

Second Draft Service Plans

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

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

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

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

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

Index of Departmental Service and Commissioning Plans

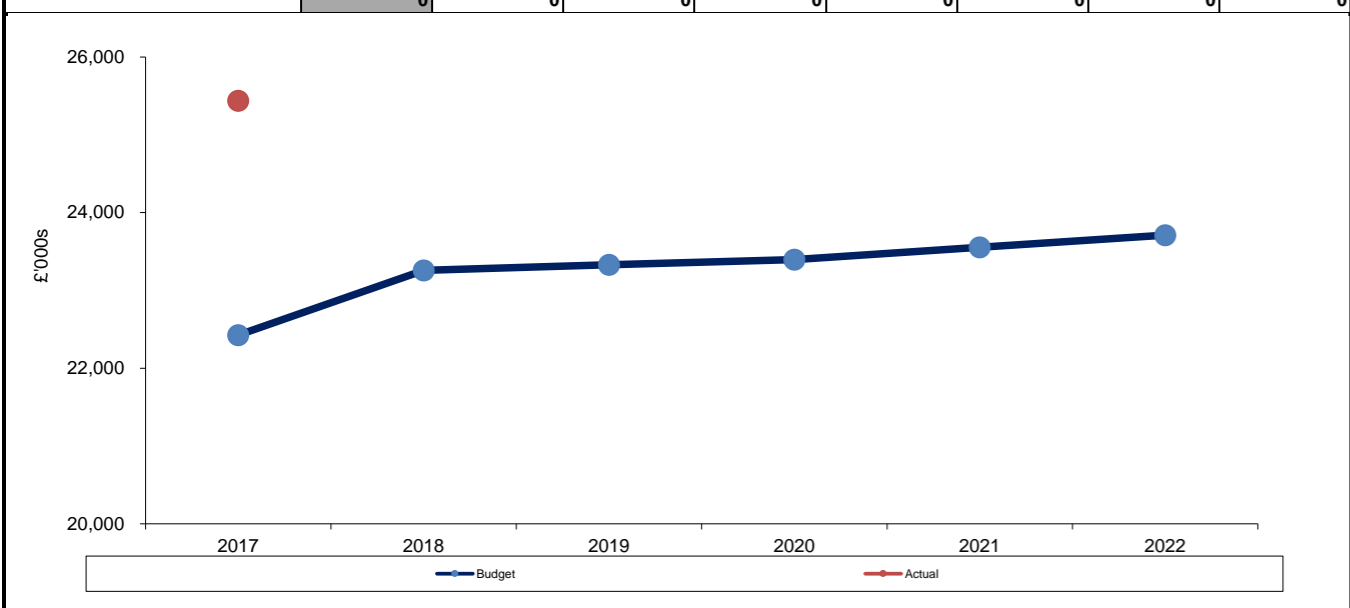
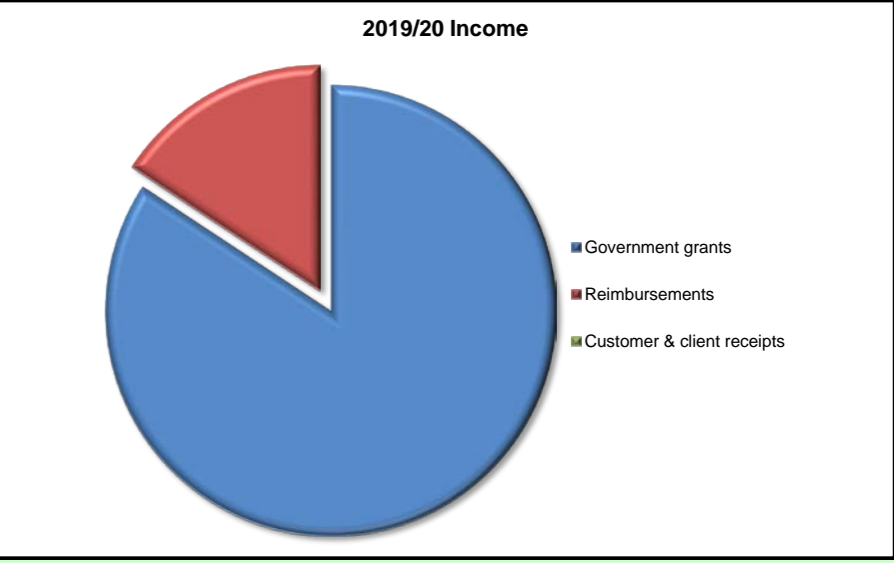
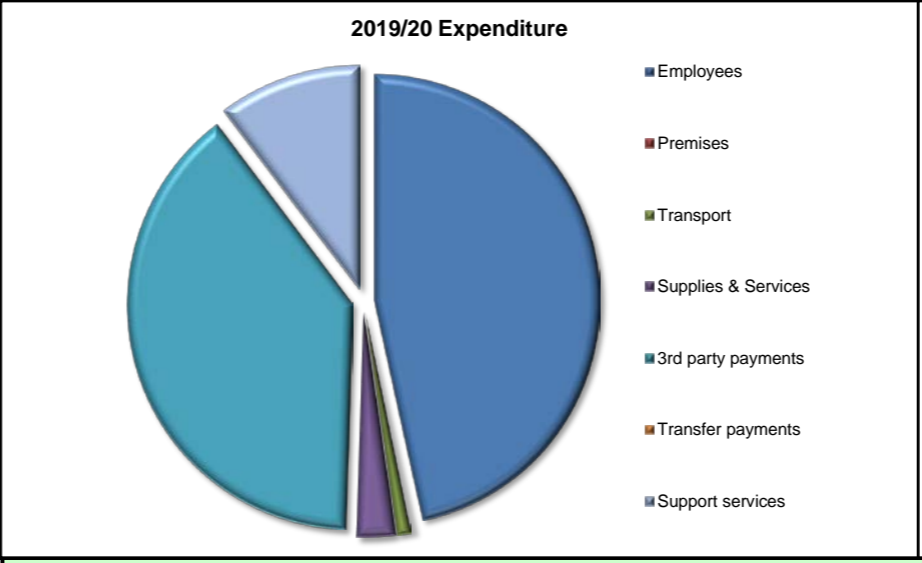
| Children, Schools and Families | Community and Housing | Corporate Services | Environment and Regeneration |
|--------------------------------|--------------------------|-----------------------------------|----------------------------------|
| Children's Social Care | Adult Social Care | Corporate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

**Commissioning Plan*

Children Schools & Families

| Children's Social Care & Youth Inclusion | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | | |
|---|--|---|------------|------------|------------|------------|--|-----------------|-------------------|----------------------------------|
| | Anticipated demand | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | 2022/23 | | |
| Enter a brief description of your main activities and objectives below | Population growth - Care leavers | 30 | | 40-60 | | | | | | |
| | Population growth - Child Protection Plans | 60 | | 60 | | | | | | |
| | Increase in 0-19 population | 900 | | 3,210 | | | | | | |
| | UASC - increased numbers and impact on resources | 15 | | 30-32 | | | | | | |
| Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, children with disabilities, care leavers & young offenders, as well as wider services for families. | Anticipated non financial resources | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | |
| | Staff (FTE subject to change as a result of restructures) | 216 | 220 | 213 | 213 | 213 | 213 | | | |
| CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education & life chances. | Performance indicator (LBC2020 indicators highlighted in purple) | Actual Performance (A) Performance Target (T) Proposed Target (P) | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
| | | 2017/18(A) | 2018/19(T) | 2019/20(P) | 2020/21(P) | 2021/22(P) | | | | |
| Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model. | % children subject of a timely safeguarding assessment | N/A | 93 | 93 | | | High | Monthly | Business critical | Safeguarding issues |
| | Average duration for care and supervision (s31) applications | 31 | 26 | 26 | | | Low | Quarterly | Quality | Safeguarding issues |
| | % CYP on Child Protection Plan for 2nd or subsequent time | 13% | 16 | 16 | | | Low | Monthly | Quality | Safeguarding issues |
| | % NEET aged 16-17 | 1.6% | 3 | 3 | | | Low | Monthly | Outcome | Social exclusion |
| | Number YJS first time entrants | 47 | 50 | 50 | | | Low | Monthly | Outcome | Social exclusion |
| | % LAC (2.5 years or over) in same placement for 2 years | N/A | 65 | 65 | | | High | Monthly | Outcome | Safeguarding issues |
| | % LAC experiencing 3 or more placements moves | N/A | 11 | 10 | | | Low | Monthly | Outcome | Social exclusion |
| | % fostered LAC in independent agency FC placements | N/A | 40 | 40 | | | Low | Quarterly | Business critical | Increased costs |
| | Number of in house foster carers recruited | 11 | 15 | 15 | | | High | Quarterly | Quality | Increased costs |
| | Care Leavers who are ETE (17-21 year olds) | N/A | 70 | 70 | | | High | Quarterly | Outcome | Social Exclusion |
| | % of care leavers in touch (17-21 year olds) | N/A | 90 | 90 | | | High | Quarterly | Outcome | Social exclusion |
| | % of care leavers (aged 19-21) in suitable accommodation | N/A | 91 | 91 | | | High | Quarterly | Outcome | Safeguarding issues |

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



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

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

Children's Social Care & Youth Inclusion

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

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

Community & Housing

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

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

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.

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

| DEPARTMENTAL BUDGET AND RESOURCES | | | | | | | | |
|-----------------------------------|-----------------------------|-----------------------|-----------------------|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenue £'000s | Final Budget 2017/18 | Actual 2017/18 | Budget 2018/19 | Forecast Variance 2018/19 P7 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | Budget 2022/23 |
| Expenditure | 80,159 | 83,067 | 81,751 | 4,206 | 81,740 | 83,318 | 83,734 | 84,948 |
| Employees | 13,614 | 14,154 | 13,597 | 409 | 15,552 | 15,471 | 15,489 | 15,506 |
| Premises | 346 | 380 | 351 | (50) | 349 | 354 | 359 | 365 |
| Transport | 1,507 | 1,697 | 1,379 | 186 | 1,360 | 1,352 | 1,372 | 1,393 |
| Supplies & Services | 3,121 | 4,293 | 3,281 | 374 | 3,413 | 3,491 | 3,540 | 3,589 |
| 3rd party payments | 45,354 | 46,619 | 46,992 | 3,210 | 44,418 | 45,551 | 45,424 | 46,094 |
| Transfer Payments | 9,954 | 9,296 | 9,857 | 77 | 10,307 | 10,758 | 11,209 | 11,659 |
| Support services | 6,152 | 6,517 | 6,183 | - | 6,183 | 6,183 | 6,183 | 6,183 |
| Depreciation | 111 | 111 | 111 | - | 158 | 158 | 158 | 158 |
| Revenue £'000s | Final Budget 2017/18 | Actual 2017/18 | Budget 2018/19 | Forecast Variance 2018/19 P7 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | Budget 2022/23 |
| Income | 21,003 | 22,954 | 22,974 | (4,408) | 22,074 | 22,074 | 22,074 | 22,074 |
| Government Grants | 17 | 387 | 1,417 | (2,430) | 276 | 276 | 276 | 276 |
| Reimbursements | 9,176 | 9,454 | 9,544 | (2,940) | 9,796 | 9,796 | 9,796 | 9,796 |
| Customer & client receipts | 8,962 | 10,199 | 9,100 | 963 | 9,088 | 9,088 | 9,088 | 9,088 |
| Recharges | 2,849 | 2,915 | 2,913 | - | 2,913 | 2,913 | 2,913 | 2,913 |
| Reserves | - | - | - | - | - | - | - | - |
| Capital Funded | - | - | - | - | - | - | - | - |
| Council Funded Net Budget | 59,156 | 60,112 | 58,777 | (201) | 59,667 | 61,244 | 61,661 | 62,874 |

2019/20 Expenditure

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

2019/20 Income

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

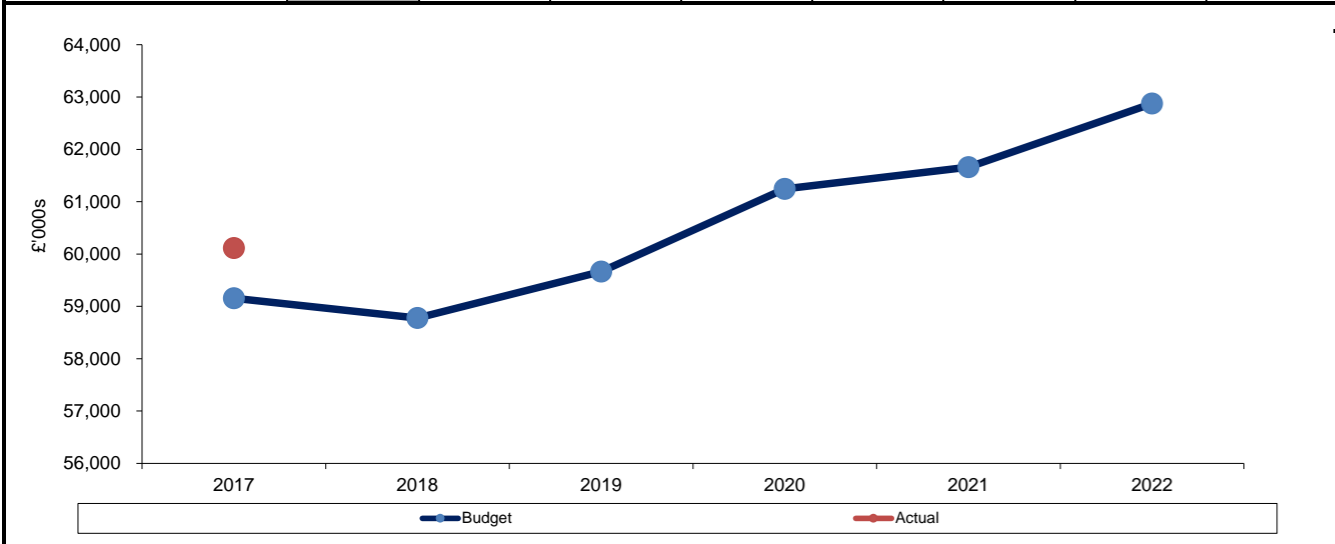
Summary of major budget etc. changes

2019/20

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

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

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



2020/21

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

2021/22

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

2022/23

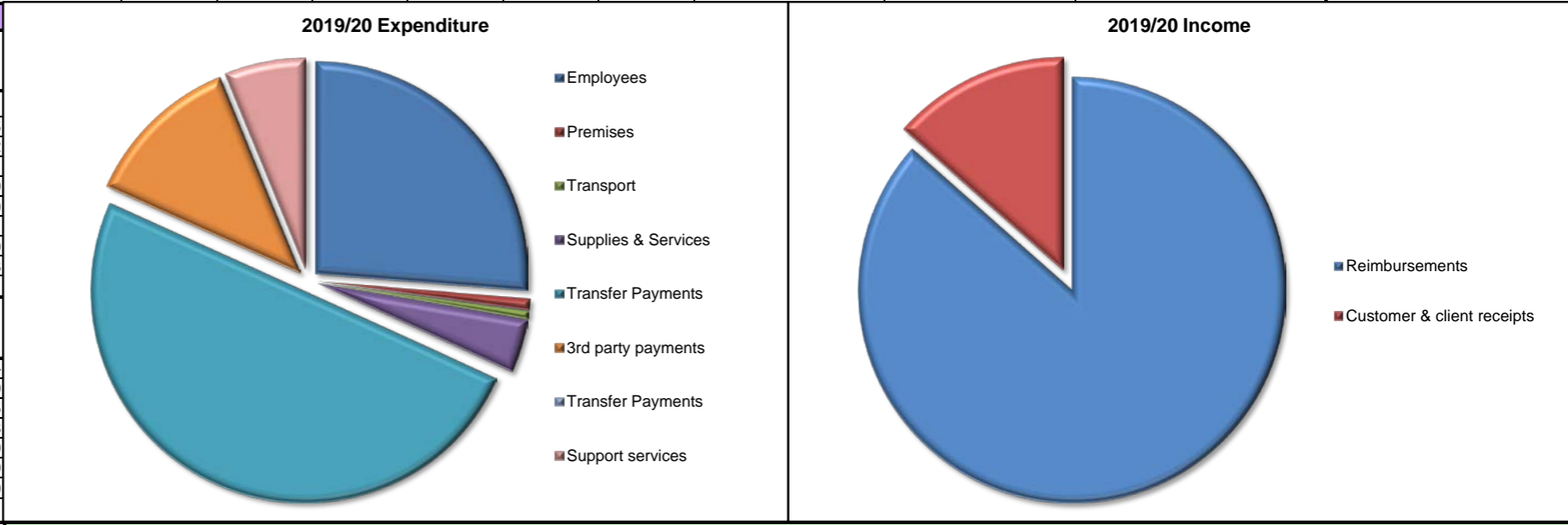
Growth for Concessionary fares increase - £0.450m. Total savings target is £600.

