enhancing the		(includes thos			86,5		87,		88,0		89,300	90,600		Climate Change Strategy
quality of life of our residents.	orough. Everyaning	we do is about	making werten	a great place an	d crinarioning the	Ві	isinesses (inclu		es)	12,0		12,		13,		14,000	14,500		Community Plan
The team plans and monitors the	o dolivory of now by	ousing in Mortor	and cupports t	the creation of n	w husinossos		Electric \			25			00		50	400	500	0000/00	Economic Development Strategy
and jobs. We manage the coun	cil's Highway & Stre	et Lighting cont	racts and ensur			Anti	cipated non fir Staff (		rces	<b>2017</b>		201	8/19	2019	18	<b>2020/21</b> 48	<b>2021/22</b> 48	<b>2022/23</b> 48	Employment and Skills Action Plan  Health & Wellbeing Strategy
roads, footways, cycleways and	street lighting are v	vell maintained	and safe.				Stail (	FIE)		48	'	4	0	4	ю	46	40	40	Local Plan
The team also manage major to	own centre and esta	te regeneration	projects and lea	ad on the coordir	nation of					+				-	+				Local TfL Implementation Strategy
infrastructure projects such as	Crossrail 2 and Tran	nlink. We are re	sponsible for de	elivering locally,	objectives in the		Performanc	. indiantar		Actual Po	formanco /	A) Porforma	aco Targot (T	 Γ) Proposed T	Target (D)				Local TIL Implementation Strategy
Mayor's London Plan and Mayor	or's Transport Strate	gy.				(LBC20)	Performanc 20 indicators h		nurnle)	2017/18(A)		2019/20(P)		2021/22(P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Future Merton contributes to the						•	ew homes built			434	435	1328	1328	1328	2022/23(P)	High	Annual	Outcome	Loss of Government grant
Partnership (SCTP), Economic also services the Borough Plan	Wellbeing Group, H	ousing Group a	nd Climate Cha	inge Steering Gr	oup. The team		Affordable Hor	• •		195	80	531	531	531		High	Annual	Outcome	Reduced service delivery
London Partnership's Transport			esigii iteview i	aner (DIXI ) and	leads on South		public Electric			21	30	49	125	150		High	Annual	Outcome	Reputational risk
Key service areas include:							er of business		, ,	29	10	10	10	10		High	Annual	Outcome	Reputational risk
Regeneration, Placemaking, St	rategic Planning, Ho	using Strategy,	Economic Deve	elopment, Traffic	& Highways,		light repairs (d			1.90	3	3	3	3		Low	Quarterly	Quality	Reduced customer service
Transport Planning, Road Safe Infrastructure Levy and the mar			n Design, mana	agement of the C	ommunity		emergency call	-		99.72	98	98	98	98		High	Monthly	Business critical	Reduced customer service
· ·	,		rococcc f	oloot doll-re-	orogood makii-		otway & Carria			96	95	95	95	95		High	Annual	Quality	Increased costs
Service transformations identific working, increasing online cons	ed in the TOM involvultations and interac	re streamilned partive digitisation	and mapping of	oject delivery, inc f highway and tra	affic		Streetwork i	• •		32.79	37	37	38	38		High	Quarterly	Quality	Increased costs
management asset records.			-			Street	work permitting		time)	99.92	98	98	98	98		High	Monthly	Output	Loss of income
		DEPARTM	IENTAL BUDG	ET AND RESOL	JRCES	, , , , ,				- 00.0 <u>2</u>					ı	<del>-</del>			
				Forecast				I			;	2019/20 Ex	penditure	■ Empl	loyees			2019/20 Income	
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Variance	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23							•				
- 6				2018/19 P7					ļ					-					
Expenditure	15,409	14,966	14,905			14,844	-		4					■Prem	nises				
Employees Premises	2,754 1,273	2,716 1,346	2,470 1,358			2756 1204	2756 1221												
Transport	1,273	1,346	,	\-\					1					■Trans	sport				■Government grants
Supplies & Services	2,693	2,381	2,556	42		2380	2412								•				= 5576Hillion grants
3rd party payments	420	410	644	(25)		445	451	458	/						-U 0 O :				<b>\</b>
Transfer payments Support services	1,596	0 1,454	1,200	) (	1200	0 1200	1200	1200	/					■Supp	plies & Services				■Reimbursements
Depreciation	6,567	6,567	6,567				6789												
·	Final Budget	Actual	Budget	Forecast	Budget	Budget	Budget	Budget			1			■3rd p	party payments		L		
Revenue £'000s	2017/18	2017/18	2018/19	Variance	2019/20	2020/21	2021/22	2022/23	\ \										■ Customer & client receipts
Income U				2018/19 P7					\ \		- 1/				-f		\.		
Governm grants	<b>4,106</b> 295	<b>3,972</b> 282		<b>3</b> (155)		<b>2,786</b>	2,786	2,786 1	1 '					<b>I</b> ran	sfer payments				
Reimbulenents	1,615	1,712	1,222	2 3	801		801		]					,					
Custome() client receipts	1,943	1,778	1,870		1984		1984	1984						■Supp	port services				
Recharges	253	200	0	) (	0	0	(	0	-										
$-\omega$	+			1					1					= 0-	rociotica				
Council Funded Net Budget	11,303	10,994	11,812	2 (1)	12,001	12,058	12,115	12,172	]					■ Depr	reciation				
				Forecast															
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Variance	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23							Summary	of major budget e	etc changes		
	2017/18			2018/19 P7															
Highway Maintenance		4,495	4,678		3,577	3,377	3,377	3,127								2019/20			
Transport Improvement		1,515	819		425	0	(	0	E4 = (£100	k)			·						
Regeneration		2,063	771	C C	2,271	3,025			ERG1 (Gro	owth) = (£150 05 = (£55k)	k)								
Other		11	C		0	0	35	0	ENV1819-0	J5 = (£55k)									
					ļ														
		8,085	6,268	1	6,273	6,402	6,445	3,127								2020/21			
				•	-	<u> </u>		•											
									1										
12,400																			
12 200							_												
12,200 -				_		_													
12,000 -						_													
ω 11,800 -																2021/22			
8000 (၃) 11,600 -																LUL I/LL			
O 11,600 -																			
11,400 -																			
11,200 -																			
11,000 -									1										
11,000 -																2022/23			
10,800 -																			
10,600 -																			
10,400	·				-				1										
	17	2018	2019	20:		2021	2022	•											
20	• •																		
20		-	<b>—</b> Budget		Actual														