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

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| Housing Needs and Enabling Services | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | | | |
|--|--|---|--------------|--------------|--------------|--------------|--|--------------------------------------|-------------------|-------------------------|----------------------------------|
| Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing | Anticipated demand | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| <p>To fulfil statutory housing functions including the prevention and relief of homelessness and the enforcement and regulation of the private rented sector.</p> <p>To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.</p> <p>The purpose of this service is to</p> <ul style="list-style-type: none"> - Prevent and relieve homelessness in accordance with statutory housing law - Provide homes to people in housing need - Formulate and deliver statutory housing strategies for the borough - Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes - Maximise supply of homes with private landlords - Provide care and housing support to vulnerable adults - Carry out a statutory duty to enforce Environmental Health (Housing) legislation - Provide mandatory grant assistance for improvements and adaptations - Commission and monitor Housing Related and Floating support - Relationship management between the council and stock transfer housing associations | Housing advice, options, private tenants & landlords advice | 11000 | 11250 | 11250 | 11250 | 11250 | 11250 | Homeless Placements Policy (Interim) | | | |
| | Housing register applicants | 9600 | 10250 | 10700 | 11150 | 11600 | 12000 | Homelessness Strategy | | | |
| | Housing options casework | 1000 | 1350 | 1500 | 1500 | 1500 | 1500 | Housing Strategy | | | |
| | Demand for temporary accommodation | 435 | 400 | 400 | 410 | 420 | 430 | | | | |
| | Anticipated non financial resources | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| | Housing Needs Staff (FTE) | 19.50 | 20.00 | 20.00 | 20.00 | 20.00 | 20.00 | | | | |
| | Environmental Health (Housing) | 5.03 | 5.03 | 8.03 | 8.03 | 8.03 | 8.03 | | | | |
| | TOTALS | 24.53 | 25.03 | 28.03 | 28.03 | 28.03 | 28.03 | | | | |
| | Performance indicator (LBC2020 indicators highlighted in purple) | Actual Performance (A) Performance Target (T) Proposed Target (P) | | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
| | | 2017/18(A) | 2018/19(T) | 2019/20(P) | 2020/21(P) | 2021/22(P) | 2022/23(P) | | | | |
| Homelessness / HRA Prevention and Relief | 465 | 450 | 450 | 450 | 450 | 450 | High | Monthly | Business critical | Increased costs | |
| No. of households in temporary accommodation | 180 | 230 | 230 | 230 | 230 | 230 | Low | Monthly | Business critical | Increased costs | |
| Highest no. of families in B&B | 1.8 | 10 | 10 | 10 | 10 | 10 | Low | Monthly | Business critical | Increased costs | |
| Highest no. of adults in B&B | 2.4 | 10 | 10 | 10 | 10 | 10 | Low | Monthly | Business critical | Increased costs | |
| Social housing lets | 347 | 320 | 305 | 305 | 305 | 305 | High | Quarterly | Outcome | Increased waiting times | |
| Rent deposit - new tenancies | 70 | 40 | 40 | 40 | 40 | 40 | High | Annual | Outcome | Increased waiting times | |
| No. of enforcement/improvement notices | 64 | 70 | 80 | 80 | 80 | 80 | High | Quarterly | Outcome | Reduced enforcement | |
| Number of Disabled Facilities Grants approved | 90 | 60 | 60 | 60 | 60 | 60 | High | Quarterly | Outcome | Customer hardship | |

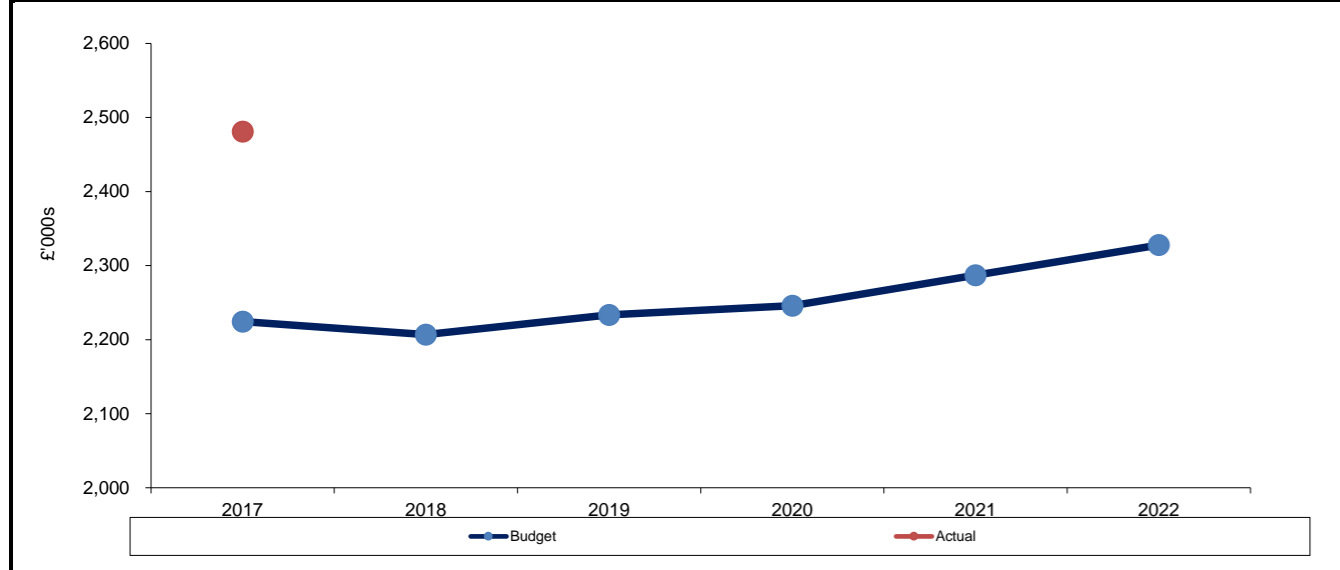
| DEPARTMENTAL BUDGET AND RESOURCES | | | | | | | | |
|-----------------------------------|----------------------|----------------|----------------|------------------------------|----------------|----------------|----------------|----------------|
| Revenue £'000s | Final Budget 2017/18 | Actual 2017/18 | Budget 2018/19 | Forecast Variance 2018/19 P7 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | Budget 2022/23 |
| Expenditure | 4,619 | 6,131 | 4,621 | 1,287 | 4,737 | 4,750 | 4,791 | 4,831 |
| Employees | 1,014 | 1,061 | 1,024 | 41 | 1,244 | 1,215 | 1,215 | 1,215 |
| Premises | 39 | 21 | 40 | 4 | 40 | 41 | 41 | 42 |
| Transport | 29 | 19 | 29 | (8) | 30 | 30 | 31 | 31 |
| Supplies & Services | 383 | 381 | 189 | (38) | 192 | 194 | 197 | 200 |
| Transfer Payments | 2,296 | 3,099 | 2,475 | 689 | 2,368 | 2,405 | 2,442 | 2,479 |
| 3rd party payments | 571 | 1,261 | 571 | 598 | 571 | 571 | 571 | 571 |
| Transfer Payments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Support services | 287 | 288 | 293 | 0 | 293 | 293 | 293 | 293 |
| Depreciation | | | | | | | | |
| Revenue £'000s | Final Budget 2017/18 | Actual 2017/18 | Budget 2018/19 | Forecast Variance 2018/19 P7 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | Budget 2022/23 |
| Income | 2,395 | 3,650 | 2,414 | (1,040) | 2,504 | 2,504 | 2,504 | 2,504 |
| Government grants | 197 | 582 | 144 | (467) | 0 | 0 | 0 | 0 |
| Reimbursements | 2,020 | 2,259 | 2,010 | 33 | 2,167 | 2,085 | 2,085 | 2,085 |
| Customer & client receipts | 178 | 810 | 260 | (606) | 337 | 418 | 418 | 418 |
| Recharges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Reserves | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Funded | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Council Funded Net Budget | 2,224 | 2,481 | 2,207 | 247 | 2,234 | 2,246 | 2,287 | 2,328 |



| Capital Budget £'000s | Final Budget 2017/18 | Actual 2017/18 | Budget 2018/19 | Forecast Variance 2018/19 P7 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | Budget 2022/23 |
|-----------------------------|----------------------|----------------|----------------|------------------------------|----------------|----------------|----------------|----------------|
| Disabled Facilities Grant | | 820 | 815 | - | 280 | 280 | 280 | 280 |
| Affordable Housing Projects | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | 820 | 815 | 0 | 280 | 280 | 280 | 280 |

Summary of major budget etc. changes 2019/20

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



| 2020/21 |
|---------|
| 2021/21 |
| 2022/23 |

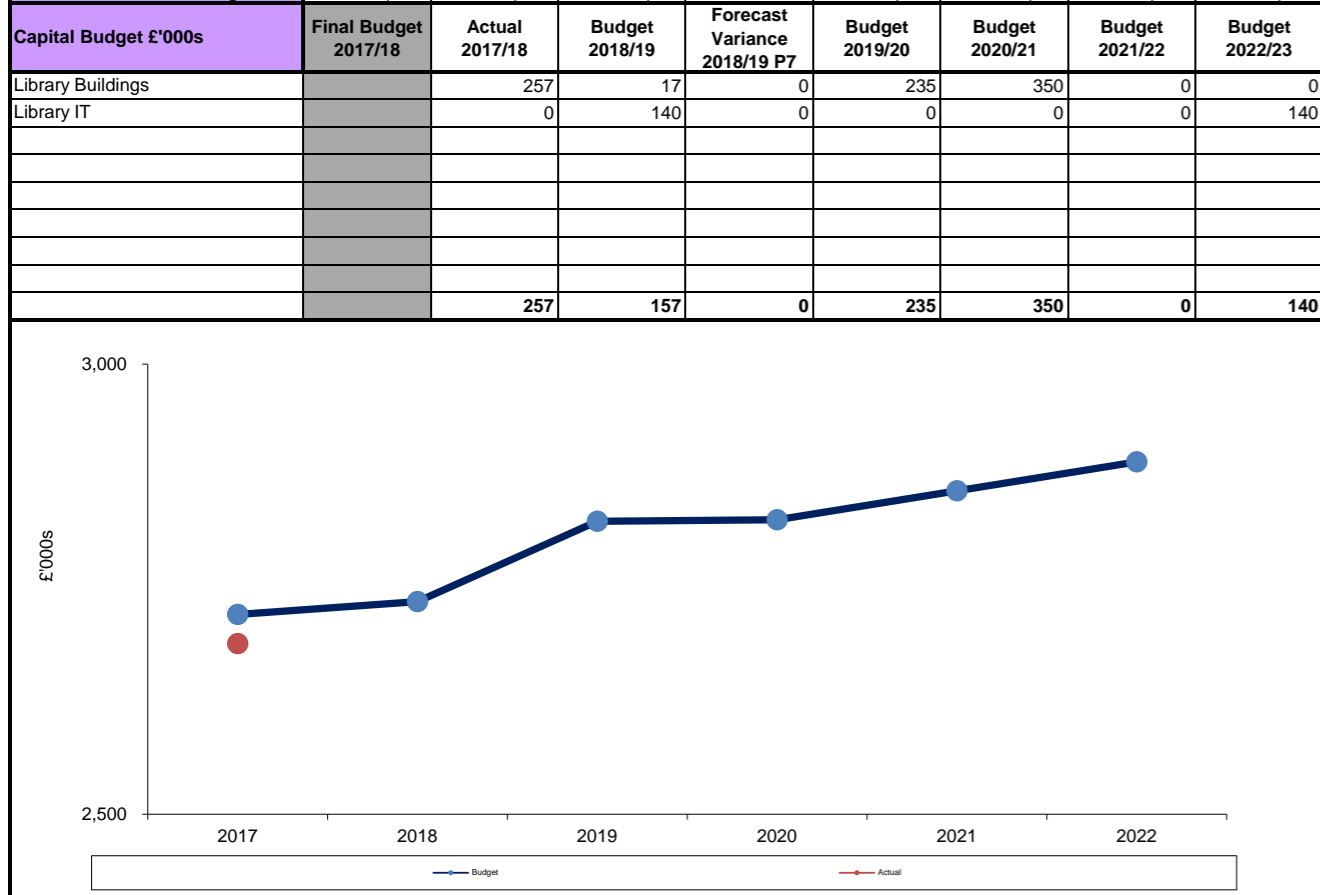
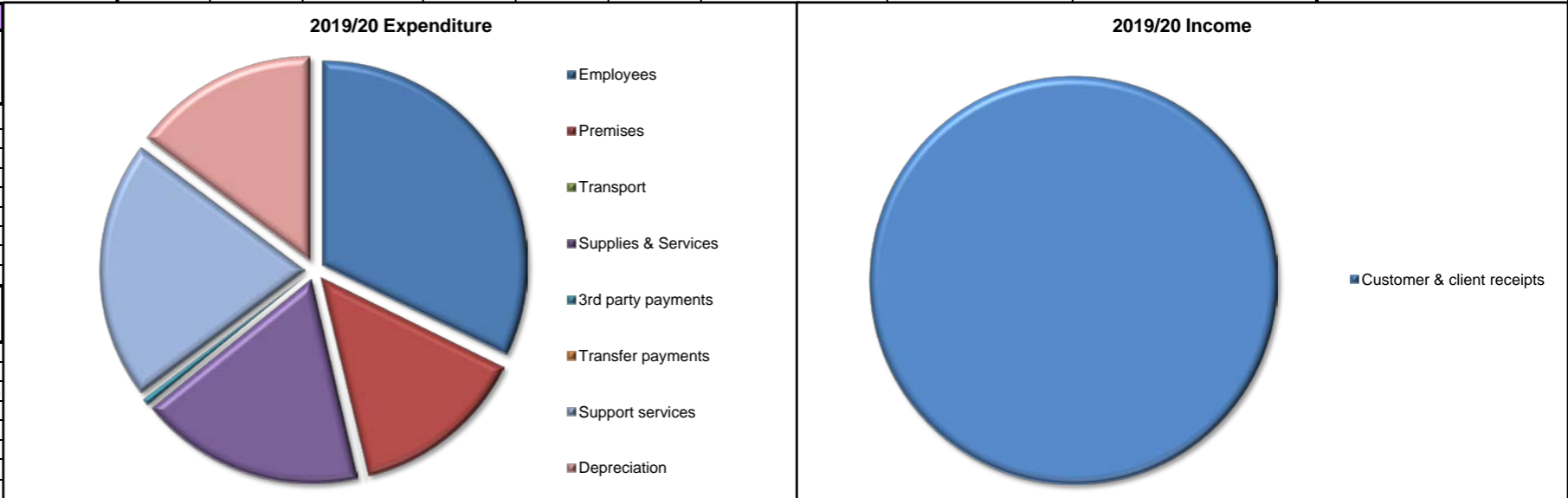
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Housing Needs and Enabling Services

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

| Libraries | Planning Assumptions | | | | | | | The Corporate strategies your service contributes to | | | |
|---|---|--|------------------|------------------|----------------|----------------|-----------------|--|-----------------------|---|---------------------------|
| Cllr Nick Draper: Cabinet Member for Community & Culture | Anticipated demand | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| Enter a brief description of your main activities and objectives below | | | | | | | | | | | |
| <p>The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.</p> <p>Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.</p> <p>Certain aspects of the service must be provided for free:</p> <ul style="list-style-type: none"> - Free lending of books - Free access to information - Free library membership <p>The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction and usage levels.</p> | Active users | 56,000 | 56,000 | 56,500 | 57,000 | 57,500 | 58,000 | Customer Contact Strategy | | | |
| | Stock issues | 950,000 | 900,000 | 900,000 | 900,000 | 900,000 | 900,000 | Children and Young People's Plan | | | |
| | Registered members | 135,000 | 135,000 | 135,000 | 135,000 | 135,000 | 135,000 | Community Plan | | | |
| | Visitor figures | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | Equality and Community Cohesion Strategy | | | |
| | Anticipated non financial resources | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| | Staff (FTE) | 33.30 | 31.35 | 29.65 | 26.65 | 29.65 | 29.65 | Health & Wellbeing Strategy | | | |
| | Accommodation (Libraries) | 7 | 7 | 7 | 7 | 7 | 7 | Heritage Strategy | | | |
| | Equipment (PC's) | 144 | 152 | 159 | 159 | 159 | 159 | Procurement Strategy | | | |
| | | | | | | | | Voluntary Sector and Volunteering Strategy | | | |
| | | | | | | | | Workforce Strategy | | | |
| | Performance indicator (LBC2020 indicators highlighted in purple) | Actual Performance (A) performance target (T) Proposed Target (P) | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met | |
| | | 2017/18(A) | 2018/19(T) | 2019/20(P) | 2020/21(P) | 2021/22(P) | 2022/23(P) | | | | |
| | Number of visitors accessing the library service online | 250,011 | 220,000 | 235,000 | 240,000 | 245,000 | 250,000 | High | Monthly | Quality | Reduced uptake of service |
| Active users - peoples network terminal | 65,154 | 56,000 | 56,500 | 57,000 | 57,500 | 58,000 | High | Monthly | Outcome | Reduced uptake of service | |
| % self service usage for stock transactions | 98 | 97 | 97 | 98 | 98 | 98 | High | Monthly | Business critical | Increased costs | |
| Active volunteers in libraries | 293 | 230 | 230 | 230 | 230 | 230 | High | Monthly | Business critical | Reduced service delivery | |
| Maintain Income | £401,422 | £376,000 | £414,000 | £414,000 | £414,000 | £414,000 | High | Monthly | Unit cost | Increased costs | |
| Visitor figures - physical visits to libraries | N/A | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | High | Monthly | Quality | Reduced service delivery | |
| % customer satisfaction (Libraries' own survey) | N/A | 95% | 95% | 95% | 95% | 95% | High | Annual | Perception | Reduced customer service | |

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



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

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

Libraries

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

| | | |
|--|--|--|
| Commissioned Service | | Description of main activities and objectives The London Borough of Merton is committed to providing high quality and sustainable adult learning in order to improve the social, economic, health and wellbeing of our residents. The service is delivered through a commissioning model, contracting services to the best providers in the field and by developing sophisticated evidence based approaches to what we deliver. The service will continue to provide popular courses whilst expanding provision for families and enhancing our range of maths, English and employability courses. |
| Merton Adult Learning | | |
| Cllr Nick Draper: Cabinet Member for Community & Culture | | |
| Service Providers: South Thames College Groundwork London | | |

| Planning Assumptions | | | | | | | The Corporate strategies the service contributes to |
|-------------------------------------|---|---------|-------------|---------|---------|---------|---|
| Anticipated demand | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | |
| Total number of learners | 3285 | 3285 | 3285 | 3285 | 3285 | 3285 | Culture and Sport Framework |
| Number of accredited learners | 1467 | 1467 | 1467 | 1467 | 1467 | 1467 | Employment and Skills Action Plan |
| Total number of enrolments | 3964 | 3964 | 3964 | 3964 | 3964 | 3964 | Special Educational Needs and Disabilities Strategy |
| | | | | | | | Medium Term Financial Strategy |
| Anticipated non financial resources | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | |
| Staff (Commissioning Team) | 3.75 | 3.75 | 3.75 | 3.75 | 3.75 | 3.8 | |
| Staff (LDD Curriculum manager) | 1 | 0 | 0 | 0 | 0 | 0 | |
| South Thames College | Sufficient resources to provide service | | | | | | |
| Global Solution Services | Sufficient resources to provide service | | | | | | |

| Performance indicator | Actual Performance (A) Performance Target (P) Proposed Target (T) | | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
|--|---|------------|-------------|------------|------------|------------|----------|-----------------|----------------|----------------------------------|
| | 2017/18(A) | 2018/19(T) | 2019/20(P) | 2020/21(P) | 2021/22(P) | 2022/23(P) | | | | |
| Number of enrolments per annum | 3598 | 3964 | 3964 | 3964 | 3964 | 3964 | High | Quarterly | Outcome | Reduced uptake of service |
| Number of new learners per annum (not registered as learners in previous year) | 2032 | 45% | 40% | 40% | 40% | 40% | High | Quarterly | Outcome | Reduced uptake of service |
| Number of completers (% retention rate per annum) | 96% | 94% | 95% | 95% | 95% | 95% | High | Annual | Outcome | Reduced service delivery |
| % overall success rate of accredited courses per annum | 74% (TBC) | 86% | 88% | 90% | 90% | 90% | High | Annual | Outcome | Reduced uptake of service |
| % of end of course evaluations where teaching and learning is rated as good or above | 99% | 95% | 95% | 95% | 95% | 95% | High | Annual | Perception | Reduced service delivery |
| % of learners from deprived wards | 29% | 30% | 32% | 35% | 35% | 35% | High | Quarterly | Quality | Reduced uptake of service |
| Average cost per learner | £374 | £247 | £247 | £247 | £247 | £247 | Low | Annual | Unit cost | Reduced uptake of service |
| | | | | | | | | | | |
| | | | | | | | | | | |

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

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DETAILS OF MAJOR PROJECTS
Merton Adult Learning

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

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

Public Health services currently comprise:
 • Services to improve health and wellbeing that are the commissioning responsibility of PH in LA (including the following mandatory services: sexual health, NHS health checks, Healthy Child 0-5 services, National Child Measurement Programme)
 • Commissioning support function to the CCG (mandatory) and council;
 • Health protection oversight function (mandatory)
 • Health intelligence including JSNA (mandatory)

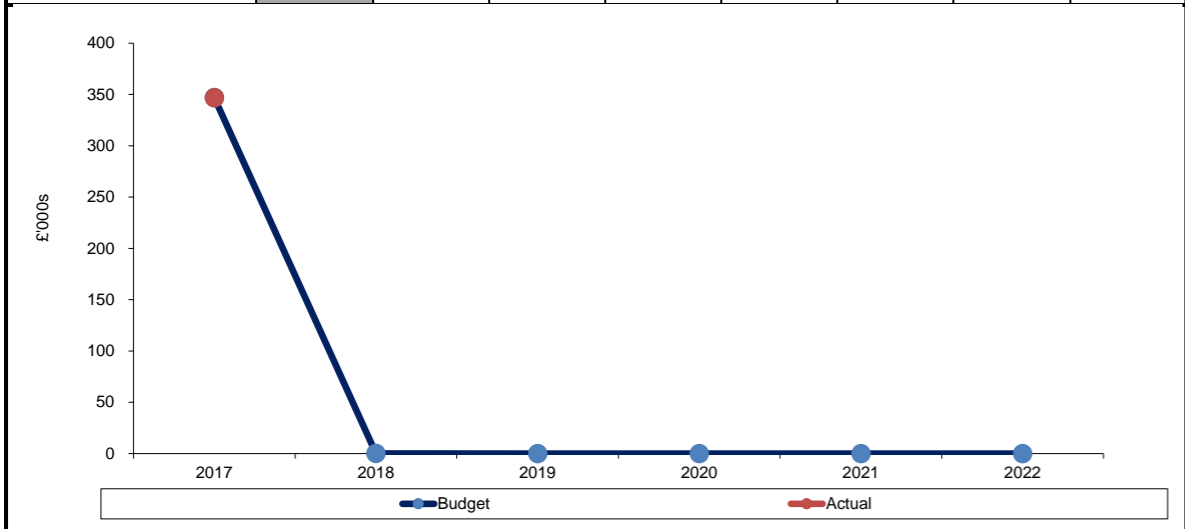
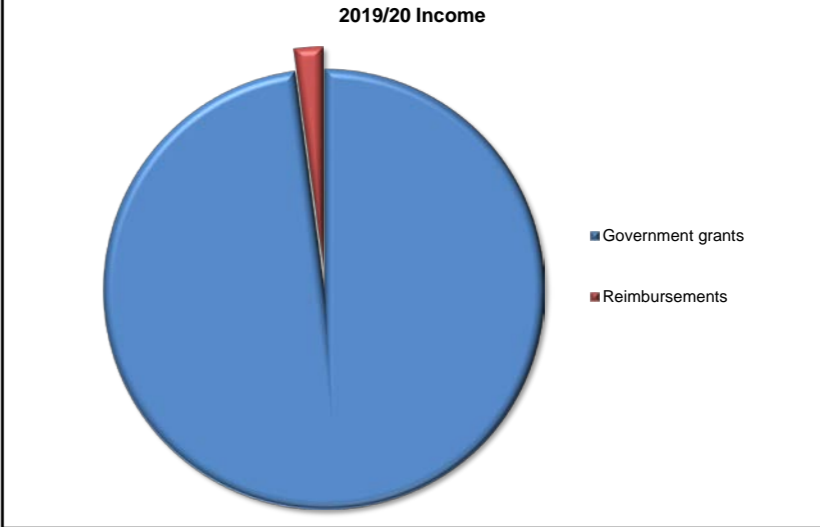
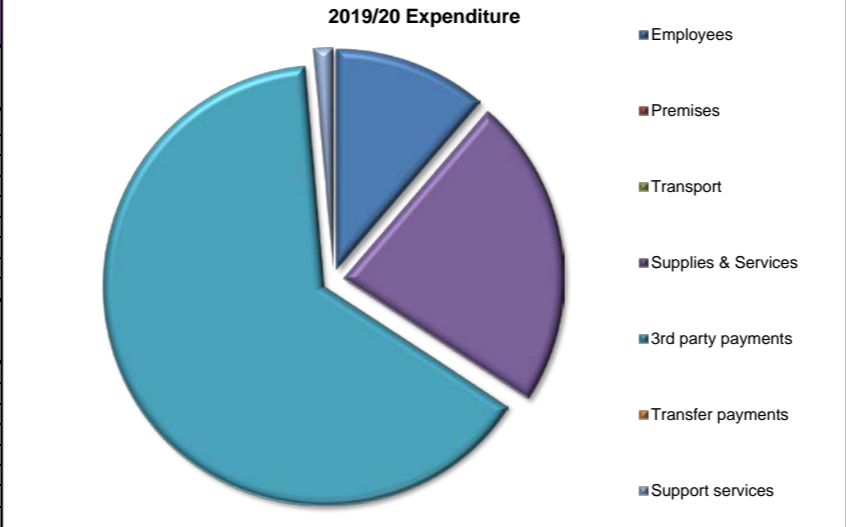
Our vision for public health in Merton over the next five years is to:
 • Protect and improve physical and mental health outcomes for the whole population in Merton throughout the life course, and reduce health inequalities, especially between the West and East of the borough, within the shrinking financial envelope available.
 • Fulfil our statutory PH duties.
 • Contribute to Merton becoming London's best council in 2020

Our strategic objectives are:
Objective 1: Service transformation - Deliver East Merton Model of Health and Wellbeing and Wilson health and community campus ; deliver a personal prevention offer for adults; whole systems approaches to Diabetes 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

| Planning Assumptions | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | The Corporate strategies your service contributes to | | |
|--|---|--|--|---|---|---|---|--|----------------|---|
| Anticipated demand | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | |
| Sexual health | | 20,080 | 19,972 | 19,735 | 19,498 | 19,261 | 19,024 | Sexual Health Strategy | | |
| Drugs & alcohol - new service in mobilisation April 2018 | | 400 drugs/220 alcohol | 400 drugs/220 alcohol | 400 drugs/250 alcohol | 400 drugs/270 alcohol | 400 drugs/270 alcohol | 400 drugs/270 alcohol | Substance Misuse Strategic framework | | |
| Support to CCG (% of PH staff capacity) | | 40% | 40% | 40% | 40% | 40% | 40% | Merton Health & Care Together | | |
| NHS Health Checks | | 2,180 | 2,893 | 2,600 | 2,600 | TBC | TBC | Health & Wellbeing Strategy | | |
| National Child Measurement Programme | | Reception Cohort : 2,396 Year 6 Cohort: 2,362 | Reception Cohort : 2,475 Year 6 Cohort: 2,296 | Reception Cohort: 2,478 Year 6 Cohort: 2,371 | Reception Cohort: 2,481 Year 6 Cohort: 2,447 | Reception Cohort: 2,483 Year 6 Cohort: 2,522 | Reception Cohort: 2,486 Year 6 Cohort: 2,598 | Children and Young People's Plan | | |
| Health Visiting New Birth Visits: estimated new births | | 3,222 | 3,271 | 3,248 | 3,242 | 3,225 | 3,202 | | | |
| Risk & Resilience Service | | 129 treatment/500 detached | 141 treatment / 500 detached | 152 treatment / 500 detached | 162 treatment / 500 detached | 173 treatment / 500 detached | 183 treatment / 500 detached | | | |
| Falls Prevention | | 1082 | 1100 | 1125 | 1150 | 1175 | 1200 | | | |
| Dementia Action Alliance | | 36 | 30 | 40 | 40 | 40 | 40 | | | |
| Anticipated non financial resources | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | |
| Staff (FTE) | | 16.56 | 18.66 | 18.06 | 18.06 | 18.06 | 18.06 | | | |
| Staff (Trainees included above) | | 2 | 2 | 2 | 2 | 2 | 2 | | | |
| Performance indicator (LBC2020 indicators highlighted in purple) | Actual performance (A) Performance Target (T) Proposed Target (P) | | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
| | 2017/18(A) | 2018/19(T) | 2019/20(P) | 2020/21(P) | 2021/22(P) | 2022/23(P) | | | | |
| Health Visiting - % of New Birth Reviews in 14 days of birth | 96.2% (16/17) 17/18 Nov 19 | 95% | 95% | 95% | 95% | 95% | High | Monthly | Outcome | Reduced uptake of service |
| Breastfeeding at the 6-8 weeks review (partially or totally) | 69.4% (16/17) 17/18 Nov 19 | 70% | 70% TBC | 70% TBC | 70% TBC | 70% TBC | High | Monthly | Outcome | Babies not given the best start in life through breastfeeding |
| % of participation in NCMP at age 10-11 years (Year 6) | 97.8% (16/17) 17/18 Dec 19 | 95% | 95% | 95% | 95% | 95% | High | Monthly | Output | Breach statutory duty |
| Reduce % gap in age 10-11 obesity between E & W Merton | TBC | 9.2% | 8% | 8% | 7.7% | | Low | Annual | Outcome | Increase prevalence of long term conditions |
| New Dementia action alliance members | 36 | 30 | 40 | 40 | 40 | 40 | High | Quarterly | Output | Reduced customer service |
| Number of referrals to the falls service | 1082.00 | 1100 | 1125 | 1150 | 1175 | 1200 | High | Quarterly | Output | Reduced uptake of service |
| Number of completed health checks | 1,887 | 2,893 | 2,600 | 2,600 | 0 | 0 | High | Quarterly | Output | Breach statutory duty |
| The estimated proportion of residents who are dependent on alcohol but not in the treatment system | 83.7% | 82.7% | 81.7% | 80.7% | 79.7% | 78.7% | Low | Quarterly | Output | Increase of potential health harms |
| Proportion of all in treatment, who successfully completed treatment and did not re-present within 6/12 months - Alcohol | 54.4% | 57.3% | 58% | 59% | 60% | 61% | High | Quarterly | Outcome | Increase of potential health harms |
| % young people (under 25) leaving treatment where substance misuse has reduced or client become drug free. | 100.0% | 90% | 90% | 90% | 90% | 90% | High | Quarterly | Outcome | Increase of potential health harms |
| % of eligible people offered an HIV test and who accept | 87% | 90% | 90% | 90% | 90% | 90% | High | Quarterly | Output | Increase of potential health harms |
| % of total attendances of eligible service users within the 15-24 age group who accepted and received a Chlamydia test | 70% | 80% | 80% | 80% | 80% | 80% | High | Quarterly | Output | Increase of potential health harms |

DEPARTMENTAL BUDGET AND RESOURCES

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



Summary of major budget etc. changes

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

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

2021/22
2022/23

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

Public Health

| PROJECT DESCRIPTION | | MAJOR PROJECTS BENEFITS | | Risk | | |
|---------------------|----------------|-------------------------|---|------------|--------|-------|
| | | | | Likelihood | Impact | Score |
| Project 1 | | Project Title: | East Merton Model of Health and Wellbeing and Wilson Development | | | |
| Start date | 2018-19 | Project Details: | Improved effectiveness | | | |
| End date | 2021-22 | | 3 | 3 | 9 | |
| Project 2 | | Project Title: | Embed Health and Wellbeing in all policies | | | |
| Start date | 2018-19 | Project Details: | Improved effectiveness | | | |
| End date | 2020-21 | | 2 | 2 | 4 | |
| Project 3 | | Project Title: | Sexual Health Strategy and Integrated sexual health services | | | |
| Start date | 2018-19 | Project Details: | Improved effectiveness | | | |
| End date | 2021-22 | | 3 | 3 | 9 | |
| Project 4 | | Project Title: | Whole System Approaches to Diabetes | | | |
| Start date | 2018-19 | Project Details: | Improved effectiveness | | | |
| End date | 2020-21 | | 2 | 2 | 4 | |
| Project 5 | | Project Title: | Personal Prevention Offer for Adults | | | |
| Start date | 2018-19 | Project Details: | Improved effectiveness | | | |
| End date | 2020-21 | | 2 | 2 | 4 | |
| Project 6 | | Project Title: | Development of integrated Children's Services | | | |
| Start date | 2016-17 | Project Details: | Improved effectiveness | | | |
| End date | 2020-21 | | 2 | 3 | 6 | |
| Project 7 | | Project Title: | Whole System Approaches to Childhood obesity | | | |
| Start date | 2018-19 | Project Details: | Improved effectiveness | | | |
| End date | 2021-22 | | 2 | 2 | 4 | |