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAJ	AXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			Future Merton & Traffic and H				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk	Coore
Pro	oject 1	Project Title:	Estate Regeneration	Infrastructure renewal	Likelinood	Impact	Score
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		3	2	6
End date	2024-25	Troject Betaile.	working with Moat housing to co-ordinate investment in regenerating Pollards Hill.				
Pro	oject 2	Project Title:	Future Wimbledon & Crossrail 2	Economic outcomes			
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opprtunities linked to Crossrail 2 and improving the quality of		3	4	12
End date	2022-23		architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Masterplan linked to Crossrail 2 (2017/18)				
Pro	oject 3	Project Title:	Local Authority Property Company	Economic outcomes			
Start date	2016-17	Project Details:	Establish a Local Authority owned Property Company to develop sites to generate revenue income to		2	2	4
End date	2020-21	1 Tojou Dotalio.	assist the MTFS				
Pro	oject 4	Project Title:	Morden Town Centre Regeneration	Economic outcomes			
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		3	2	6
En <b>o</b> date	2025-26	,	and investment in the streetscape and public realm from 2019-2022				
O Pro	oject 5	Project Title:	Merton's New Local Plan 2020	Economic outcomes			
Standate	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,		3	2	6
End date	2020-21	, reject Detailer	infrastructure, growth areas, sustainability and design quality.				
Pro	oject 6	Project Title:	Merton's Transport Local Implmentation Plan	Economic outcomes			
Start date	2018-19	Project Details:	Setting out the strategy and funding bids to Transport for London to interpret and deliver the Mayor of		2	2	4
End date	2020-21	1 Tojoot Dotaiis.	London's transport strategy in Merton				
Pro	oject 7	Project Title:	Merton's new Highways contract	Improved effectiveness			
Start date	2019-20	Project Details:	Re-procuring Merton's highways maintenance contract to ensure that the borough's streets, roads and		3	2	6
End date	2020-21	1 Tojost Dotaiis.	paths are well maintained and built				

Leisure & Cultural Development		Planning Assumptions										
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	201	7/18	201	8/19	201	9/20	2020/21	2021/22	2022/23	service contributes to	
Enter a brief description of your main activities and objectives below	Population	207	7,410	210	,245	210	,452	212,658	214,740	216,661	Asset Management Plan	
lain Activities:	Size of Catchment for Wimbledon Park Watersports Centre - No. of Children & Young People aged 8-17 in wards in west of borough	8,2	200	10,	755	11,	,090	11,457	11,713	11,854	Children & Young person's Plan	
tuild 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	Population of most disadvantaged wards	128	3,100	110	,368	110	,843	112,038	113,198	114,260	Cultural Strategy	
rorking with partners to increase the number, scope and quality of facilities, programmes, activities and	Users of Merton's Leisure Centres	1,02	8,879	1,092	2,592	1,09	2,000	1,102,026	1,115,078	1,124,265	Community Plan	
vents on offer.	Anticipated non financial resources	201	7/18	201	8/19	201	9/20	2020/21	2021/22	2022/23	Open Spaces Strategy	
lain Objectives:	Staff (FTE)	7	7.8	7.	.8	7.8		7.8	7.8	7.8	Social Inclusion Strategy	
Development Comment Construction of the Constr	Accommodation		7		7		7	7	7	7	Voluntary Sector Strategy	
<ul> <li>Develop solutions and implement plans to de-silt &amp; mitigate flood risk at Wimbledon Park Lake</li> <li>Deliver the London Borough of Culture Impact Award in partnersip with the Culture Advisory Group</li> </ul>	Volunteers		20	2	5	30		35	40	40		
and the GLA	Staff seasonal	30		30		30		30	30	30		
Commission works to determine the most effective management solution for the Watersports Centre and implement the approved solution	Performance indicator	Actua	al Performan	ice (A) Performance Target (1		T) Proposed Target (P)		posed Target (P) Polarity		Indicator type	Main impact if indicator not	
- Deliver a Playing Pitch Strategy and take it through a formal process to be adopted by the Council	i enormance mulcator	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	1 Old Ity	Reporting cycle	indicator type	met	
- Commission culture, arts & sports services where funding allows or with external funding	Income £ from Watersports Centre	376,165	365,000	370,000	375,000	380,000	385,000	High	Monthly	Business critical	Loss of income	
<ul> <li>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.</li> </ul>	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	
- Manage the Leisure Centres Contract; Wimbledon Theatre Lease; Dudley Hall Lease; ACAVA leases;	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	
Polka Grant; Attic Theatre Grant; GLA - LBOC Grant; etc - Develop and deliver invest to save proposals, wherever possible.	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	
Botolop and deliter interest to date proposale, wherever possible.	Total Number of Users of Polka Theatre 9		87,226	18,700	97.000	101.670	111.030	High	Quarterly	Output	Reduced uptake of service	

		DEPARTM	IENTAL BUDG	ET AND RESO	JRCES			
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 2000s	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
Custome Custom	719	969	760	(243)	1,120	1,120	1,120	1,120
Recharges)	0			Ì				
Reserves								
Capital Funded							ĺ	
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
						-20		
		6.883	6.650	0	1.892	250	250	250
		0,000	0,000	U	1,032	230	230	230





ENR10 = (£300k) ENV1819-01 = (£60k)

E3 = (£30k)

1,000 - 800 - 600 - 400 - 200 -

2020 Actual 2021

2022

2018—Budget 2019

1,200

2017

2021/22

2019/20

2020/21

2022/23

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

Parking				Plan	ning Assum	ptions					The Corporate strategies your
Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing	Anticipated demand	201	7/18	201	8/19	201	9/20	2020/21	2021/22	2022/23	service contributes to
Enter a brief description of your main activities and objectives below	Population growth	208	3,225	209	,421	210	,452	212,658	214,740	216,662	Transport Plan
The Service directly contributes to a number of key council policy priorities, including Public Health,	Number of CPZ's based upon 5% growth	(	61	6	4	6	67	70	73	77	Safer & Stronger Strategic Assessment
Air Quality, Mayors Transport Strategy and the Local Implementation Plan.	Number of diesel Permits issued. It is anticipated that through the diesel levy the number of diesel cars will reduce.	5,	919	5,9	919	5,0	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	Anticipated non financial resources	201	7/18	201	8/19	201	9/20	2020/21	2021/22	2022/23	Air Quality Action Plan
a permit or badge for. Surplus income generated by traffic management must be used for transport related areas.	Staff (FTE)  Transport (Fleet Vehicle requirements).		3.57	81.	.50	81	.50	81.50	81.50	81.50	Climate Change Strategy
			12	1	2	1	0	10	9	8	Customer Contact Strategy
The section is responsible for the management of 14 car parks within the borough along with the management 0f 400+ P&D machines, including cash collections and reconciliation. Further the											Health & Wellbeing Strategy
management of cashless parking if the responsibility of Parking Services.											
The continuity and the first harmonic of all Descrit continuity in the angular section of ODZ	B. C		Actual Performance (A) Performance Target (T) Proposed				Target (P)	Polarity	Donostino suele	la dia stantanta	Main impact if indicator not
The section is responsible for the processing of all Permit application in the management of CPZ.	Performance indicator	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	Polarity	Reporting cycle	Indicator type	met
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	Increased costs
	Online % of PCN Appeals received online	40%	N/a	55	60	65	70	Low	Monthly	Unit cost	Increased costs
Objectives:	Blue Badge Inspections	N/A	532	100	150	200	250	Low	Monthly	Perception	Increased fraud
<ul> <li>enforce parking regulations across the borough including Controlled Parking Zones and bus lanes and measures to improve traffic enforcement efficiency, specifically</li> </ul>	Total cashless usage against cash payments at machines.	96.65%	98%	60%	65%	70%	75%	High	Monthly	Business critical	Reduced uptake of service
- to provide an excellent customer service in the management of Permit processing, PCN appeals	Percentage of cases 'heard ' and won at ETA	71%	72%	73%	75%	77%	79%	Low	Quarterly	Quality	Poor decision making
<ul> <li>and associated email and phone communications.</li> <li>To ensure our parking facilities and payment solution are working well and easy to use by our customers.</li> </ul>	Sickness - No. days per FTE (12 month polling average).	11.2	9	8	8	8	8	High	Monthly	Business critical	Reduced service delivery
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 £' <del>600</del> s	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 C	16,346	18,482	16,966	(1,312)	19,003	20,903	20,903	20,903
Governmen			•	, , ,		Í		
Reimbursements	162	69	118	(4)	0	0	0	0
Customer & Culent receipts	16,184	18,413	16,848	(1,308)	19,003	29,903	20,903	20,903
Recharges 🔾				, , ,				
Reserves <b>L</b>								
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	<u>0</u>
0					<u> </u>	,		_
2017	201	8	2019	2020	2	2021	2022	

Strategy and the Local Implementation Plan.