Corporate Services

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

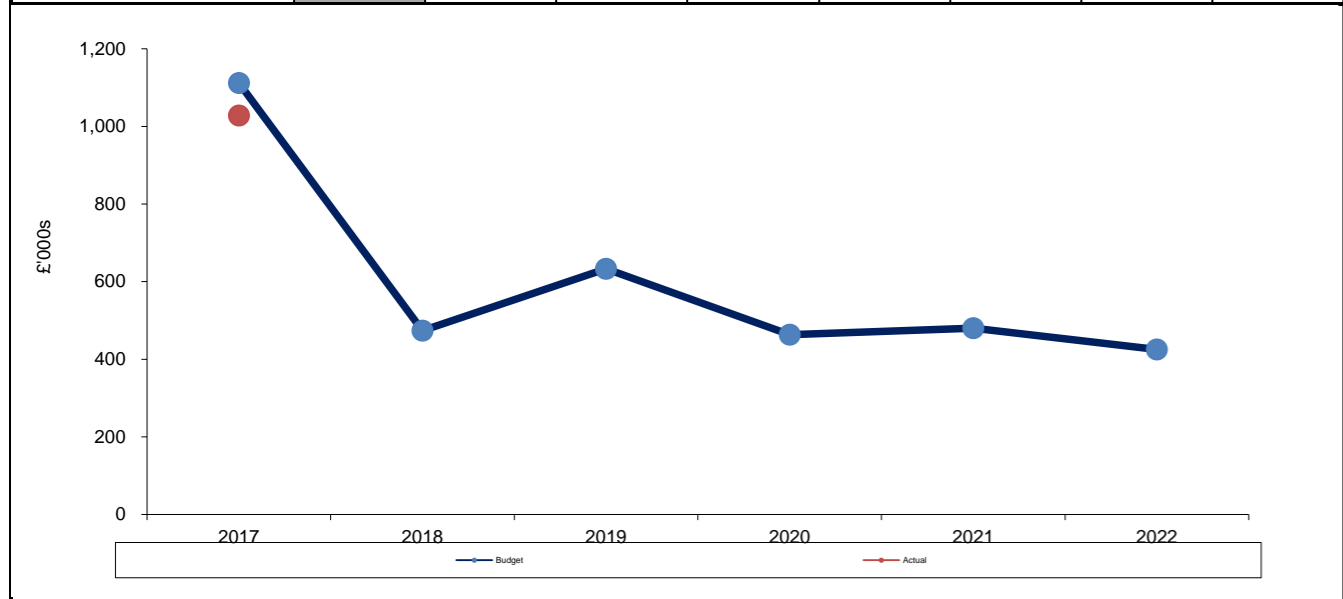
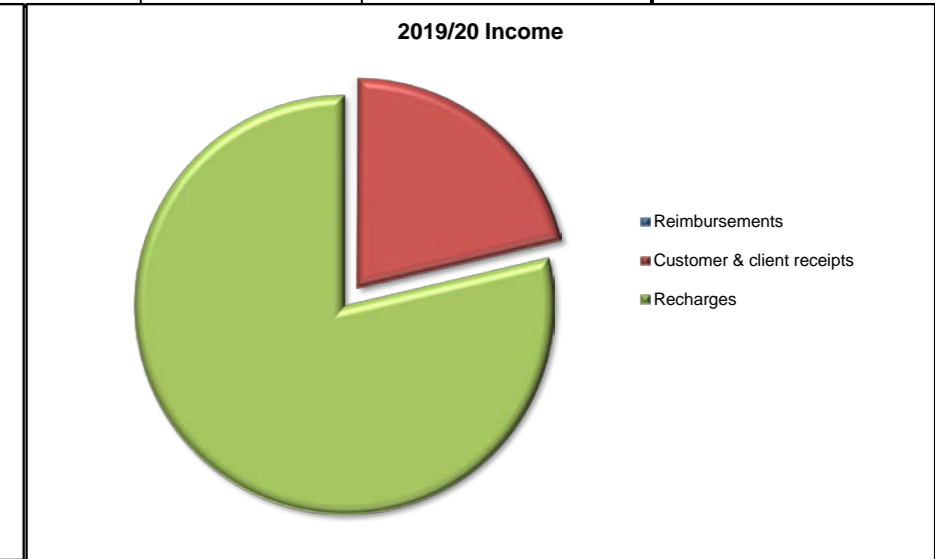
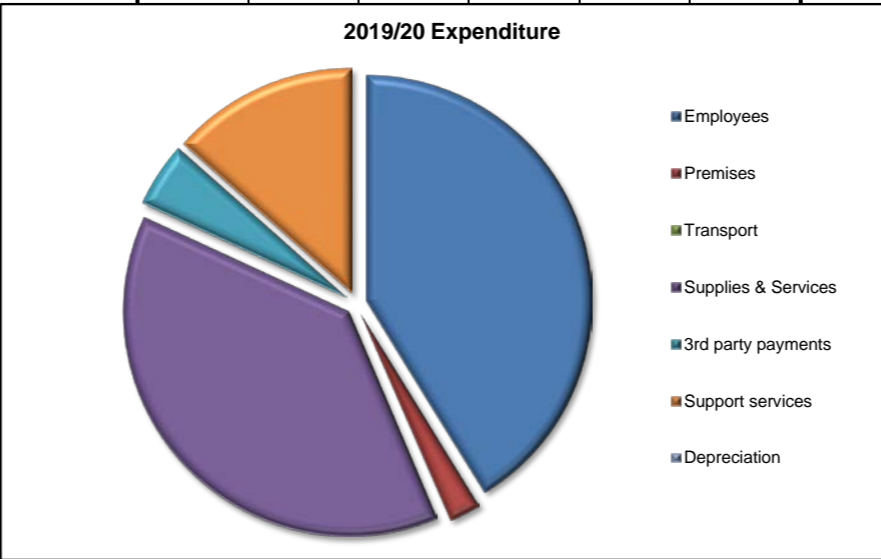
Corporate Governance

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

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| Customers, Policy & Improvement (previously called Business Improvement) | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | | | |
|---|--|--|----------------|----------------|----------------|----------------|--|--|-----------------------|---|--------------------------|
| Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance | Anticipated demand | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| Enter a brief description of your main activities and objectives below | Telephone callers | 450000 | 400000 | 375000 | 350000 | 350000 | 300000 | Customer Contact Strategy | | | |
| <p>Customer Services will:</p> <p>Through Merton Link provide a first point of contact for most council customers and visitors both face-to-face and by the telephone.</p> <p>- Deliver a Translations service and discharge the Concessionary Travel Scheme.</p> <p>Discharge the council's responsibilities for the registration of births, deaths, marriages and civil partnerships, citizenship ceremonies and nationality services.</p> <p>Act as a client for the multi-borough coroners service.</p> <p>Continuous Improvement and Corporate Change will:</p> <p>- Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to Lean.</p> <p>- Ensure change is effectively planned for and managed across the organisation, embedding change management principles and methodologies.</p> <p>- Drive and facilitate the Targeting Operating Models (TOM) refresh process</p> <p>- Quality assure the Improvement Portfolio on behalf of Merton Improvement Board (MIB), DMTs and CMT.</p> <p>The Policy, Strategy and Partnerships team supports the Council's approach to partnership working, including the Merton Partnership, and its annual Conference. It provides advice on equalities and the Council's approach to Equality Assessments. It has the lead role on the Council's Prevent duties and is the key liaison point. It manages the relationship with the voluntary sector, leading on the Voluntary Sector and Volunteering Strategy and the Merton Compact. From 2019/20 PSP will be responsible for Service Planning and Performance.</p> <p>The Communications team is responsible for promoting and protecting the reputation of the council by communicating with Merton's key stakeholders using a range of channels including media relations, My Merton, social media, campaign marketing as well as corporate events. It also oversees Consultation and Engagement corporately.</p> | Continuous improvement & Corporate Change (days) | 880 | 880 | 770 | 660 | 660 | 660 | Communications Strategy | | | |
| | Policy, Strategy & Partnerships | 1012 | 1012 | 1232 | 1012 | 1012 | 1012 | Information Management Strategy | | | |
| | Comms & Engagement | 1120 | 1430 | 880 | 880 | 880 | 880 | Voluntary Sector Strategy | | | |
| | | | | | | | | Equality and Community Cohesion Strategy | | | |
| | | | | | | | | Community Plan | | | |
| | Anticipated non financial resources | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| | Staff - CI & CC (FTE & fixed term) | 4.8 | 7.0 | 7.0 | 5.0 | 5.0 | 5 | Social Media Strategy | | | |
| | Staff - Policy, Strategy & Partnerships | 4.8 | 4.6 | 5.6 | 5.6 | 5.6 | 5.6 | | | | |
| | Staff - Customer Services | 31.4 | 30.5 | 29.5 | 29.5 | 29.5 | 29.5 | | | | |
| | Staff - Comms & Engagement | 7.0 | 6.5 | 6.5 | 6.5 | 6.5 | 6.5 | | | | |
| | Performance indicator (LBC2020 indicators highlighted in purple) | Actual Performance (A) Performance Target (P) Proposed Target (T) | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met | |
| | | 2017/18(A) | 2018/19(T) | 2019/20(P) | 2020/21(P) | 2021/22(P) | 2022/23(P) | | | | |
| | % positive and neutral coverage tone | 87.58% | 92% | 85% | 85% | 85% | 85% | High | Monthly | Perception | Reputational risk |
| | No. of new volunteers recruited | 618 | 350 | 350 | 300 | 300 | 300 | High | Quarterly | Outcome | Reduced customer service |
| | % who agree people from different backgrounds get on (ARS) | N/A | 90 | 90 | 80 | 80 | 80 | High | Annual | Perception | Reputational risk |
| | % agree Merton is making the area a better place to live (ARS) | N/A | 76 | N/A | 76 | N/A | TBC | High | Annual | Perception | Reputational risk |
| | % of residents who feel informed about council services (ARS) | N/A | 81 | N/A | 81 | N/A | TBC | High | Annual | Perception | Reputational risk |
| | % of residents agree the council involves them in making decisions (ARS) | N/A | 62 | N/A | 62 | N/A | TBC | High | Annual | Perception | Reputational risk |
| | % of on-line transactions | 72.59% | 63% | 64% | 65% | 66% | 66% | High | Monthly | Business critical | Reduced customer service |
| | First contact resolution | 78.65% | 75% | 75% | 75% | 75% | 75% | High | Monthly | Perception | Reduced customer service |
| | Event income (Marriages, Civil Partnerships etc.) | 554,520 | 440,000 | 400,000 | 400,000 | 400,000 | 400,000 | High | Monthly | Business critical | Loss of income |

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



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

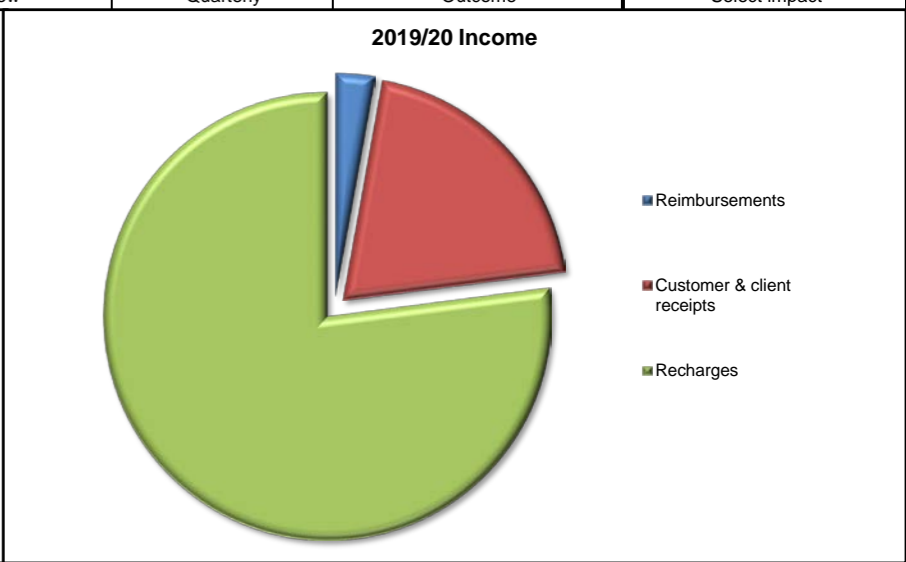
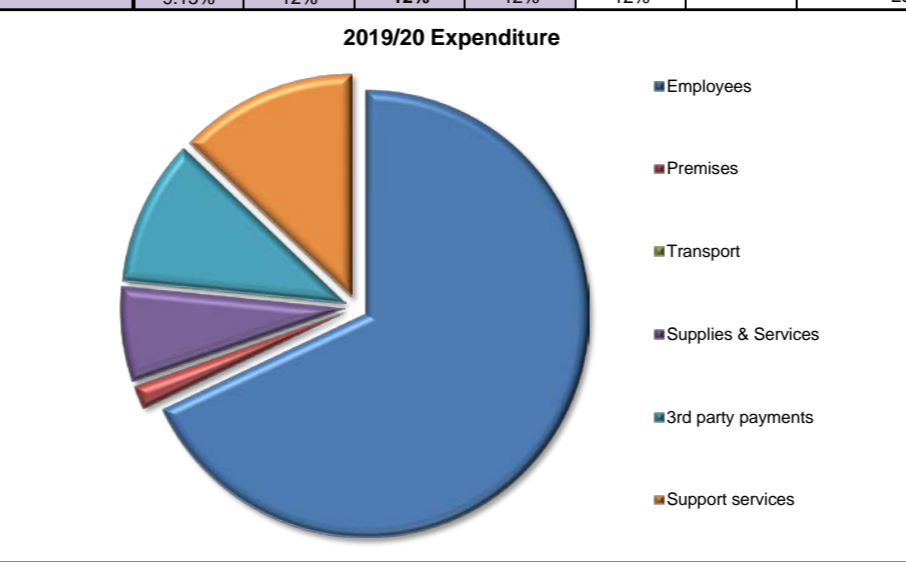
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Customers, Policy & Improvement (previously called Business Improvement)

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

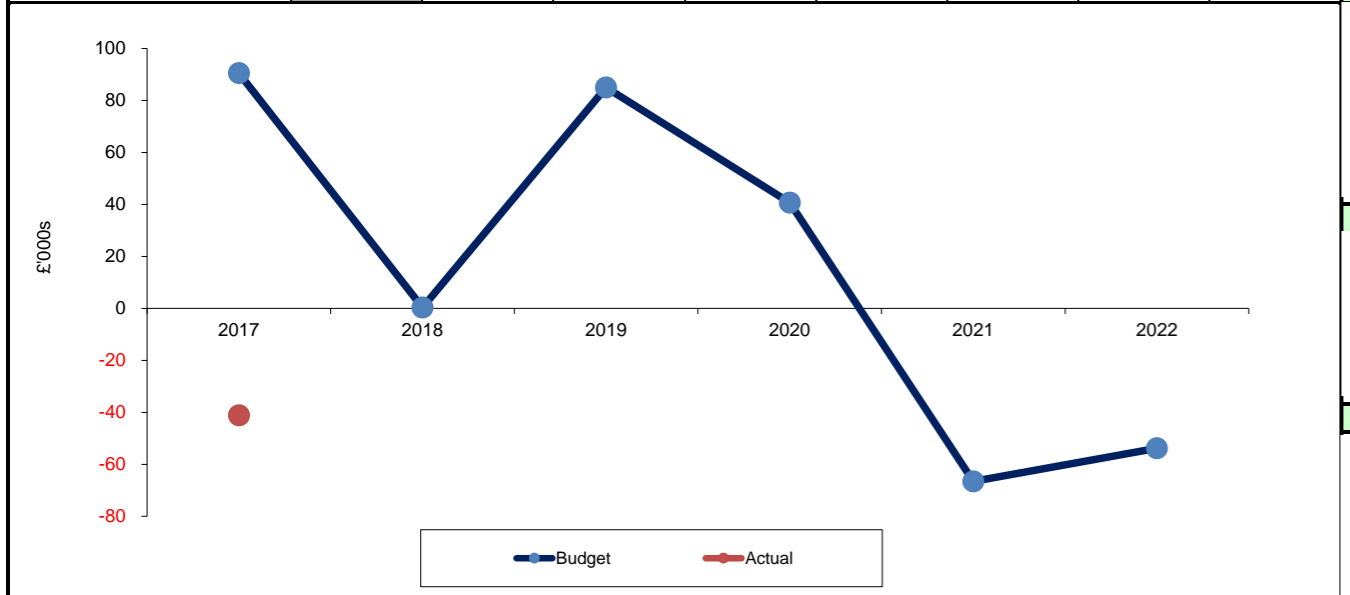
| Human Resources Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance Enter a brief description of your main activities and objectives below | Planning Assumptions | | | | | | | The Corporate strategies your service contributes to |
|---|--|------------------------|---------------------|----------|-----------------|----------------|----------------------------------|--|
| | Anticipated demand | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | |
| 1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR advice and consultancy support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members | Employees in Merton for HR, payroll, advice, L&D, EAP etc. | 4,200 | 4,000 | 3,800 | 3,800 | 3,800 | | Workforce Strategy |
| | New recruits to be appointed | 150 | 140 | 145 | 140 | 142 | | Economic Development Strategy |
| | New Apprentices to be appointed | 33 | 33 | 33 | 33 | 33 | | Equality and Community Cohesion Strategy |
| | Anticipated non financial resources | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | |
| | Staff (FTE) | 33 | 32.5 | 32.5 | 31.5 | 31.5 | 31.5 | |
| | Apprentices (FTE) | 2 | 6 | 7.9 | 7.9 | 7.9 | 7.9 | |
| Performance indicator (LBC2020 indicators highlighted in purple) | Actual Performance (A) | Performance Target (T) | Proposed Target (P) | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met | |
| Time to hire (days) | 88 | 90 | 90 | Low | Monthly | Outcome | Increased costs | |
| No. of working days lost to sickness, excluding schools | 8.96 | 7.5 | 7 | Low | Monthly | Outcome | Increased costs | |
| % Appraisals completed | 96% | 98% | 98% | High | Annual | Outcome | Poor decision making | |
| % Members L&D satisfaction | 100% | 83% | 90% | High | Quarterly | Outcome | Poor decision making | |
| No. of apprentices excl.schools (Govt Apprenticeship Levy Scheme) | 35 | 46 | 46 | High | Quarterly | Outcome | Increased costs | |
| No. of apprentices in schools (Govt Apprenticeship Levy Scheme) | N/A | N/A | TBC | High | Quarterly | Outcome | Increased costs | |
| No. of apprenticeships New Starts incl schools | N/A | N/A | TBC | High | Quarterly | Outcome | Increased costs | |
| The level (%) of staff engagement (Staff Survey) | N/A | 87% | N/A | High | Biennial | Outcome | Reputational risk | |
| % of staff who would recommend Merton as a place to work | N/A | 90% | N/A | High | Biennial | Perception | Select impact | |
| Voluntary resignation rate | 9.15% | 12% | 12% | Low | Quarterly | Outcome | Select impact | |