-2,000

-4,000

-6,000

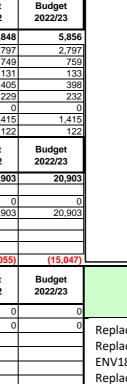
-8,000

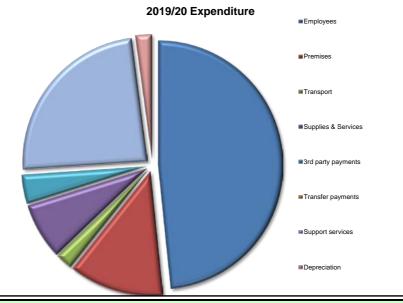
-10,000

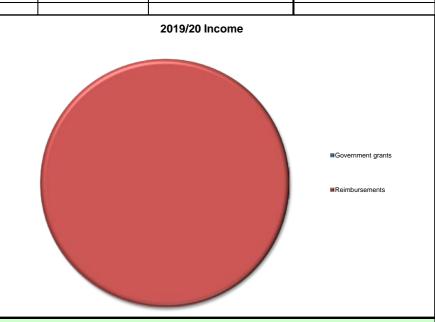
-12,000

-14,000

-16,000







# 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

Summary of major budget etc. changes 2019/20

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

			DETAILS OF MAJOR PROJECTS (INCLUDING	PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD  Parking			
			PROJECT DESCRIPTION	MA IOD DDO JECT RENEELT	Likeliheed	Risk	Carra
	Project 1	Project Title:	ICT Update Implementation of a new software system for PCNs, Permits, Customer Appeals and improved data	Improved effectiveness  The new system will give the ability to direct the nearest CEO to the location of a complaint, improving response times and increasing	Likelihood	Impact	Score
Start date	2018/19		management and analysis.  Project description	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			
			The purpose of this project is to procure a PCN and permit management system, which will be hosted and managed by the supplier.	regularly.  The new system will also allow us to better use our two ANPR enforcement vehicles to patrol Controlled Parking Zones.			
			The system will include the following features or functions:  • Mobile enforcement software (for on-street officers to issue PCNs using smartphones and a	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.	2	2	
End date	2019-20	Project Details:	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	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.	_	2	4
l	Project 2	Project Title:	Review Diesel Levy, CO2 emission based charging and use of cashless.	Improved effectiveness			
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.			
End Pate	2018-19	Project Details:		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.	2	1	2
335				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.			
	Project 3	Project Title:	Cashless and P&D Machine removal	Improved efficiency (savings)			
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.			
		Project Details:		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:	2	2	4
End date	2021-22			<ul> <li>No need to carry change for parking</li> <li>Customers can extend their parking time (subject to the maximum stay) without having to return to their vehicle.</li> <li>Customers can choose to receive a reminder text when their session is due to expire.</li> <li>Online account where customers can view a record of their parking sessions, print invoices etc.</li> </ul>			
	Project 4	Project Title:	Public Health, Air Quality and sustaiable transport - a strategic approach to parking charges.	Select one major benefit			
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.	3	2	6
End date	2109	Project Details:	The project falls into 4 phases. I Policy justification and recommendation, 2 Consultation and approval process and 4, implementation and review.				

### **Commissioned Service**

### Parks & Green Spaces

**CIIr Nick Draper Cabinet Member for Community & Culture** 

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

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

				spaces.										
				P	lanning Assum	nptions						The Corporate strategies the		
Anticipated demand		2017	//18	201	8/19	2019	9/20	2020	0/21	2021/22	2022/23	service contributes to		
demand for sports pitches & sports activites (Total num	ber of	1%	6	1'	%	1'	%	1	%	1%	1%	Open Space Strategy		
Attendance at major community outdoor events (No. of per	ple)	60,000 (es	stimated)	70,000 (e	estimated)	75,0	000	80,	000	85,000	90,000	Culture and Sport Framework		
Number of funerals at LBM cemeteries (not MSJC	)	15	5	160 (es	timated)	165		17	70	175	180			
Anticipated non financial resources		2017/18 2018/19 2019/20 2020/21 2021/22 2022/23												
Contractors						Contrac	ct price and sch	edule of rates	i					
Client-side team (Lot 2 contract, retained services policies)	Š.	9.1(	(A)	8.	.7	8.	.9	8.	9	8.9	8.9	Open Space Strategy		
,														
Performance indicator		Perf	ormance Tar	gets (T) & Prov	risional Perfor	mance Targets	s (P)	Pola	arity	Reporting cycle	Indicator type	Main impact if indicator not		
(LBC2020 indicators highlighted in purple)	2	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	FOIC	ai ity	Reporting cycle	illuicator type	met		
% of residents (all service users) rating parks & green spa good or very good	ces	N/A	76	77	78	79	80	Hiç	gh	Biennial	Perception	Reputational risk		
Young peoples % satisfaction with parks & green spa	ces	N/A	75	76	77	78	79	Hiç	gh	Biennial	Perception	Reputational risk		
Number of Green Flag Awards		5	6	6	6	7	7	Hiç	gh	Annual	Quality	Reputational risk		
Number of outdoor event-days in parks		130	135	140	145	150	155	Hiç	gh	Monthly	Outcome	Reputational risk		
Income from outdoor events in parks (£000s)		N/A	N/A	585	608	633	658	Hiç	gh	Annual	Outcome	Financial		
ge Performance Quality Score (Grounds Maintenance		N/A	N/A	5+	5+	5+	5+	Hiç	gh	Annual	Outcome	Reputational risk		
Annual basal & epicormic growth programme completi 31 Aug each year)	on by	N/A	N/A	100%	100%	100%	100%	Sel	ect	Annual	Outcome	Reputational risk		
Number of street trees planted		N/A	N/A	235	240	245	250	Hiç	gh	Annual	Output	Environmental issues		
		Financ	cial Informa	ition						Additiona	al Expenditure Inform	nation		
Revenue £'000s Final Bu	- 1	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23		0/20) = (£50k) 0/20) = (£40k)				
	1,660	5,763	4,175	181	4,238	4,281	4,322	4,364						
Employees	462	476	459	60	469	469	469	469						

### **Premises** 600 799 582 598 607 615 623 82 86 82 45 46 47 48 ransport 350 378 306 56 309 314 318 323 Supplies & Services 3rd party payments 1,685 2.177 1,857 99 1.977 2.005 2.033 2.061 Fransfer payments 0 0 Support services 1,147 1,513 543 0 543 543 543 543 Depreciation 334 334 346 297 297 297 297 Forecast Final Budget Actual Budget **Budget** Budget Budget Budget Revenue £'000s Variance 2017/18 2017/18 2018/19 2019/20 2020/21 2021/22 2022/23 2018/19 P7 Income 2,786 3,137 2,239 2,401 2,401 2,401 2,401 Government grants Reimbursements 275 311 354 418 418 418 418 Customer & client receipts 1,888 1,827 1,885 86 1.975 1.975 1.975 1,975 623 990 Recharges Reserves Council Funded Net Budget 1,874 2,626 1,936 265 1,837 1,880 1,921 1,963 Forecast **Final Budget** Actual **Budget Budget Budget Budget Budget** Capital Budget £'000s Variance 2017/18 2017/18 2018/19 2019/20 2020/21 2021/22 2022/23 2018/19 P7 Parks Investment 245 991 800 300 245 638 991 800 479 300 0

			DETAILS OF MAJOR F Parks & Green S				
				i	<u> </u>	Risk	
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood		Score
Start date	2017-18	Project Title:	Greenspaces TOM	Improved effectiveness	3	2	6
End date	2022-23	Project Details:	Production & implementation of Target Operating Model for Greenspaces	Various benefits & enhancements across a range of services & themes			
Pro	oject 2	Project Title:	Greenspaces Commercialisation	Improved efficiency (savings)			
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	3	2	6
End date	2022-23			Copedian, non open a residual admines			
Pro	oject 3	Project Title:	Canons House & Rec Restoration	Improved customer experience			
Start date  End 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.	3	2	6
Pro	oject 4	Project Title:	Morley Park	Improved customer experience			
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	2	1	2
End <b>W</b> ate	2019-20						
<u> </u>	oject 5	Project Title:	Phase C, Lot 2 Contract	Improved reputation			
Star Star	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	3	2	6
End date	2022-23 Dject 6	Project Title:	Re-use of Parks Assets	Improved efficiency (savings)			
Start date	2017-18	Project Details:	Re-use of surplus & redundant parks facilities and re-modelling of under-utilsed properties: pavilions,	Increased income & preservation of some existing parks assets	2	1	2
End date	2022-23		yards & mess rooms and other parks assets				
Pro	oject 7	Project Title:	Review of Arboricultural Services	Improved efficiency (savings)			
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	3	2	6
End date	2019-20						
	oject 8	Project Title:	Dog Control Policy	Improved customer experience			
Start date	2017/18	Project Details:	Implementation of dog control PSPO	Application & enforcement of approved dog control policy	2	1	2
End date	2018/19						
Pro	oject 9	Project Title:	Wimbledon Tennis Championships	Economic outcomes			
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	2	1	2
End date	opportunities opportunities						

### Planning Assumptions The Corporate strategies your Property 2017/18 2019/20 2020/21 2021/22 2022/23 Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance 2018/19 service contributes to Anticipated demand Enter a brief description of your main activities and objectives below The number of proposed lettings. 8 8 8 8 31(A) 30 20 Economic Development Strategy The number of proposed rent reviews 28 31 23 To ensure that all property transactions provide value for money and comply with statute The number of commercial properties 394 394 394 394 394 394 Medium Term Financial Strategy To maintain an accurate record of the property assets of the council and to provide asset Corporate Asset Management Strategy valuations to support the council's accounts.(Section 151) 2017/18 2018/19 2019/20 2020/21 2021/22 2022/23 Anticipated non financial resources To manage the councils investment portfolio to maximise income, managing the councils asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford. Staff (FTE) 4.60 4.60 4.60 4.60 4.60 4.60 To support regeneration, deal with occupation of council land by Gypsies and Travellers and to attend and provide timely advice to the Property Asset Management Board to deliver a programme of property sales to maximise capital receipts and acquistions to improve revenue income. Community Right to Bid -to manage applications for community assets to be listed and claims for

compensation.
To maintain publicly available list of property assets as required by transparency agenda under Localism Act
2011 TOM will lead to increased efficiency the possibility of acting for other authorities on specialisms and
most significantly driving economic development and regeneration through closer working with Future
Morton. This may impact on the timing of cales and capital receipts

Merton. This may impact on the timing of sales and capital receipts

### Objectives

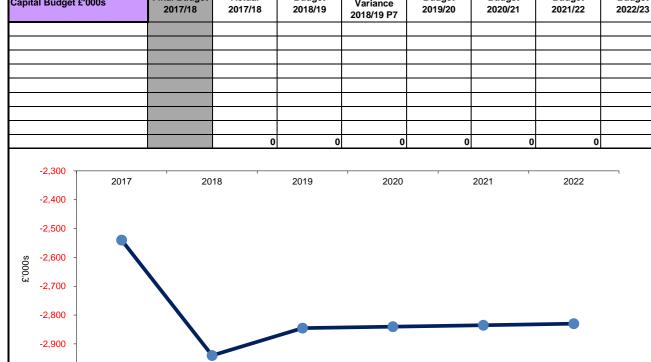
-3,000

-3,100

- complete Asset Valuations to timetable agreed with Director of Corporate Services
- Implement review of non operational property to maximise revenue income
- critically examine operational property to ensure the council has the minimum necessary to support the business plan
- maximise revenue income by letting vacant property
- provide timely advice to inform regeneration projects
- ensure team is arranged to support objectives

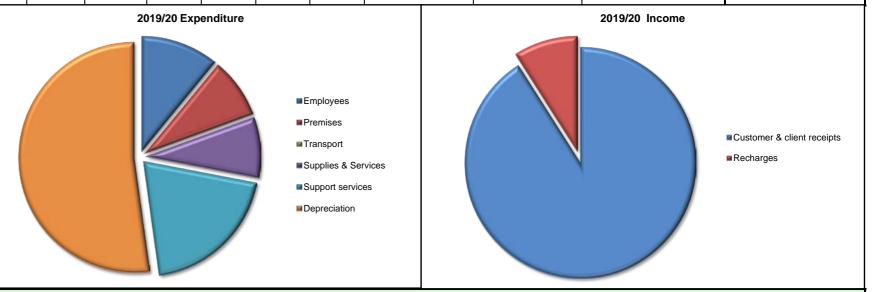
										·	
Performance indicator	Actual P	Performance (A					Polarity	Reporting cycle	Indicator type	Main impact if indicator not	
renormance mulcator	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	20221/22(P)	2022/23(P)	Folarity	Reporting cycle	mulcator type	met	
% Vacancy rate of prop. owned by council	0.05	3.3	3.0	3.0	2.5	2.5	Low	Quarterly	Outcome	Loss of income	
% Debt owed to LBM by tenants Inc. businesses	10.5	8.0	7.5	7.5	7.0	7.0	Low	Quarterly	Outcome	Loss of income	
Asset Valuations	297	150	150	150	150	150	High	Annual	Business critical	Breach statutory duty	
Number of completed rent reviews	63	35	35	20	20	20	Low	Quarterly	Outcome	Loss of income	
		1									

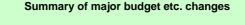
		DEPARTM	IENTAL BUDG	ET AND RESO	URCES			
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Expenditure	2,102	2,357	1,972	912	2,067	2,072	2,077	2,082
Employees	213	242	214	(3)	226	226	226	226
Premises	183	272	172	734	175	177	180	182
Transport	1	1	1	0	1	1	1	1
Supplies & Services	238	305	175	181	177	180	182	185
3rd party payments	0	0	0	0	0	0	0	(
Transfer payments	0	0	0	0	0	0	0	(
Support services	479	549	409	0	409	409	409	409
Depreciation	988	988	1,001	0	1,079	1,079	1,079	1,079
Revenue-£/000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Income 🔀	4,642	5,351	4,912	(647)	4,912	4,912	4,912	4,912
Government grants	0		0	0	0	0	0	(
Reimbursements	0		0	0	0	0	0	(
Customer&client receipts	4,162	4,768	4,469	(647)	4,469	4,469	4,469	4,469
Recharge	480	583	443	0	443	443	443	443
Reserves								
Capital Funded								
Council Funded Net Budget	(2,540)	(2,994)	(2,940)	265	(2,845)	(2,840)	(2,835)	(2,830
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
		_			_		_	