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



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

| Summary of major budget etc. changes | |
|--------------------------------------|---|
| Year | Description |
| 2019/20 | 2019-20 CS24 Realignment/redesign of HR services to provide services to the organisation and mitigate associated risks £50k 2019-20 CS05 Charge for voluntary sector payroll £7k |
| 2020/21 | |
| 2021/22 | 2019-20 CS26 Review of contract arrangements £120k |
| 2022/23 | |



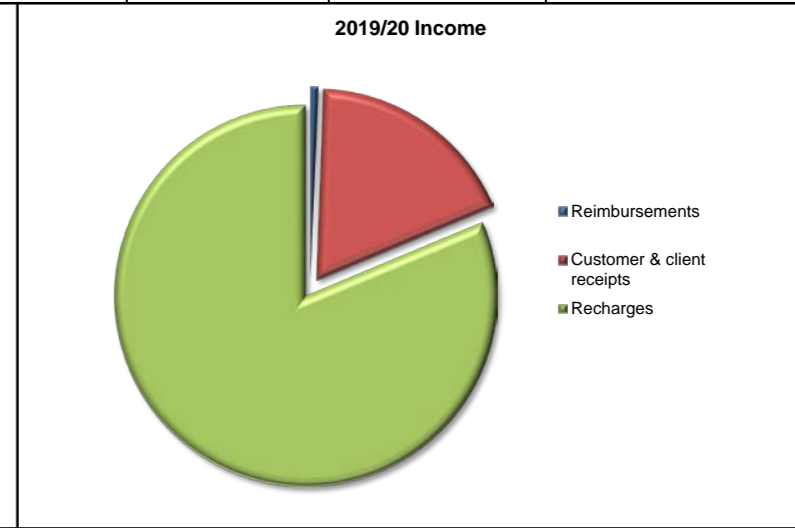
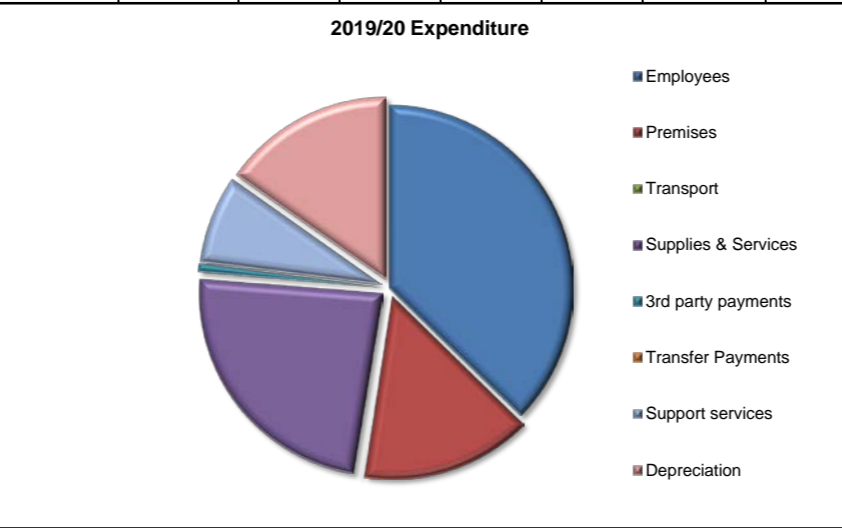
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Human Resources

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

| Infrastructure and Technology (previously Infrastructure & Transactions) Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance Enter a brief description of your main activities and objectives below | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | | |
|---|--|----------------|----------------|----------------|----------------|----------------|--|-------------------------------------|-------------------|----------------------------------|
| | Anticipated demand | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | |
| | 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 (LBC2020 indicators highlighted in purple) | Actual Performance Target (A) Performance Target (T) Proposed Target (P) | | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
| | 2017/18(A) | 2018/19(T) | 2019/20(P) | 2020/21(P) | 2021/22(P) | 2021/22(P) | | | | |
| Customer Satisfaction - IT incident resolution | 96.33% | 90% | 90% | 90% | 90% | 95% | High | Monthly | Outcome | Reduced customer service |
| First time fix rate for IT Service Desk | 79.57% | 75% | 75% | 75% | 75% | 80% | High | Monthly | Outcome | Reduced service delivery |
| Systems availability | 99.77% | 99% | 99% | 99% | 99% | 99% | High | Monthly | Business critical | Reduced service delivery |
| Health and Safety workplace inspections completed on time | 51 | 50 | 50 | 50 | 50 | 50 | High | Quarterly | Outcome | Breach statutory duty |
| Income - External Fees | 320,282 | 320,000 | 320,000 | 320,000 | 320,000 | 320,000 | High | Quarterly | Output | Loss of income |
| Invoices paid within 30 days from invoice date | 91% | 95% | 95% | 95% | 95% | 95% | High | Monthly | Business critical | Reduced service delivery |
| Invoices paid within 30 days of receipt by LBM | 88% | 95% | 95% | 95% | 95% | 95% | High | Monthly | Business critical | Reduced service delivery |
| Number of staff working from Civic Centre | 1,200 | 1,200 | 1,300 | 1,400 | 1,400 | 1,400 | High | Quarterly | Outcome | Underused resource |
| Repairs & Maintenance ratio of Reactive to Planned | 34/66 | 30/70 | 30/70 | 30/70 | 30/70 | 30/70 | High | Annual | Outcome | Increased costs |
| New referrals processed within 21 days | 100% | 94% | 95% | 95% | 95% | 95% | High | Monthly | Outcome | Reduced customer service |
| Client Post Office voucher acc't balance falls below £2.5K | 0 | 0 | 0 | 0 | 0 | 0 | Low | Monthly | Outcome | Customer hardship |
| % of influencible spend published on contracts register | 50% | 85% | 85% | 95% | 99% | 99% | High | Quarterly | Outcome | Reputational risk |
| % of suppliers accounting for the 20% of influencible spend | 91% | 60% | 80% | 75% | 70% | 70% | Low | Annual | Output | Increased costs |
| CO2 emissions from corporate buildings (tonnes) | 5849 | 7434.32 | 7128.8 | 6914.94 | 6800 | 6800 | Low | Annual | Output | Environmental issues |

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



Summary of major budget etc. changes

CS2016-08 Income from letting two floors vacant space in Civic Centre £190k
 2018-19 CS01 Revenue Saving associated with current MFD contract £150k
 2018-19 CS02 Reduction in the level of building repairs and maintenance undertaken on the corporate buildings £100k
 2018-19 CS04 Delete or full cost recovery of one post within FM £36k
 2018-19 CS14 M3 Support to Richmond/Wandsworth £20k

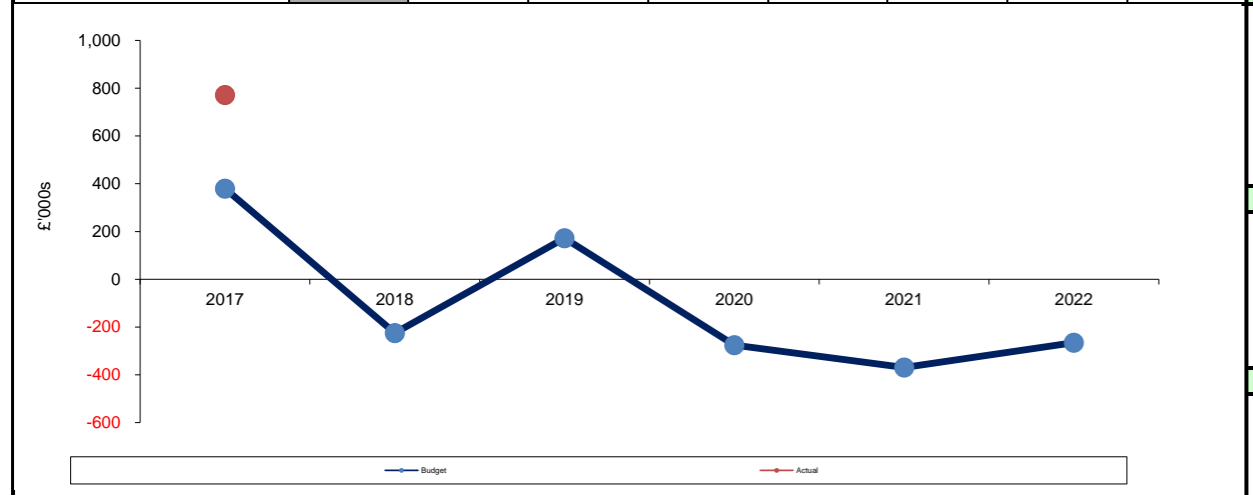
2020/21

CS2015-03 Restructure of Transactional Services team £100k
 CSD7 Restructure Print and Post service and delete one post £47k
 2018-19 CS03 Adjust current Local Authority Liaison Officer (LALO) arrangements to require Assistant Directors to undertake the duties as part of their job description £33k
 2019-20 CS17 Closure of Chaucer centre and relocation of operational teams at the Civic centre £77k
 2019-20 CS18 Closure of Gifford House and relocation of SLLP to the Civic centre £69k
 2019-20 CS19 Reduction in the Repairs and Maintenance budgets for the corporate buildings £100k
 2019-20 CS20 Reduction in the energy 'Invest to Save' budget for the corporate buildings £100k

2021/22

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

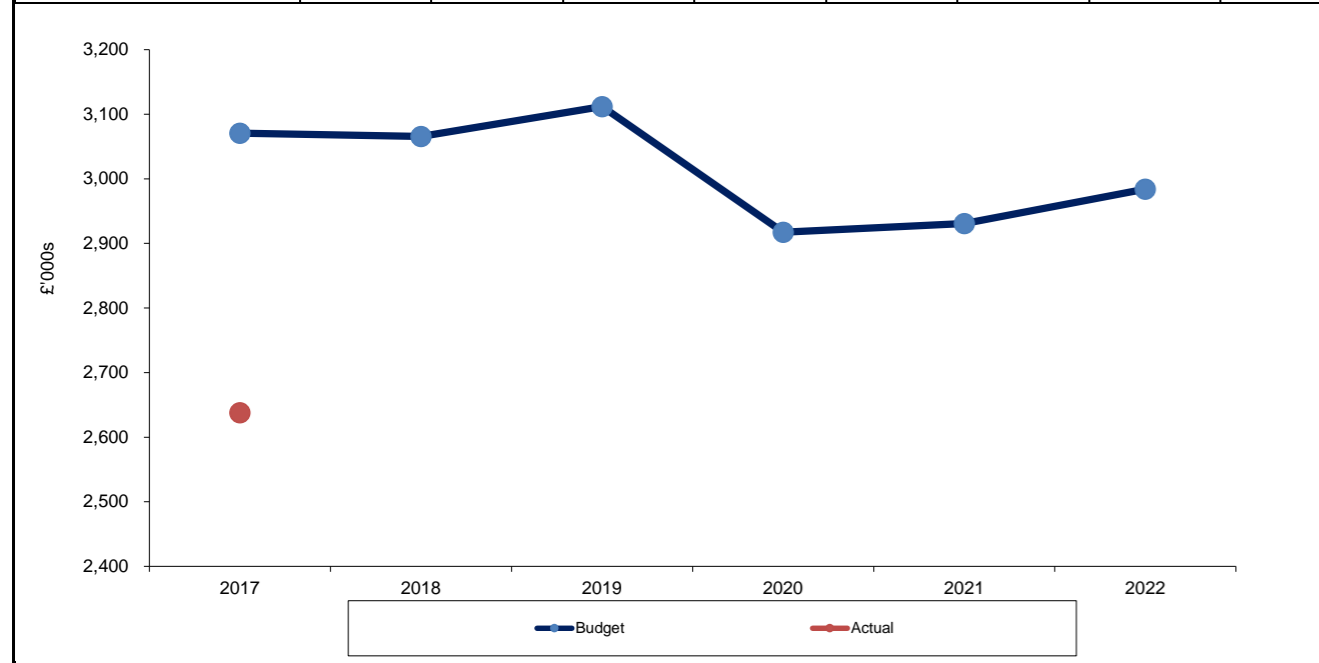
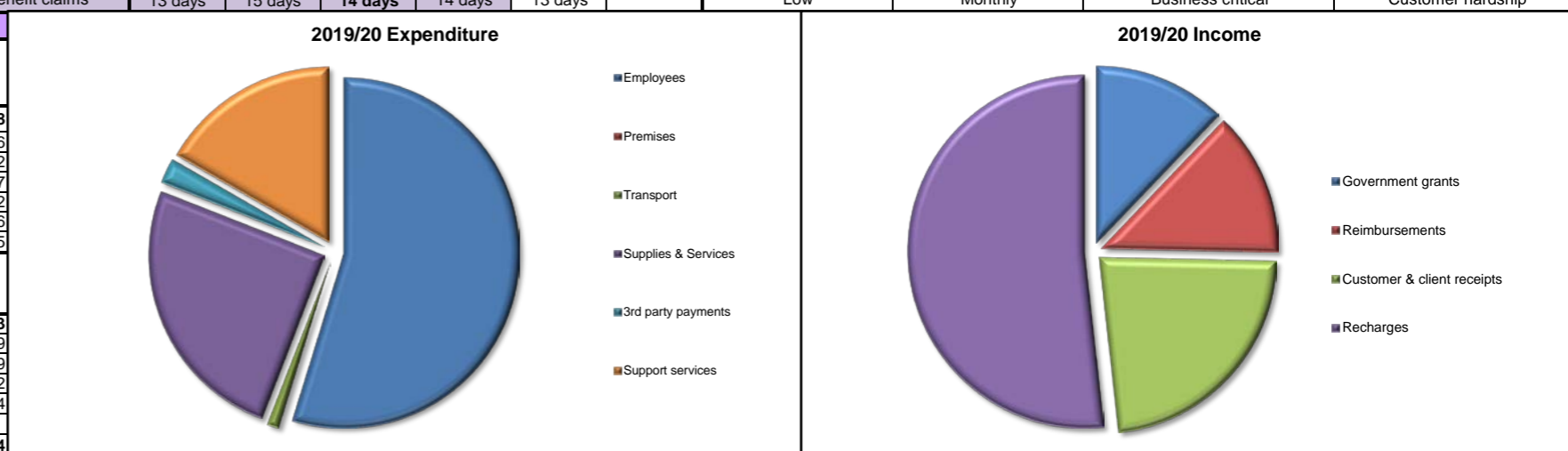
2022/23



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

| Resources | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | | | |
|--|---|--|----------------|----------------|----------------|----------------|--|--------------------------------|------------------------|--------------------------|---|
| Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance | Anticipated demand | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| <p>Enter a brief description of your main activities and objectives below</p> <ul style="list-style-type: none"> Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems. Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management. The team facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management. The Team is also responsible for the development and maintenance of e5 in accordance with legislation and best practice. Treasury and pensions - to manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for pensions administration. Local Taxation - responsible for Council Tax & Business Rates collection and Debt Recovery. Housing Benefit - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud; Bailiffs - collection of outstanding warrants in a shared service between Sutton & Merton for all areas especially council tax and parking fines. Front line service for Universal Credit - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered towards the end of this service plan period but details are vague due to the uncertainty of the roll-out of the scheme and the continual deferral from central government. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload | Revenue/Capital Budget Managers supported | 136/23 | 136/23 | 136/23 | 136/23 | 136/23 | | Capital Strategy | | | |
| | Budget, Service, Performance & Risk Monitoring Reports | 10 | 10 | 10 | 10 | 10 | | Medium term Financial Strategy | | | |
| | Benefit/Council Tax support claimants | 14,500 | 14,000 | 14,000 | 13,000 | 13,000 | | Procurement Strategy | | | |
| | Telephone callers | 450,000 | 400,000 | 375,000 | 350,000 | 350,000 | | Risk Management Strategy | | | |
| | Face to face customers | 80,000 | 70,000 | 65,000 | 60,000 | 55,000 | | Treasury Management Strategy | | | |
| | Council tax properties | 84,000 | 85,000 | 85,500 | 86,000 | 86,500 | | | | | |
| | Anticipated non financial resources | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| | Staff (FTE) | 145.8 | 145.1 | 145.5 | 141.5 | 141.5 | 141.5 | | | | |
| | Staff (Trainees) | 2 | 1 | 1 | 1 | 1 | 1 | | | | |
| | Performance indicator (LBC2020 indicators highlighted in purple) | Actual Performance (A) Performance Target (T) Proposed Target (P) | | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
| | | 2017/18(A) | 2018/19(T) | 2019/20(P) | 2020/21(P) | 2021/22(P) | 2022/23(P) | | | | |
| | Accuracy of P10 Revenue Forecast (compared to outturn) | 91% | 90% | 90% | 90% | 90% | | High | Annual | Outcome | Poor decision making |
| | Accuracy of P8 Capital Forecast | 82% | 90% | 90% | 90% | 90% | | High | Annual | Outcome | Poor decision making |
| | Number of Adjustments to Draft Accounts | 3 | 0 | 0 | 0 | 0% | | Low | Annual | Business critical | Reputational Risk |
| | Action plans in place for 'red' risks | 100% | 90% | 90% | 90% | 90% | | High | Quarterly | Outcome | Poor decision making |
| % of Loans Paid on Time | 94.56% | 100% | 100% | 100% | 100% | | High | Quarterly | Business critical | Reputational risk | |
| % of Claims Responded to within 5 Working Days | 77% | 95% | 96% | 96% | 96% | | High | Quarterly | Outcome | Reduced customer service | |
| Delivery against current year MTFS savings target | 69.48% | 100% | 100% | 100% | 100% | | High | Quarterly | Business critical | Poor decision making | |
| % of Merton Bailiff files paid in full (exc parking & misc debt) | 50.78% | 52% | 52% | 52% | 52% | | High | Monthly | Outcome | Loss of income | |
| Business Rates collected | 98.79% | 97.50% | 97.50% | 97.50% | 97.50% | | High | Monthly | Business critical | Loss of income | |
| Council Tax Collected | 97.69% | 97.25% | 97.25% | 97.25% | 97.25% | | High | Monthly | Business critical | Loss of income | |
| Time taken to process Housing Benefit COC | 8.67 days | 9 days | 8 days | 8 days | 8 days | | Low | Monthly | Business critical | Customer hardship | |
| Time taken to process new Housing Benefit claims | 13 days | 15 days | 14 days | 14 days | 13 days | | Low | Monthly | Business critical | Customer hardship | |