----Actual

**─**Budget





2019/20

2020/21

2021/22

2022/23

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)  Property	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	Score
Pr	oject 1	Project Title:			LIKEIIIIOOG	impact	Ocore
Start date		Project Details:	Dranarty have no projects planned for 2010 20				
End date		Project Details:	Property have no projects planned for 2019-20				

	Regulatory Serv										7/40		ng Assumption					The Corporate strategies your
	k Draper: Cabine						<u> </u>	ated demand	200	<b>2017</b>		<b>2018</b>		2019/20	2020/21	2021/22	2022/23	Service contributes to  Air Quality Action Plan
A brief description of your m	obin Byers: Cabi			Care				er of food premis		61		623		1606 6357	1686 6357	1771 6357		Climate Change Strategy
		-						ermit application		19		190		1900	1900	1900		Merton Regeneration Strategy
Provide statutory environment councils that make up the Reg							Population			208,		209,		210,452	212,658	214,740		
LB Wandsworth).	guiatory Corridor	o : ao.op	(000) 22 .			,	•	n financial resorter)	ources	<b>2017</b> 39.		<b>2018</b>		2019/20 40.75	<b>2020/21</b> 40.75	<b>2021/22</b> 40.75	2022/23	
Deliver savings and efficiencie	es in line with the	e Target Oper	rating Model:				,	, , ,						) Proposed Target(P)				Main impact if indicator not
Switch to intellige							Perform	ance indicator						2021/22(P) 2022/23(P)	Polarity	Reporting cycle	Indicator type	met
generating additi	ional income fror	m trading activ	vities			% of categor	y A,B & non-co	mpliant C food p	oremises inspected	98	99	100	100	100	High	Annual	Business critical	Government intervention
attracting new but	usiness						No. of underag	e sales test purc	chases	100	105	110	110	110	High	Annual	Business critical	Anti social behaviour
rationalising ICT	systems							nt of Nitrogen Di		37	40	40	40	40	Low	Annual	Outcome	Political risk
Transform the service by:						Nitrogen Di		nube Monitoring National Levels	g Sites in Merton	N/A	0/50	0/50	0/50	0/50	Low	Quarterly	Outcome	Political risk
						Annu	ıal average am	ount of Particula	ites per m3	37.6	40	40	40	40	Low	Annual	Outcome	Political risk
demand manage									ed within 28 days	96.13%	97%	98%	99%	100%	High	Quarterly	Business critical	Reputational risk
streamlining busing	siness processes								hments rated A-E spection completed	93.00% 100.00%	94% 100%	95% 100%	96% 100%	97% 100%	High High	Annual Annual	Business critical Business critical	Reputational risk Environmental issues
implementing ne	ew ways of worki	ng				Total % cor	npliance of nor	-road mobile ma	achinery on major						Select	Select	Business critical	Environmental issues
Developing com	mercial/business	s planning skil	ls (L&D)					h GLA emission		70.00%	85%	85%	87%	90%	Select	Select	Dusiness Chilical	Liivii Oliillelitai Issues
, 3.2		, <b>J</b>	. ,						ed from residents within one week of	92.00%	90%	90%	92%	93%	Select	Select	Business critical	Reduced enforcement
								receipt		22.0070	30,0	33.0	5276					
										<u> </u>					Select	Select	Select indicator type	·
															Select Select	Select Select	Select indicator type Select indicator type	·
		DEPART	MENTAL BUDG	SET AND RESO	URCES						20	)19/20 Expen	diture	'			2019/20 Income	
Revenue £'000s	Final Budget	Actual	Budget	Forecast Variance	Budget	Budget	Budget	Budget										
	2017/18	2017/18	2018/19	2017/18 P7	2019/20	2020/21	2021/22	2022/23						■Employees				
Expenditure Employees	3,056	4,244			6,399	6,401	6,404											
Employees Premises	1,978 0	3,241 4	0	3	5,505 0	5,505 0	5,505 0	0						■Premises				
Transport Supplies & Services	47 160	50 131			45 81	46 81	46 82										)	
3rd party payments	95	88	107	(25)	98	99	101	102						■Transport				■Government grants
Transfer Dayments Support Services	776	730	670		0 670	0 670	0 670		<b>A</b>				A					
9											100			■Supplies & Services			V	■ Reimbursements
Revenue £'000s	Final Budget	Actual	Budget	Forecast Variance	Budget	Budget	Budget	Budget	\ \									
Income	2017/18	2017/18	2018/19	2017/18 P7	2019/20 5,246	2020/21 5,311	2021/22 5,386	2022/23 5,386	\ \					■3rd party payments				/
Government grants	0	1	0	0	0	0	0	0	·									/
Reimbursements Customer & client receipts	1,179 470	1,252 1,553				4640 671	4640 746							■Transfer payments				,
Recharges Reserves		.,		.31										-0				
Capital Funded														■Support services				
Council Funded Net Budget	1,407	1,438		176 Forecast	<b>'</b>	1,090	1,018	· ·										
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Variance	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23						Summary of	major budget etc. cl	hanges		
		•		2017/18 P7			<del>-</del>								2019/20			
									Replacement sa	aving (ENV0	8) = £40k							
									ENR1 = (£100k)		,							1
									E1 = (£60k)									
																		1
		0	0	0	0	0	0	0							2020/21			
			1		, ,	٠,			E1 = (£65k)									
1,600									(==3)									
1,400 -																		
1,700																		1
1,200 -																		
4.000								2021/22										
<u></u> 800 - 00									E1 = (£75k)									
800 -									(~, 0,0)									1
600 -																		1
400 -																		
															2022/23			
200 -																		
0																		1
2017	201	18	2019	2020		2021	2022	2022										
		Budget			Actua	al												1

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FO	OUR YEAR PERIOD			
			Regulatory Services - Merton element only				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Procurement of a new ICT case management system	Improved efficiency (savings)		mpaet	000.0
Start date	2016-17	- Project Details:	Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth		2	1	2
End date	2019-20						
Pro	oject 2	Project Title:	Design and implement a joint Merton/Richmond budget	Economic outcomes			
Start date	2015-16	Project Details:	Design and implement a joint revenue (income & expenditure) budget on a to be determined costs apportionment model		2	1	2
End date	2019-20	1					
Pro	oject 3	Project Title:	Merton Air Quality Action Plan	Risk reduction and compliance			
Start date	2018 -19	- Project Details:	Deliver Merton's Air Quality Action Plan including monthly reporting and review		5	4	20
End date	2019 - 23						
Pro	oject 4	Project Title:	Pan London Non Road Mobile Machinery (NRMM) Project	Risk reduction and compliance			
Start date	2018-19	- Project Details:	Deliver a Mayor of London air quality project across London to deliver cleaner construction sites. This £889,000 project will be a		2	1	2
End date	2019-21	1 Tojou Butano.	cornerstone of the GLA air quality priorities for the third round of Mayor's Air Quality funding.				
Pro	oject 5	Project Title:	Commercialisation	Improved efficiency (savings)			
State date	2018-19	- Project Details:	Development of chargeable business advice across the Regulatory Services portfolio. Suggested initiatives include: (i) a licensing pre-application service (ii) increasing the number of Primary Authority Agreements (iii) charging for food hygiene rating rescores		3	2	6
End date	2019-21	1 Tojour Dotalio.	(iv) Contaminated land scientific consultancy aimed at large developers				
7							

		Safer Merton									Dia	A	ntiono					The Corporate strategies your
Cllr Edith Macauley:			ty Safety, Enga	gement & Equa	lities		Anticipate	ed demand		2017/18		nning Assump 8/19		9/20	2020/21	2021/22	2022/23	service contributes to
	f description of y							ulation		208,225		,421		,452	212,658	214,740	216,662	Community Plan
Safer Merton delivers the coun	• •		<u> </u>		the	No. Multi A	gency Risk Assess		nestic abuse)	150		53		50	355	360	365	Violence Against Women and Girls Strate
public realm CCTV functionality	,	, ,		,		Repeat	MARAC cases (do	omestic abuse) by	volume *	30%	30	0%	3(	0%	33%	36%	40%	/iolence Against Women and Girls Stra
1) Tackling anti-social behaviou			•			Nur	mber of new, act	ionable, ASB ca	ses *	400	4	00	3	50	350	350	350	Community Cohesion Strategy
2) Tackling Domestic Violence a				perpetrators		of all residents			ood Watch schen		35			3%	40%	40%	40%	Community Plan
Managing and delivering Me     Crime and ASB analysis - prov			ogramme					ne victims *		N/A (322 actutal)	3	00	3	20	320	300	300	Hate crime strategy
5) Tackling hate crime agenda a			ategy			<u> </u>		e incidents *		178	201	0/40	004	0/00	0000/04	0004/00	0000/00	Safer & Stronger Strategic Assessme
6) Managing and delivering a 24	-	which includes	210 static CCTV	cameras and a	current	Ai	nticipated non f	(FTE)	ces	<b>2017/18</b> 7.99		<b>8/19</b> 49	201	.49	<b>2020/21</b> 16.49	<b>2021/22</b> 16.49	<b>2022/23</b> 16.49	Select your strategies
deployable asset of 13 cameras The service ensures that MOPA		na nlan nriariti	os ara dalivarad	and is avarsasi	ing the			,		Actual Performance					10.49	10.49	10.49	Workforce Strategy  Main impact if indicator no
embedding of police command					•		Performan	ce indicator		2017/18(A) 2018/19(T)					Polarity	Reporting cycle	Indicator type	met
residents. The service retains st	•	•				Multi Agend	y Risk Assessm	ent cases - dom	estic abuse *	340 153	350	355	360	365	Low	Monthly	Business critical	Safeguarding issues
externally commissioned service							of Community Pr		•	22 24	24	30	30	24	Low	Quarterly	Outcome	Reduced enforcement
The work of Safer Merton is del The statutory duty for Safer Me			statutory and no	on-statutory pai	rtners.		of Community P			3 2	3	4	4	3	Low	Quarterly	Quality	Reduced enforcement
A duty to establish a crime ar			ver an annual pa	artnership plan			nber of premise			N/A 10	8	6	6	6	Low	Quarterly	Outcome	Anti social behaviour
2) Completion of an annual stra	ategic assessment	governed by th	ne Community S	afety Partnersh	-		es acknowledge			N/A 580 N/A 90%	535 95%	535 95%	555 95%	565 95%	High High	Annual Quarterly	Output Output	Community engagement  Anti social behaviour
Respond to and deal with crit     effective manner	me and disorder t	through eviden	ce based analyt	ical work in a tir	mely and		ic realm CCTV c			96.65% <b>95%</b>	97%	95%	95%	95%	Low	Quarterly	Business critical	Reduced enforcement
effective manner 4) Manage and deliver CCTV op	erations within th	ne parameters	set by the Inform	nation Commiss	sioner		r of external cont			1 1	2	4	4	4	Low	Annual	Outcome	Loss of income
, тольный шелей солу ор			,		-	Kmife crir	me - awareness	sessions/briefin	gs provided	N/A <b>N/A</b>	12	12	12	12	High	Quarterly	Output	Reputational risk
		DEPART	MENTAL BUDG		URCES						2019/20 Ex	penditure					2019/20 Income	
Revenue £'000s	Final Budget	Actual	Budget	Forecast	Budget	Budget	Budget	Budget		•	_	,						
INEVERIUE E UUUS	2017/18	2017/18	2018/19	Variance 2017/18 P7	2019/20	2020/21	2021/22	2022/23					<b>■</b> E	Employees				
Expenditure	671	663	684		1,509	1,513	1,517	1,522										
Employees	346	357		(16)		788	788	788					<b>■</b> F	Premises				
Premises Transport	3	3 1	3	3 (	3 3 ) 1	3 2			-									
Supplies & Services	190	179		58		292	296	300					p1	ransport				
3rd party payments Transfer payments													1					
Support services	119	116			327	V					J			Cupplies & Conties				■Government grants Reimbursements Customer & client receipts Recharges
Depreciation	Ő	0		(	85									Supplies & Service	· ·			Council Funded Net Budget
Revenue £'000s	Final Budget	Actual	Budget	Forecast Variance	Budget	Budget	Budget	Budget					<b> </b>	ord north-section :	, I <b>I</b>			
ထို	2017/18	2017/18	2018/19	2017/18 P7	2019/20	2020/21	2021/22	2022/23					•3	Brd party payment	·   \			
Income Carants	76	121		(	<b>'</b>													
Reimbursements	76	121	76	(132)					1				•1	ransfer payments	•			
Customer & client receipts				5	106													
Recharges Council Funded Net Budget	595	542	608	(2)	1,150	1,154	1,158	1,163					<b>■</b> \$	Support services				
- June 1 and ou Not Budget		342	. 000		1,130	1,134	1,130	1,103										
Capital Budget £'000s	Final Budget	Actual	Budget	Forecast Variance	Budget	Budget	Budget	Budget						Summary	of major budget etc	. changes		
	2017/18	2017/18	2018/19	2017/18 P7	2019/20	2020/21	2021/22	2022/23										
				-											2019/20			
				-					ENR4 = (£100	k)								
			+				+		1									
									1									
									]									
			0	0	0	0	0	0							2020/21			
4.400																		
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4.200																		
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600 -																		
400 -															2022/23			
200 -																		
0	1			1	-													
2017	201	18Budget	2019	2020	Actual	2021	2022											