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



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

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

Resources

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFIT | | Risk | | |
|---------------------|---------|-----------------------|--|-------------------------------|--------|-------|
| | | | | Likelihood | Impact | Score |
| Project 1 | | Project Title: | Evaluation of future funding levels | Risk reduction and compliance | | 6 |
| Start date | 2017-18 | Project Details: | Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis. | 2 | 3 | |
| End date | 2021-22 | | | | | |
| Project 2 | | Project Title: | Financial systems re-engineering programme | Improved effectiveness | | 4 |
| Start date | 2013-14 | Project Details: | Procurement of a single integrated financial system to replace the suite of products that are currently used to provide GL, AP, P2P & AR functions. This involved a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is also currently being investigated. The system went live on 06/02/17 and the accounts were closed using the new system. A post-implementation review has been completed with key lessons learned. A programme of development has been agreed (system upgrades to new releases for E5, and collaborative planning together with a new Fixed Asset module). A permanent team of three people has been established within Business Planning to develop and maintain the system in accordance with legislation and best practice. | 2 | 2 | |
| End date | 2019-20 | | | | | |
| Project 3 | | Project Title: | Develop and implement whole life costing for capital projects | Improved effectiveness | | 6 |
| Start date | 2018-19 | Project Details: | This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the temple to selected schemes | 3 | 2 | |
| End date | 2019-20 | | | | | |
| Project 4 | | Project Title: | Pilot Early closure of Accounts | Improved effectiveness | | 3 |
| Start date | 2018-19 | Project Details: | 2 years of early closing of accounts was undertaken in preparation of 17/18 when the early close deadlines applied. Work is currently underway to ensure the lessons learned from the 17/18 closedown process and external auditors comment are addressed and changes implemented for 18/19. Additional resource has been allocated to the closing of accounts team. | 1 | 3 | |
| End date | 2019-20 | | | | | |
| Project 5 | | Project Title: | Universal Credit Implementation | Economic outcomes | | 2 |
| Start date | 2015-16 | Project Details: | Implement the roll out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice. Process has been delayed by Central Government - All job centres in Merton will implement UC for new claims in accordance with the procedures which Central Government finally determine. | 2 | 1 | |
| End date | 2019-20 | | | | | |
| Project 6 | | Project Title: | Council Tax support scheme | Economic outcomes | | 2 |
| Start date | 2017-18 | Project Details: | During 18/19 options for a revised scheme will be reviewed for Council decision and possible implementation for 19/20. Moving forward we will review our discretionary rate relief for implementation in 2019/20 | 2 | 1 | |
| End date | 2019-20 | | | | | |
| Project 7 | | Project Title: | Review Debt Collection Processes | Improved effectiveness | | 2 |
| Start date | 2015-16 | Project Details: | With the implementation of the new Financial management computer systems a lean review of the existing debt collection processes is being undertaken as part of the system implementation. | 2 | 1 | |
| End date | 2019-20 | | | | | |

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

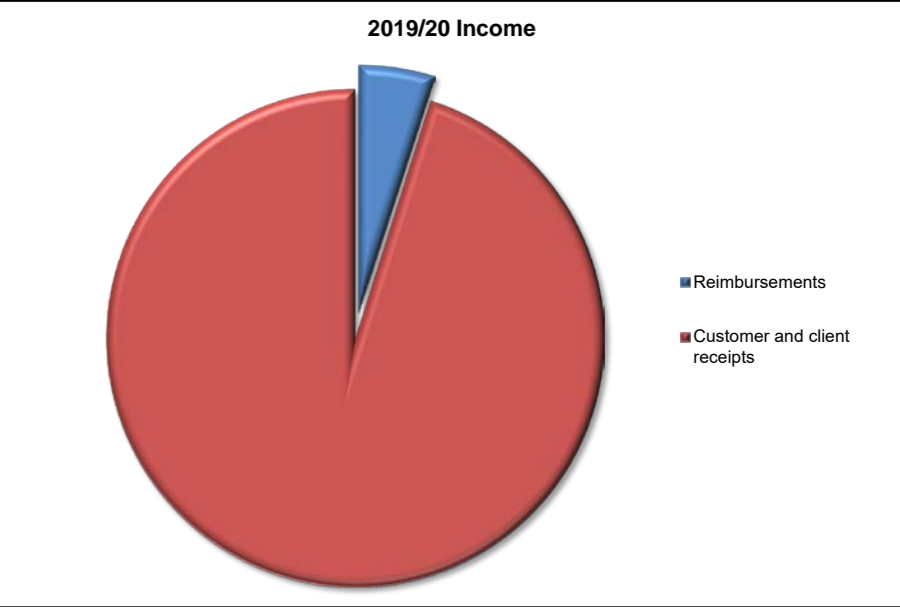
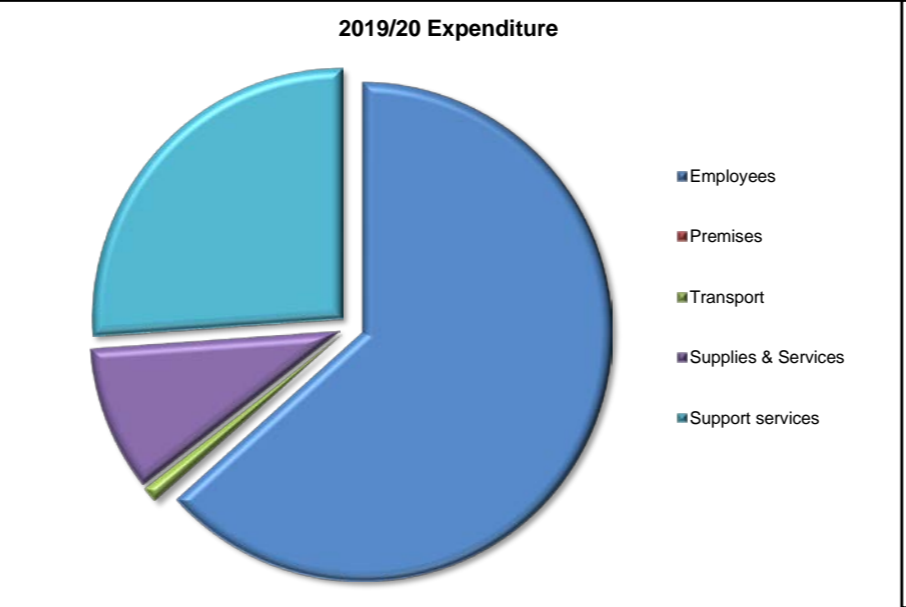
Shared Legal Services

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

Environment & Regeneration

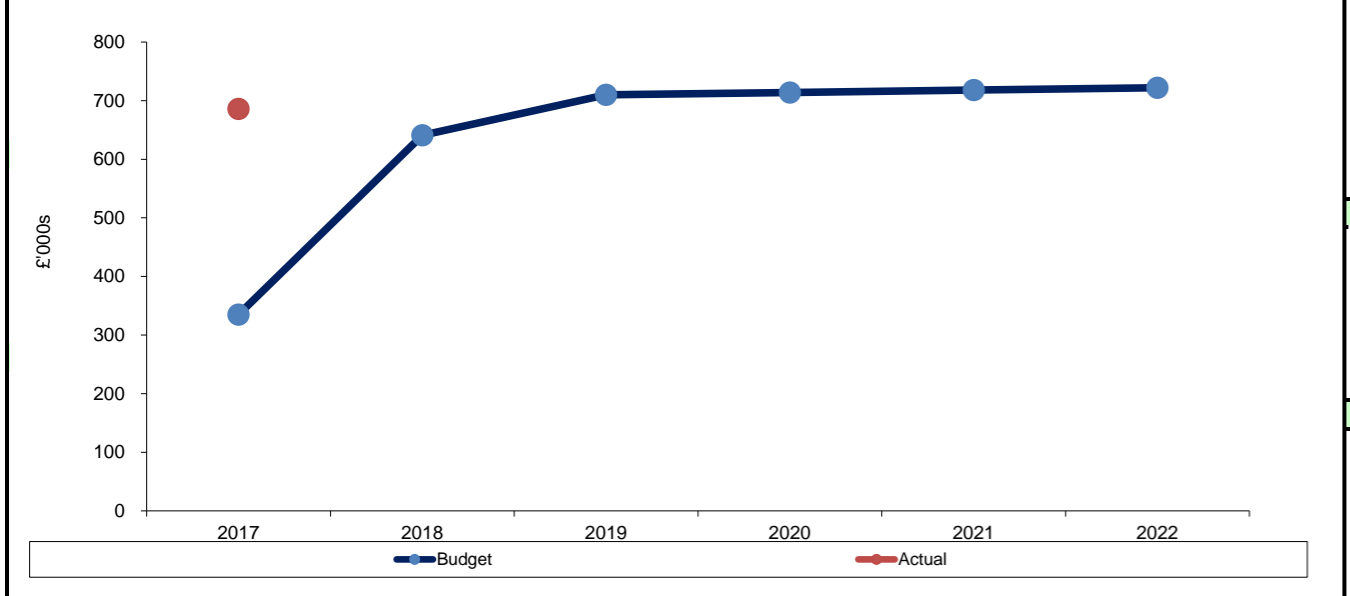
| Development and Building Control | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | | | |
|---|---|--|----------------|----------------|----------------|----------------|--|--------------------------------|-----------------------|---|--------------------------|
| Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing | Anticipated demand | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| <p>Enter a brief description of your main activities and objectives below</p> <p>Building Control Building Control competes with Approved Inspectors.(AIS). We provide a Building Control Service in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate safety of structures and also sports grounds.</p> <p>Development control Promote sustainable regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to implement the Mayoral, Community Infrastructure Levy (CIL) charging regime.</p> <p>Objectives - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share -- review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible especially through Planning Performance Agreements. - implement mobile/flexible working to improve efficiency -as part of sustainable communities to enable a comprehensive development management process to encourage regeneration. - re-procure the M3 database (on going) - move away from expensive and transient temporary staff towards a more established and reliable staffing base</p> | Enforcement cases | 503 | 554 | 580 | 580 | 580 | | Economic Development Strategy | | | |
| | Planning applications (economy dependant) | 3604 | 3678 | 3700 | 3700 | 3700 | | Merton Regeneration Strategy | | | |
| | BC applications (economy dependant) | 1600 | 1650 | 1700 | 1750 | 1750 | | Medium Term Financial Strategy | | | |
| | Tree applications | 600 | 557 | 550 | 550 | 550 | | | | | |
| | Pre applications | 112 | 114 | 115 | 115 | 115 | | | | | |
| | Planning performance agreements | 25 | 25 | 25 | 25 | 325 | | | | | |
| | Prior approvals (permitted development) | 640 | 640 | 640 | 650 | 650 | | | | | |
| | Anticipated non financial resources | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| | Staff (FTE) | 34 | 35 | 34 | 34 | 34 | 34 | | | | |
| | Performance indicator (LBC2020 indicators highlighted in purple) | Actual Performance (A) Performance Target (T) Proposed Target (P) | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met | |
| | | 2017/18(A) | 2018/19(T) | 2019/20(P) | 2020/21(P) | 2021/22(P) | 2022/23(P) | | | | |
| | % Major applications processed within 13 weeks | 73.16 | 67 | 68 | 69 | 70 | | High | Monthly | Quality | Reduced customer service |
| | % Minor applications processed within 8 weeks | 63.04 | 67 | 71 | 72 | 73 | | High | Monthly | Quality | Reduced customer service |
| | % Other applications processed within 8 weeks | 69.53 | 80 | 82 | 83 | 84 | | High | Monthly | Quality | Reduced customer service |
| | Volume of Planning applications Total | 3077 | 4500 | 4400 | 4400 | 4400 | | High | Monthly | Quality | Reduced customer service |
| % appeals lost | 27.13 | 35 | 35 | 35 | 35 | | Low | Quarterly | Perception | Reputational risk | |
| Income (Development and Building Control) | £1.579m | £1.888m | £1.888m | £1.888m | £1.888m | | High | Monthly | Business critical | Loss of income | |
| % Market share retained by LA (BC) | 51.88 | 54 | 54 | 54 | 55 | | High | Monthly | Perception | Loss of income | |
| Number of enforcement cases closed | 231 | 450 | 520 | 530 | 540 | | High | Monthly | Quality | Reduced service delivery | |
| Backlog of enforcement cases | 731 | 650 | 650 | 650 | 650 | | Low | Monthly | Output | Reduced service delivery | |

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



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

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



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

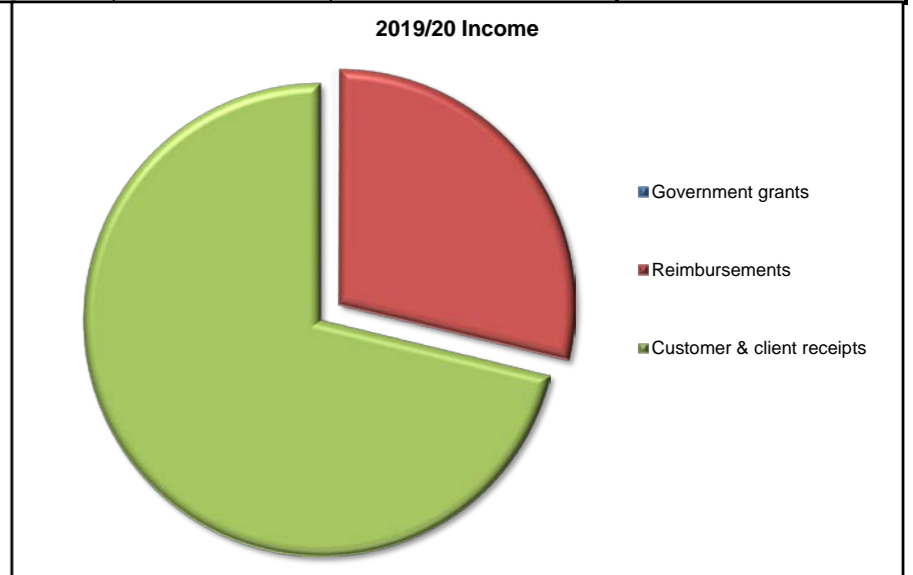
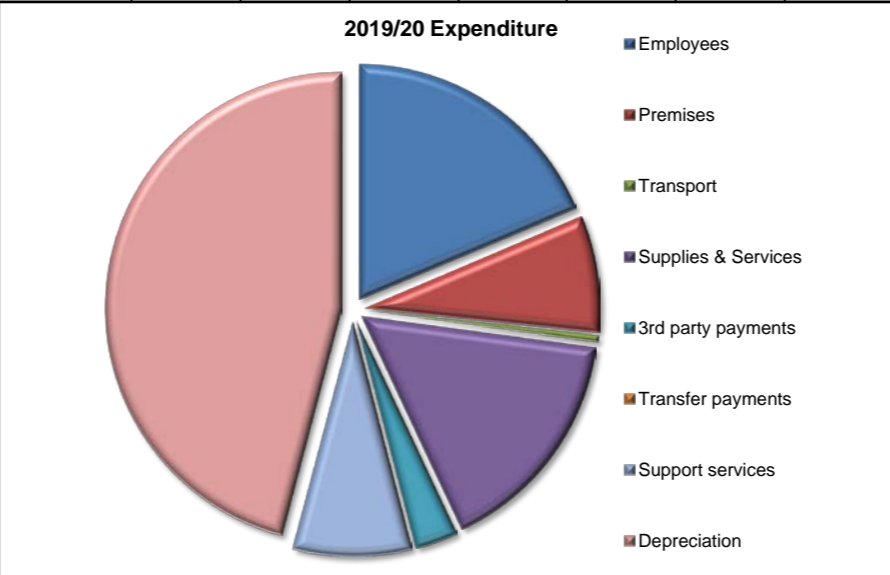
Development and Building Control