			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS		Risk	
D	tant 4	Desired Title A			Likelihood	Impact	Score
Start date	2017-18	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	Improved customer experience  For the victim - Improved victim awareness and increased numbers of victims seeking support,	2	2	4
End date	2020-21		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	Reputational - Merton is seen as a pro-active borough in SV and understanding the drivers behind it			
Pro	ject 2	Project Title: 2	DVA commissioning	Improved customer experience			
Start date End date	2018-19		Joint commissioning of two contracts across E&R, CSF and C&H - one for Independent Domestic Violence Advocates (IDVAs) and the second Merton's Refuge provision for DV victims.  Contracts commissioned for a five year period (3+1+1 term) via an increased financial envelope across three directorates	For the victim - Improved victim journey, improved outcomes for families, improved safety and a service offer that provides "the right support at the right time for me"  Reputational - Merton is known and viewed as a borough whom delivers good quality service to victims in a colligate manner	2	3	6
Pro	ject 3	Project Title: 3	ECINS procurement	Improved effectiveness			
Start date	2017-18		Procurement of a new risk and information management system.  Commissioned across E&R and CSF for a five year period (3+2) the cloud based, ICT solution, will	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	3	2	6
End date	2019-20		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	can improve joint working and reduce risk			
Pro	ject 4	Project Title: 4	ASB Enforcement - Tackling Law Breakers	Improved reputation			
Start date	2018-19		As part of work to meet the manifesto pledge to "tackle non law abiding citizens" Safer Merton, and the Community Safety Partnership, will increase enforcement work across key areas of business as set out in the TOM. Areas of work will include:	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	5	1	5
End date	2020-21		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	borough where action is taken against non law abiding citizens			
Pro	ject 5	Project Title: 5	Public Space Protection Order (PSPO) consultation	Risk reduction and compliance			
Start date	2019/20	,	The current street drinking PSPO expires in October 2020. In Autumn 2019 a thorough consultation and engagement process must be undertaken to ascertain if PSPOs should continue in Merton beyond 2020 and if so in which area(s).  Consultation will involve residents, businesses, elected members and any other person(s) whom have	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	5	2	10
D EQ date	2020/21		an involvement with Merton. This will be the biggest engagement process undertaken by Safer Merton for some time	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			
1 4	ject 6	Project Title: 6	CCTV lean review	Improved staff skills and development			
Start date	2019/20		As identified in the Safer Merton TOM the CCTV service will undergo a Lean Review via the Business Improvement team. This work will explore how the service currently operates and how it could be ran more effectively and efficiently to improve outcomes and service	For the recipients - Staff are more engaged and are able to work in a more effective and efficient manner.  Reputational - Outcomes and improvements are seen across the CCTV service with current operational challenges overcome	2	2	4
End date	2019/20						
Pro	ject 7	Project Title: 7	CCTV service review				
Start date	2019/20		A full, root and branch review of CCTV is required. Previously commissioned service review (undertaken in 2014) identified several areas for review which have not been progressed. Gaps in service delivery are an ever present risk, contracts for key aspects of service are not in place and/or	A fully functioning, revised focused service, with sustained infrastructure growth plans will deliver benefits across a range of areas	2	2	4
End date	2019/20	Desired Title 0	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?				
Pro	ject 8	Project Title: 8	Clarion contract renegotiation	Improved efficiency (savings)			
Start date	2019/20		The current CCTV contract with Clarion Housing expires on 31/03/2020. The current agreement, in place since 2017/18 to 2019/20 has is worth over £201,000 to the service.  There is an appetite from Clarion to continue this agreement and as such contract length, duration and	Through careful planning and financial negotiation the contact value should help reduce the councils financial commitments for this services' operation	2	1	2
End date	2019/20		a full review of T&Cs are required to ensure that best value can be achieved from this extension				
Pro	ject 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	Select one major benefit			
Start date	2019/20		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	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	6	3	18
End date	2019/20		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  NO PROJECT - Explanation of performance indicators marked * - 1 of 2	its staffing and therefore capacity to deliver. This will, in turn, negatively affect victim care in Merton  NO PROJECT - Explanation of performance indicators marked * 2 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)	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			
			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	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										Pla	anning Assu	mptions				The Corporate strategies your
Cllr Martin Whel	ton: Cabinet Mem		eration, Enviror	nment & Housin	q		Anticipate	d demand		2017	7/18		8/19	2019/20	2020/21	2021/22	2022/23	service contributes to
	ef description of y					CS	F Passenger Jo		ouse	70,0		70,	,000	TBC				Children and Young People's Plan
To provide effective Home					ing the in-									1				Special Educational Needs and
house fleet of buses and a	ssorted vehicle	S Vullierable F	Addits transpi	ort service, us	ing the in-	C&	H Passenger Jo	ourneys - In-Ho	ouse	70,0	000	70,	,000	TBC				Disabilities Strategy
To provide health & safety	and vehicle rela	ated in-house	e training to a	II council staff	and													
external organisations utili	sing the Counci	Is fleet of veh	hicles. To pro	vide a transpo	ort solution	Ant	icipated non fi			2017		201		2019/20	2020/21	2021/22	2022/23	
service to the Council to e					and		No.Transport			4			40	42	42.36	42.36	42.36	
sustainable. To reduce air	polution and ac	iverse impac	t on the envir	onment			Sta	aff		48.	.35	44	1.84	45.00	45.00	45.00		
										Actual D		A) Dorformo	nee Torret /	T) Dranged Torget (D)				
							Performano	ce indicator						T) Proposed Target (P) 2021/22(P) 2022/23(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
							% Client use	r satisfaction		N/A	97	97	97	98 98	High	Annual	Outcome	Reduced customer service
						Ave	erage % passen		LUSE	88	85	85	85	85	High	Annual	Unit cost	Reduced customer service
							house journey t			84	85	85	85	85	High	Annual	Outcome	Reduced customer service
							ickness - avera			16.34	10.5	9.5	8	8	Low	Monthly	Unit cost	Increased costs
							of council fleet			95%	95%	80%	70%	50%	High	Annual	Outcome	Environmental issues
						70	or courier neer	dailing Diesel le	uci				1070		<u>5</u>			
													1					
		DEPART	MENTAL BUDG	ET AND RESOU	IRCES						2	2019/20 Ex	nenditure				2019/20 Income	
	Final Budget	Actual	Budget	Forecast	Budget	Budget	Budget	Budget	]			LX	Penunune				ZUIJIZU IIICUIIIC	
Revenue £'000s	2017/18	2017/18	2018/19	Variance	2019/20	2020/21	2021/22	2022/23						■ Employees		_		
Expenditure	4,322	4,121		2018/19 P7 115					1		- 1			■Employees				
Employees	1,509	1,535												■Dromin				
Premises	46	27	46	6 0	34	34	34	4 34						■ Premises				
Transport	1,091	983			1,155				1									
Supplies & Services 3rd party payments	63 266	51 232			, 00									■Transport				
Transfer payments	0	232	200	17	243	240	240	5 243	1 //									<b>\</b>
Support services	952	897		' C	907		907							■Supplies & Servic	es		<b>V</b>	Reimbursements
Depreciation	395	395	386		668	668	668	8 668									V	Customer 9 client receipts
Revenue £'000s	Final Budget	Actual	Budget	Forecast Variance	Budget	Budget	Budget	Budget						■3rd party payment	ts		1	■Customer & client receipts
<u>a</u>	2017/18	2017/18	2018/19	2018/19 P7	2019/20	2020/21	2021/22	2022/23		1				/				/
Income (C)	4,264	4,171	4,168		4,244	4,244	4,244	4,244	\ 					✓ Transfer payment	s			/
Governmen (prants	155	141	165		192	192	192	2 192	-									,
Reimbursements Customer & Frent receipts	4,109	4,030			4,052									■Support services				
Recharges :		, , , , , , , , , , , , , , , , , , ,	ĺ		ĺ	,	Í		]									
Reserves										44				Depreciation				
Capital Funded  Council Funded Net Budget	58	(50)	(35)	115	280	280	280	0 280	1									
		(/	(/	Forecast														
Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Variance	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23						Summary	of major budget et	c. changes		
Fleet Vehicles	2011/10			2018/19 P7					-						2019/20			
GPS Vehicle Tracking		155		(78)	300	300	300	0 300							2019/20			
		192		3 (13)	30	30	30	0 30	Replaced sa	aving (ENV3	32) = £30k							
Alleygating		33	30	(13)	30	30	30	0 30	Replaced sa	aving (ENR7	7) = £10k							
Other		U	0	, ,	-	0	<u> </u>	9	1									l l
									†									l l
					1				1									l l
									1									
		380	547	(91)	330	330	330	0 330							2020/21			
			•					•										
300 ¬																		
			<b>P</b>			•	_											
250 -																		
200 -									1									l l
		/	•															
<u>ဗ</u> 150 -															2021/22			
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100 -																		
50 -									1									l l
									1									l l
0	-		00.10			1004		_							2022/23			
2017	201	g	2019	2020	2	021	2022								2022/23			1
-50 -																		l l
																		l l
-100									1									l l
									1									l l
		Budget			Actual	I			1									l l
I																		

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Transport	- MAAIMOM OF TO OVER THE FOUR TEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT		Risk	
					Likelihood	Impact	Score
Pro	ject 1	Project Title:	Review of Fleet provision (Vehicles)	Economic outcomes			
Start date	2019-20	Project Details:	Undertake a vehicle replacement programme including a review of shared / pool vehicles. This will	Financial savings from reduced fleet through shared vehicles	3	2	6
End date	2020-21	·	take into account the findings / recommendations of the parking review.				
Pro	oject 2	Project Title:	Passenger transport	Improved effectiveness			
Start date	2019-20	Project Details:	Undertake a joint review of the current service offer provided to SEN and C&H.	Service efficiency	3	2	6
End date	2020-21	,					
Pro	oject 3	Project Title:	In Cab technology	Improved efficiency (savings)			
Start date	2019-20	Project Details:	Undertake a business case to asses the benefits of vehicle tracking and dash camera recording	Service improvement leading to financial savings (reduced insurance claims)	3	2	6
End date	2020-21	·	devices				
Pro	oject 4	Project Title:	Passenger Transport Review	Improved efficiency (savings)			
Start date	2018-19	Project Details:	Commission review of Passenger transport (Make or buy supply chain management)		3	2	6
En <del>d d</del> ate	2019-20	1					
ge 345							

# Commissioned Service

Waste Management and Cleansing

Cllr Mike Brunt: Cabinet Member for Street Cleanliness & Parking

Cllr Martin Whelton Cabinet Member for Regeneration, Environment & Housing

**Service Providers:** 

Veolia UK Ltd

**Viridor Waste Management** 

Kingdom Ltd (Environmental Protection)

Noah's Ark (Stray Dogs / Enforcement)

The London Borough of Merton is committed to managing the provision of high quality and sustainable waste management and cleansing services to residents, businesses and those passing through the borough. The service ambition is to maintain a clean, green and safe environment that meet the standards of London's Best Council.

These services are delivered through a combination of commissioned services and in-house engagement and enforcement activities.

### The key objectives of the service are:

- > To fulfil the council's statutory responsibilities and duties with respect to waste management, street cleaning, waste enforcement and the management of stray animals.
- > To provide value for money services that meet the needs of the community
- > To provide a safe and supportive environment for our community and all employees engaged in delivering services.
- > To promote and encourage sustainable waste management activities, maximising resource efficiency and securing value from all waste streams as far as practicably possible To maintain greater public space that we can all be proude of

			P	lanning Assun	nptions					
Anticipated demand	201	7/18	2018	8/19	2019	9/20	2020/21	2021/22	2022/23	
Housing Properties	84,	000	85,	000	86,	000	86,500	86,500		
Kilometres of Roads	37	75	37	75	37	75	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	201	7/18	201	8/19	2019	9/20	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	į (	9	į (	9	8	3	8	8	8	
Φ SLWP	4	4	2	2	1	I	1	1	1	
Ω Client Neighbourhood team	1	.5	2	.4	2.	.4	2.4	2.4	2.4	
Veolia UK Ltd			-						-	
Viridor					Contra	ct price and sch	andula of rates			
Kingdom Ltd					Contra	ct price and sci	ledule of fales			
Noah's Ark										
Performance indicator	Actua	al Performanc	e (A) Performa	nce Target (T)	Proposed Targ	get (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
(LBC2020 indicators highlighted in purple)	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)	•	Reporting dyole	maloutor type	•
% 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		72			1	75	High	Annual	Perception	Reputational risk

Revenue £'000	)s		2017/18	2017/18	2018/19	Variance 2018/19 P7	2019/20	2020/21	2021/22	2022/23	<u>2019/20</u>			
Expenditure			17,808	17,658	15,672		17,632	17,879	18,127	18,374	ENR9 = (£200k)			
Employees			1,108	1,014	823	366	800	800	801	801	EV08 = (£250k)			
Premises			387	244	338		341	346	351	356	ERG2 = £35k			
Transport			298		298		242	246	251	255	E2 = (£30k)			
Supplies & Serv	vices		7,120	9,859	6,154	1,424	8,424	8,556	8,688	8,820	Replaced Śaving (ALT4) = (£54k)			
3rd party payme			7,948	5,286	7,032	(2,207)	6,892	6,998	7,103	7,209	in the second control of the second control			
Transfer payme			0		0	0	0	0	0	0				
Support service	es		366	347	406	0	406	406	406	406				
Depreciation			581	581	621	0	527	527	527	527				
Revenue £'000	)s		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 gra			0	222	0	0	0	0	0	0				
Reimbursement			449		360	(35)	325	325	325	325				
Customer & clie	ent 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 Funde	ed Net Budget		14,341	14,421	14,299	<u> </u>	13,915	14,162	14,410	14,657				
Capital Budget	t £'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								
а				1,028	5,400	0	0	0	0	340				
ge							DET	AILS OF MAJO	R PROJECTS					
347														
7													Ris	k
			PROJE	ECT DESCRIPT							Major Projects Benefits	Likelihood	Impact	Score
Proj	ject 1	Proje	ect Title:	N	ew Waste coll	lection Service	(Wheelie Bins	s)			Improved effectiveness			
Start date	2019-20											3	3	9
End date	2020-21	Projec	ct Details:		Promote the	e use of 'Street	Champions'			I	mproved service delivery			
Life date	2020-21													
Proj	ject 2	Proje	ect Title:			Waste disposa	I				Improved effectiveness			
Start date	2012-13	_				ngements and o			Environmen	tal benefits fro	om diverting waste from landfill, sustainable waste	3	2	6
End date	2019-20	Projec	ct Details:	and procurer		ach of the main n in partnership		s. This will be		ia. Donomo m	management			
Proj	ject 3	Proje	ect Title:		Neighbou	rhood Recyclir	ng Centres			Imp	proved customer experience			
Start date	2019-20					n of the new wa						3	2	6
End date	2019-20	Projec	ct Details:	value. A revie	ew of the service	ce is to be cond to the effectiven	ucted in partner	rship with our	nd adding Posident satisfaction / reduced level of fly tips. Improved public realm					

**Financial Information - Waste Management and Cleansing** 

Actual

**Final Budget** 

Project 4

2019-20

2020-21

Start date

End date

Project Title:

Project Details:

Budget 2018/19

Forecast

**Environmental Enforcement** 

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.

Budget 2019/20

Budget 2020/21

Budget

Budget

Improved efficiency (savings)

Service efficency

**Additional Expenditure Information** 

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