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

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| Future Merton & Traffic and Highways | | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | | |
|---|--|---|------------|----------------|----------------|----------------|----------------|--|----------------|----------------------------------|--------------------------|
| Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing | | Anticipated demand | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | |
| Enter a brief description of your main activities and objectives below | | Population | | 207,410 | 209,421 | 210,452 | 212,658 | 214,740 | | | |
| | | Homes (includes those under construction) | | 86,500 | 87,000 | 88,000 | 89,300 | 90,600 | | | |
| | | Businesses (includes enterprises) | | 12,070 | 12,960 | 13,500 | 14,000 | 14,500 | | | |
| | | Electric Vehicles | | 250 | 300 | 350 | 400 | 500 | | | |
| | | Anticipated non financial resources | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | |
| Future Merton is the council's lead on growth and strategic development for the long-term sustainability of the borough. Everything we do is about making Merton a great place and enhancing the quality of life of our residents. | | Staff (FTE) | | 49 | 48 | 48 | 48 | 48 | | | |
| | | The team plans and monitors the delivery of new housing in Merton and supports the creation of new businesses and jobs. We manage the council's Highway & Street Lighting contracts and ensure the borough's network of roads, footways, cycleways and street lighting are well maintained and safe. | | | | | | | | | |
| | | The team also manage major town centre and estate regeneration projects and lead on the coordination of infrastructure projects such as Crossrail 2 and Tramlink. We are responsible for delivering locally, objectives in the Mayor's London Plan and Mayor's Transport Strategy. | | | | | | | | | |
| | | Future Merton contributes to the Merton Partnership via the activities of the Sustainable Communities & Transport Partnership (SCTP), Economic Wellbeing Group, Housing Group and Climate Change Steering Group. The team also services the Borough Plan Advisory Committee (BPAC) and Design Review Panel (DRP) and leads on South London Partnership's Transport, Growth & Skills boards. | | | | | | | | | |
| | | Key service areas include: Regeneration, Placemaking, Strategic Planning, Housing Strategy, Economic Development, Traffic & Highways, Transport Planning, Road Safety Education, Flood Mitigation, Urban Design, management of the Community Infrastructure Levy and the management of Vestry Hall. | | | | | | | | | |
| Service transformations identified in the TOM involve streamlined processes for project delivery, increased mobile working, increasing online consultations and interactive digitisation and mapping of highway and traffic management asset records. | | | | | | | | | | | |
| Performance indicator (LBC2020 indicators highlighted in purple) | | Actual Performance (A) Performance Target (T) Proposed Target (P) | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met | |
| | | 2017/18(A) | 2018/19(T) | 2019/20(P) | 2020/21(P) | 2021/22(P) | | | | | 2022/23(P) |
| New homes built (annual target) | | 434 | 435 | 1328 | 1328 | 1328 | | High | Annual | Outcome | Loss of Government grant |
| Affordable Homes delivered | | 195 | 80 | 531 | 531 | 531 | | High | Annual | Outcome | Reduced service delivery |
| Number of public Electric Vehicle Charging Points | | 21 | 30 | 49 | 125 | 150 | | High | Annual | Outcome | Reputational risk |
| Number of business premises improved | | 29 | 10 | 10 | 10 | 10 | | High | Annual | Outcome | Reputational risk |
| Street light repairs (days taken to attend) | | 1.90 | 3 | 3 | 3 | 3 | | Low | Quarterly | Quality | Reduced customer service |
| Road emergency call outs (% attended to) | | 99.72 | 98 | 98 | 98 | 98 | | High | Monthly | Business critical | Reduced customer service |
| Footway & Carriageway condition | | 96 | 95 | 95 | 95 | 95 | | High | Annual | Quality | Increased costs |
| Streetwork inspections | | 32.79 | 37 | 37 | 38 | 38 | | High | Quarterly | Quality | Increased costs |
| Streetwork permitting (% issued on time) | | 99.92 | 98 | 98 | 98 | 98 | | High | Monthly | Output | Loss of income |

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

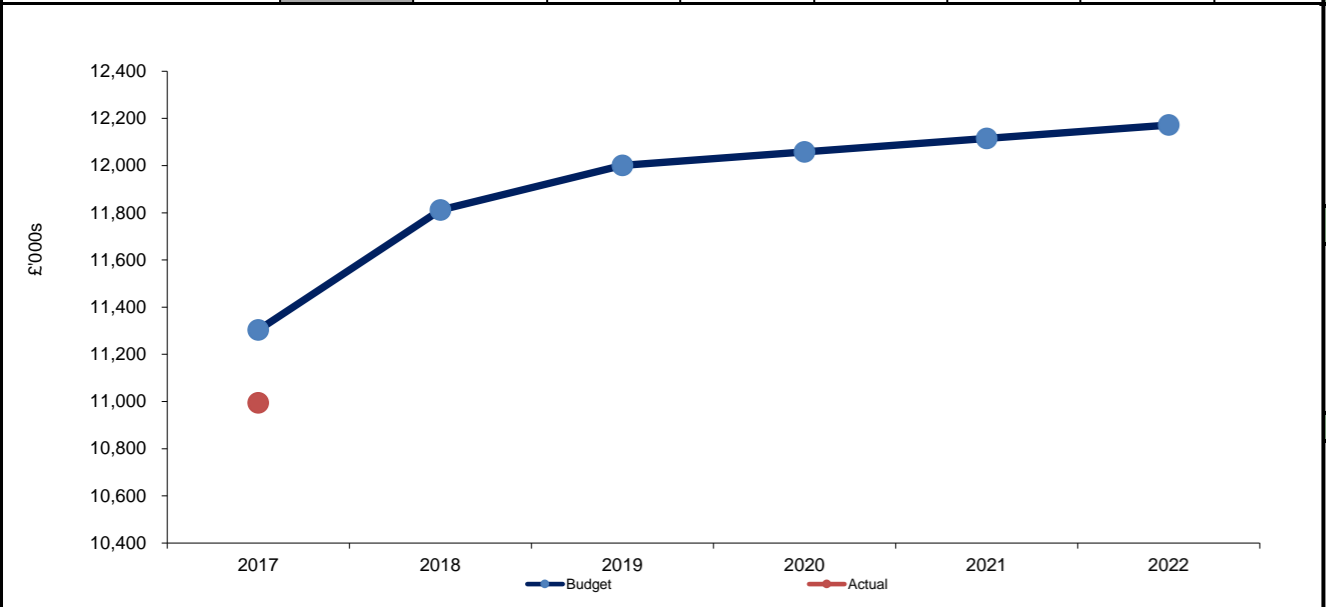


| Capital Budget £'000s | Final Budget 2017/18 | Actual 2017/18 | Budget 2018/19 | Forecast Variance 2018/19 P7 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | Budget 2022/23 |
|-----------------------|----------------------|----------------|----------------|------------------------------|----------------|----------------|----------------|----------------|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

Summary of major budget etc changes

2019/20

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



| Year | Budget | Actual |
|---------|--------|--------|
| 2019/20 | 12,001 | 10,994 |
| 2020/21 | 12,058 | |
| 2021/22 | 12,115 | |
| 2022/23 | 12,172 | |

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

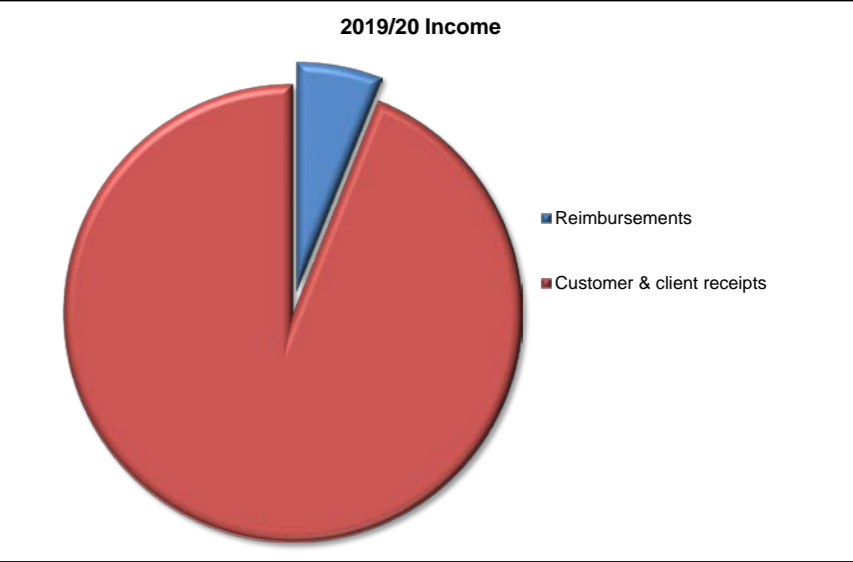
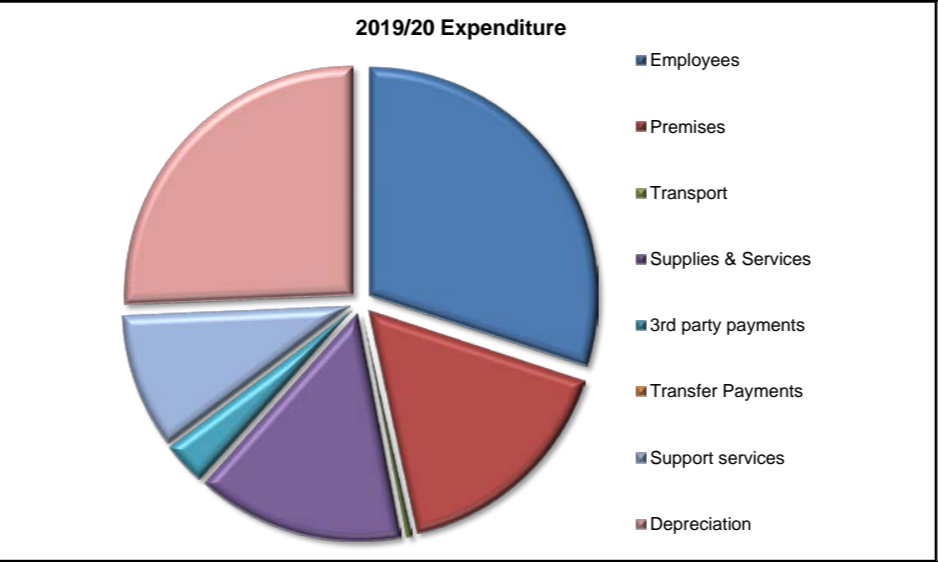
Future Merton & Traffic and Highways

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFITS | | | Risk | | | | |
|---------------------|---------|------------------------|--|------------------------|------------|--------|-------|---|----|
| | | | | | Likelihood | Impact | Score | | |
| Project 1 | | Project Title: | Estate Regeneration | Infrastructure renewal | | | 3 | 2 | 6 |
| Start date | 2014-15 | Project Details: | Working with Clarion Housing Group to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to co-ordinate investment in regenerating Pollards Hill. | | | | | | |
| End date | 2024-25 | | | | | | | | |
| Project 2 | | Project Title: | Future Wimbledon & Crossrail 2 | Economic outcomes | | | 3 | 4 | 12 |
| Start date | 2014-15 | Project Details: | Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Masterplan linked to Crossrail 2 (2017/18) | | | | | | |
| End date | 2022-23 | | | | | | | | |
| Project 3 | | Project Title: | Local Authority Property Company | Economic outcomes | | | 2 | 2 | 4 |
| Start date | 2016-17 | Project Details: | Establish a Local Authority owned Property Company to develop sites to generate revenue income to assist the MTFS | | | | | | |
| End date | 2020-21 | | | | | | | | |
| Project 4 | | Project Title: | Morden Town Centre Regeneration | Economic outcomes | | | 3 | 2 | 6 |
| Start date | 2014-15 | Project Details: | Growth, investment and intensification to support regeneration in Morden. Collaborative partnership with TFL Commercial Property to attract a development partner to Morden in 2019. New development and investment in the streetscape and public realm from 2019-2022 | | | | | | |
| End date | 2025-26 | | | | | | | | |
| Project 5 | | Project Title: | Merton's New Local Plan 2020 | Economic outcomes | | | 3 | 2 | 6 |
| Start date | 2017-18 | Project Details: | Refreshing Merton's current Local Plan suite of documents (Core Strategy 2011, Sites & Policies 2014) to form a new statutory Local Plan for 2020. The plan will guide new development, infrastructure, growth areas, sustainability and design quality. | | | | | | |
| End date | 2020-21 | | | | | | | | |
| Project 6 | | Project Title: | Merton's Transport Local Implementation Plan | Economic outcomes | | | 2 | 2 | 4 |
| Start date | 2018-19 | Project Details: | Setting out the strategy and funding bids to Transport for London to interpret and deliver the Mayor of London's transport strategy in Merton | | | | | | |
| End date | 2020-21 | | | | | | | | |
| Project 7 | | Project Title: | Merton's new Highways contract | Improved effectiveness | | | 3 | 2 | 6 |
| Start date | 2019-20 | Project Details: | Re-procuring Merton's highways maintenance contract to ensure that the borough's streets, roads and paths are well maintained and built | | | | | | |
| End date | 2020-21 | | | | | | | | |

Page 33

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

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

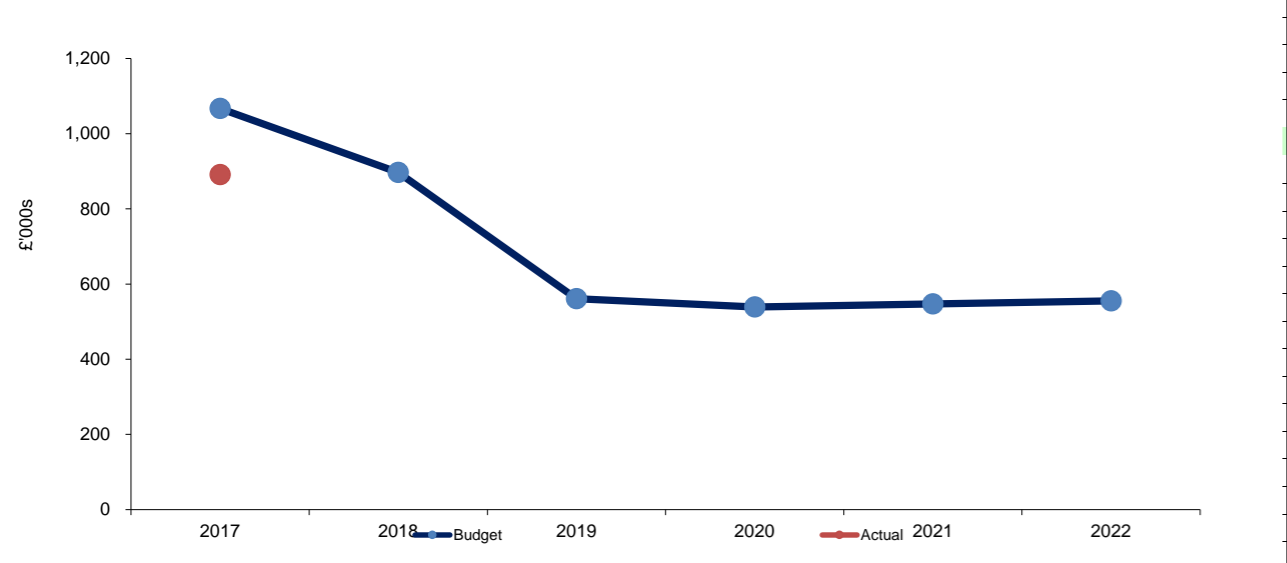


| Capital Budget £'000s | Final Budget 2017/18 | Actual 2017/18 | Budget 2018/19 | Forecast Variance 2018/19 P7 | Budget 2019/20 | Budget 2020/21 | Budget 2021/22 | Budget 2022/23 |
|--------------------------------|----------------------|----------------|----------------|------------------------------|----------------|----------------|----------------|----------------|
| Morden Leisure Centre | | 6,254 | 6,203 | 0 | 242 | 0 | 0 | 0 |
| Wimbledon Park Lake de-silting | | 0 | 107 | 0 | 1250 | 0 | 0 | 0 |
| Other | | 628 | 340 | 0 | 400 | 250 | 250 | 250 |
| Total | | 6,883 | 6,650 | 0 | 1,892 | 250 | 250 | 250 |

Summary of major budget etc changes

2019/20

ENR10 = (£300k)
ENV1819-01 = (£60k)



2020/21

E3 = (£30k)

2021/22

2022/23

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

Leisure & Cultural Development

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

Parking

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFIT | | | Risk | | | |
|---------------------|------------|-----------------------|--|--|------------|-------------------------------|-------|---|
| | | | | | Likelihood | Impact | Score | |
| Project 1 | | Project Title: | ICT Update | | | Improved effectiveness | | |
| Start date | 2018/19 | Project Details: | Implementation of a new software system for PCNs, Permits, Customer Appeals and improved data management and analysis. | | | 2 | 2 | 4 |
| End date | 2019-20 | | <p>Project description</p> <p>The purpose of this project is to procure a PCN and permit management system, which will be hosted and managed by the supplier.</p> <p>The system will include the following features or functions:</p> <ul style="list-style-type: none"> • Mobile enforcement software (for on-street officers to issue PCNs using smartphones and a Bluetooth-connected printer), • Hosted software system for managing PCNs from issue through to closure. • Customer-facing website for appealing against, viewing evidence for, and paying PCNs • Integration with our existing Siemens Zengrab ANPR (Automatic Number Plate Recognition) enforcement system, • Geographical information (Civil Enforcement Officer (CEO) and PCN mapping) • Workflow management • Integrated payment processing, • Customer-facing website for applying for and managing parking permits, including cancelling and amending permits. • Hosted software system, accessed over the Internet, for staff to process permits and permit applications. • The ability to issue 'Virtual' or paperless permits • Issue and management of parking suspensions and dispensations. • Integrated payment processing, • Management information reports, • Integration with corporate and third party systems. • Standard letters and paragraphs | | | | | |
| Project 2 | | Project Title: | Review Diesel Levy, CO2 emission based charging and use of cashless. | | | Improved effectiveness | | |
| Start date | 2018-19 | Project Details: | 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. | | | 2 | 1 | 2 |
| End date | 2018-19 | | <p>Merton's Air Quality Action Plan 2018-2023 strongly supported by Members is a key policy document which clearly sets out the links between vehicle use and air quality in the Borough. Within the plan there is a specific point number 32 which states, Review the impact of our diesel levy" and consider a review of parking and charges to help reduce combustion engine vehicle use and the consequent emissions. Since the diesel levy was introduced in April 2017 the proportion of permits issued to diesel vehicles has fallen and the full effect of the levy will be reviewed in early 2019.</p> <p>Consideration will also be given to a full emission-based charging scheme for permits as referred to in the AQAP. Emissions have a direct relationship to air quality and emissions-based charging conforms to the 'polluter pays' principle. There is a clear logic which is now commonplace in London for a higher premium to be charged for vehicles that have high emissions, and a lower charge for cars that have lower emissions. This principle will be reviewed along with the diesel levy in early 2019 and reported back to Members.</p> <p>The review will also consider options for emission based charging based on individual parking sessions which take place on a day to day basis in our car parks and on street. Technology is developing quickly to be able to deliver this form of charging and the 2019 report will update Members.</p> <p>It is clear in this context the vital role that Parking must play in moving motorists towards more sustainable modes of transport and less polluting vehicles. Most Parking charges have been frozen for a number of years and there is now a need to assess them in order to change behaviour and reduce car usage. The new charges are designed to reflect the key policies and objectives.</p> | | | | | |
| Project 3 | | Project Title: | Cashless and P&D Machine removal | | | Improved efficiency (savings) | | |
| Start date | 2018-19 | Project Details: | 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. | | | 2 | 2 | 4 |
| End date | 2021-22 | | <p>Cashless parking is central to the TOM objective of introducing emissions-based charging for all parking sessions, as our existing ticket machines are not capable of performing the DVLA database lookup that is required in order to determine the fuel type or emissions of a particular vehicle.</p> <p>The cashless parking service allows motorists to pay for parking using their mobile phone and a debit/credit card via an app, mobile webpage, or automated telephone service. This payment method offers several advantages over buying a paper ticket from a machine:</p> <ul style="list-style-type: none"> • No need to carry change for parking • Customers can extend their parking time (subject to the maximum stay) without having to return to their vehicle. • Customers can choose to receive a reminder text when their session is due to expire. • Online account where customers can view a record of their parking sessions, print invoices etc. | | | | | |
| Project 4 | | Project Title: | Public Health, Air Quality and sustainable transport - a strategic approach to parking charges. | | | Select one major benefit | | |
| Start date | 01/11/2018 | Project Details: | 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. | | | 3 | 2 | 6 |
| End date | 2109 | | The project falls into 4 phases. 1 Policy justification and recommendation, 2 Consultation and approval process and 4, implementation and review. | | | | | |

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

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

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

| Planning Assumptions | | | | | | | The Corporate strategies the service contributes to | | | |
|--|---|--------------------|---------------|------------|------------|------------|---|-----------------|----------------|----------------------------------|
| Anticipated demand | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| demand for sports pitches & sports activities (Total number of pitches) | 1% | 1% | 1% | 1% | 1% | 1% | Open Space Strategy | | | |
| Attendance at major community outdoor events (No. of people) | 60,000 (estimated) | 70,000 (estimated) | 75,000 | 80,000 | 85,000 | 90,000 | Culture and Sport Framework | | | |
| Number of funerals at LBM cemeteries (not MSJC) | 155 | 160 (estimated) | 165 | 170 | 175 | 180 | | | | |
| | | | | | | | | | | |
| Anticipated non financial resources | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| Contractors | Contract price and schedule of rates | | | | | | | | | |
| Client-side team (Lot 2 contract, retained services & policies) | 9.1(A) | 8.7 | 8.9 | 8.9 | 8.9 | 8.9 | Open Space Strategy | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| Performance indicator (LBC2020 indicators highlighted in purple) | Performance Targets (T) & Provisional Performance Targets (P) | | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
| | 2017/18(A) | 2018/19(T) | 2019/20(P) | 2020/21(P) | 2021/22(P) | 2022/23(P) | | | | |
| % of residents (all service users) rating parks & green spaces good or very good | N/A | 76 | 77 | 78 | 79 | 80 | High | Biennial | Perception | Reputational risk |
| Young peoples % satisfaction with parks & green spaces | N/A | 75 | 76 | 77 | 78 | 79 | High | Biennial | Perception | Reputational risk |
| Number of Green Flag Awards | 5 | 6 | 6 | 6 | 7 | 7 | High | Annual | Quality | Reputational risk |
| Number of outdoor event-days in parks | 130 | 135 | 140 | 145 | 150 | 155 | High | Monthly | Outcome | Reputational risk |
| Income from outdoor events in parks (£000s) | N/A | N/A | 585 | 608 | 633 | 658 | High | Annual | Outcome | Financial |
| Age Performance Quality Score (Grounds Maintenance Standard) | N/A | N/A | 5+ | 5+ | 5+ | 5+ | High | Annual | Outcome | Reputational risk |
| Annual basal & epicormic growth programme completion by 31 Aug each year) | N/A | N/A | 100% | 100% | 100% | 100% | Select | Annual | Outcome | Reputational risk |
| Number of street trees planted | N/A | N/A | 235 | 240 | 245 | 250 | High | Annual | Output | Environmental issues |

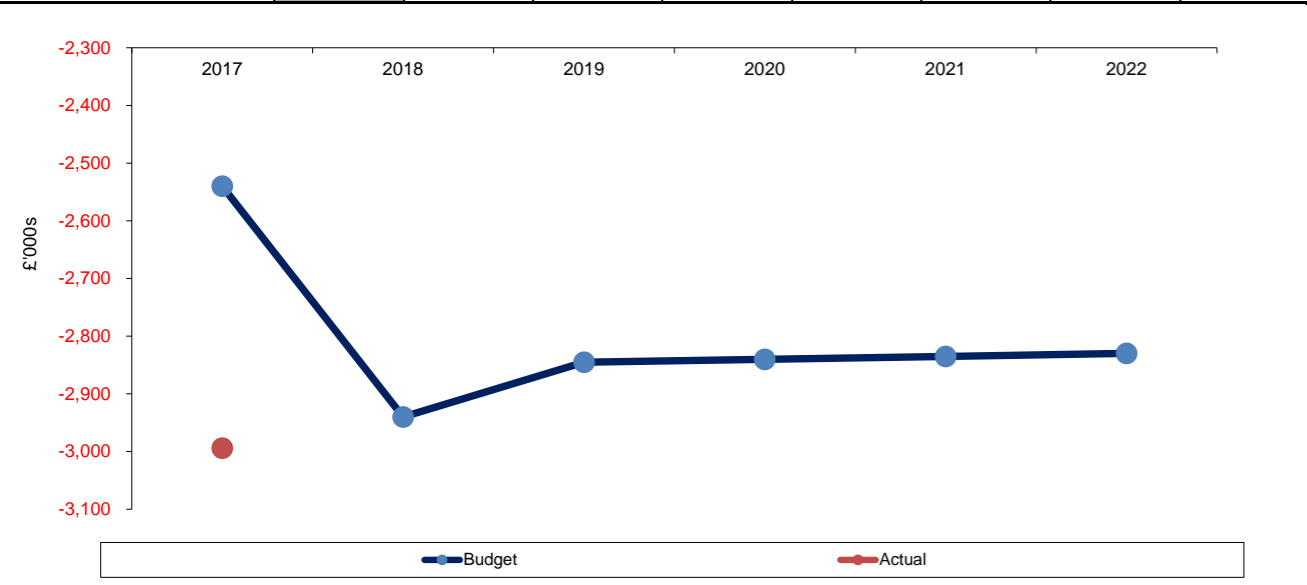
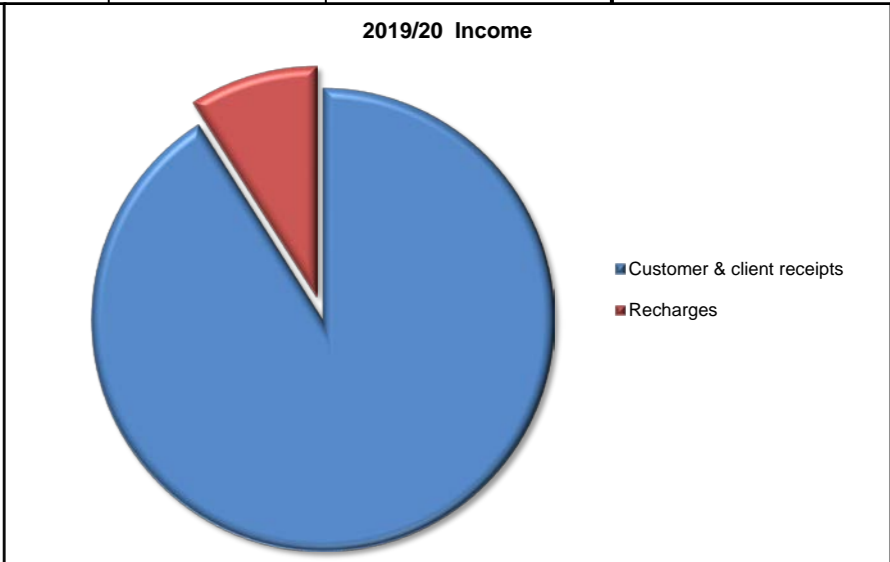
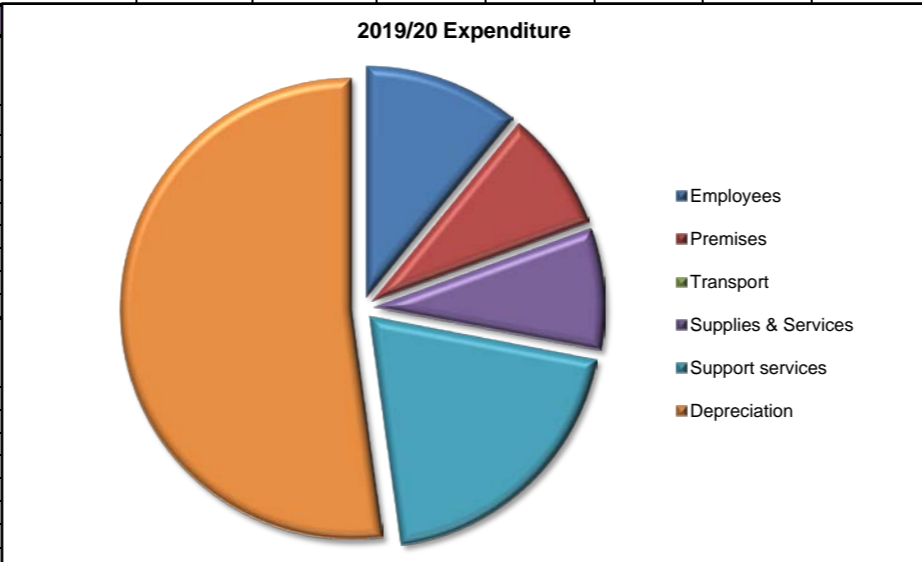
| Financial Information | | | | | | | | | Additional Expenditure Information | |
|----------------------------------|----------------------|----------------|----------------|------------------------------|----------------|----------------|----------------|----------------|--|--|
| Revenue £'000s | Final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

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

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

| Property | Planning Assumptions | | | | | | | The Corporate strategies your service contributes to | | | | | | | | | |
|--|---|---------|---------|---------|---------|---------|-----|---|------------|----------|-----------------|----------------|----------------------------------|-------------------------------------|-------------------|-----------------------|----------------|
| | Anticipated demand | | | | | | | | | | | | | | | | |
| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | | | | | | | | |
| <p>CLlr Mark Allison: Deputy Leader & Cabinet Member for Finance</p> <p>Enter a brief description of your main activities and objectives below</p> <p>To ensure that all property transactions provide value for money and comply with statute</p> <p>To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts.(Section 151)</p> <p>To manage the council's investment portfolio to maximise income, managing the council's asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford.</p> <p>To support regeneration, deal with occupation of council land by Gypsies and Travellers and to attend and provide timely advice to the Property Asset Management Board to deliver a programme of property sales to maximise capital receipts and acquisitions to improve revenue income.</p> <p>Community Right to Bid -to manage applications for community assets to be listed and claims for compensation.</p> <p>To maintain publicly available list of property assets as required by transparency agenda under Localism Act 2011.TOM will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts.</p> <p>Objectives</p> <ul style="list-style-type: none"> ● complete Asset Valuations to timetable agreed with Director of Corporate Services ● Implement review of non operational property to maximise revenue income ● critically examine operational property to ensure the council has the minimum necessary to support the business plan ● maximise revenue income by letting vacant property ● provide timely advice to inform regeneration projects ● ensure team is arranged to support objectives | Anticipated demand | | | | | | | Economic Development Strategy | | | | | | | | | |
| | The number of proposed lettings. | | | | | | | 8 | 8 | 8 | 8 | 8 | 8 | Medium Term Financial Strategy | | | |
| | The number of proposed rent reviews | | | | | | | 31(A) | 30 | 28 | 20 | 31 | 23 | Corporate Asset Management Strategy | | | |
| | The number of commercial properties | | | | | | | 394 | 394 | 394 | 394 | 394 | 394 | | | | |
| | Anticipated non financial resources | | | | | | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| | Staff (FTE) | | | | | | | 4.60 | 4.60 | 4.60 | 4.60 | 4.60 | 4.60 | | | | |
| | Performance indicator | | | | | | | Actual Performance (A) Performance Target (T) Proposed Target (P) | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met | | | | |
| | | | | | | | | 2017/18(A) | 2018/19(T) | | | | | 2019/20(P) | 2020/21(P) | 2022/23(P) | |
| | % 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 | |

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



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

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

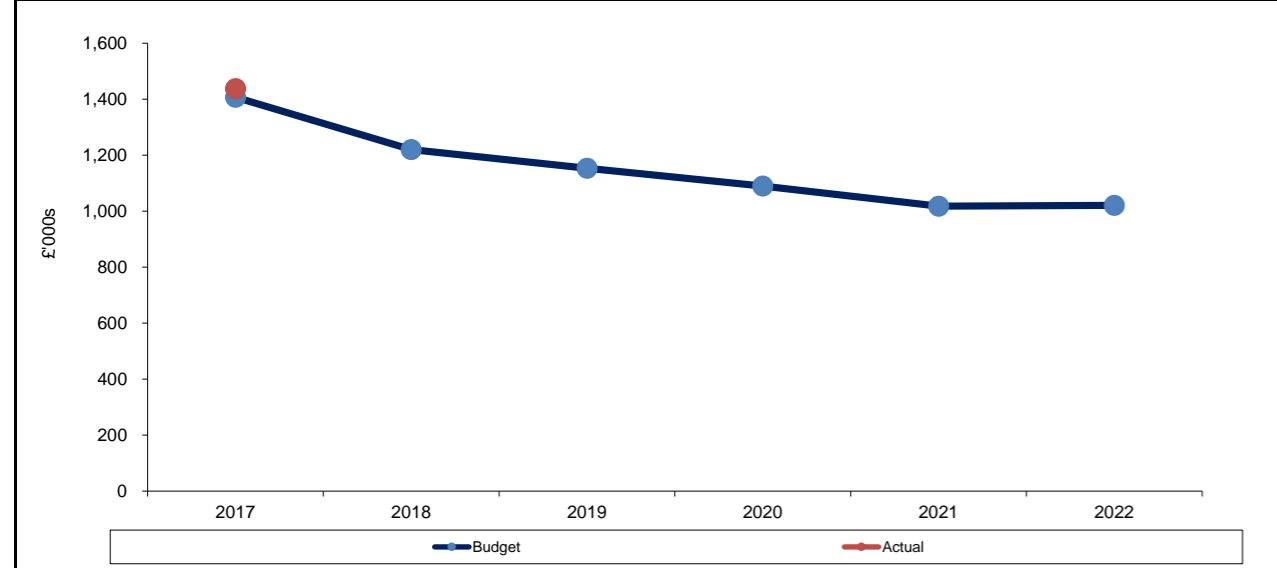
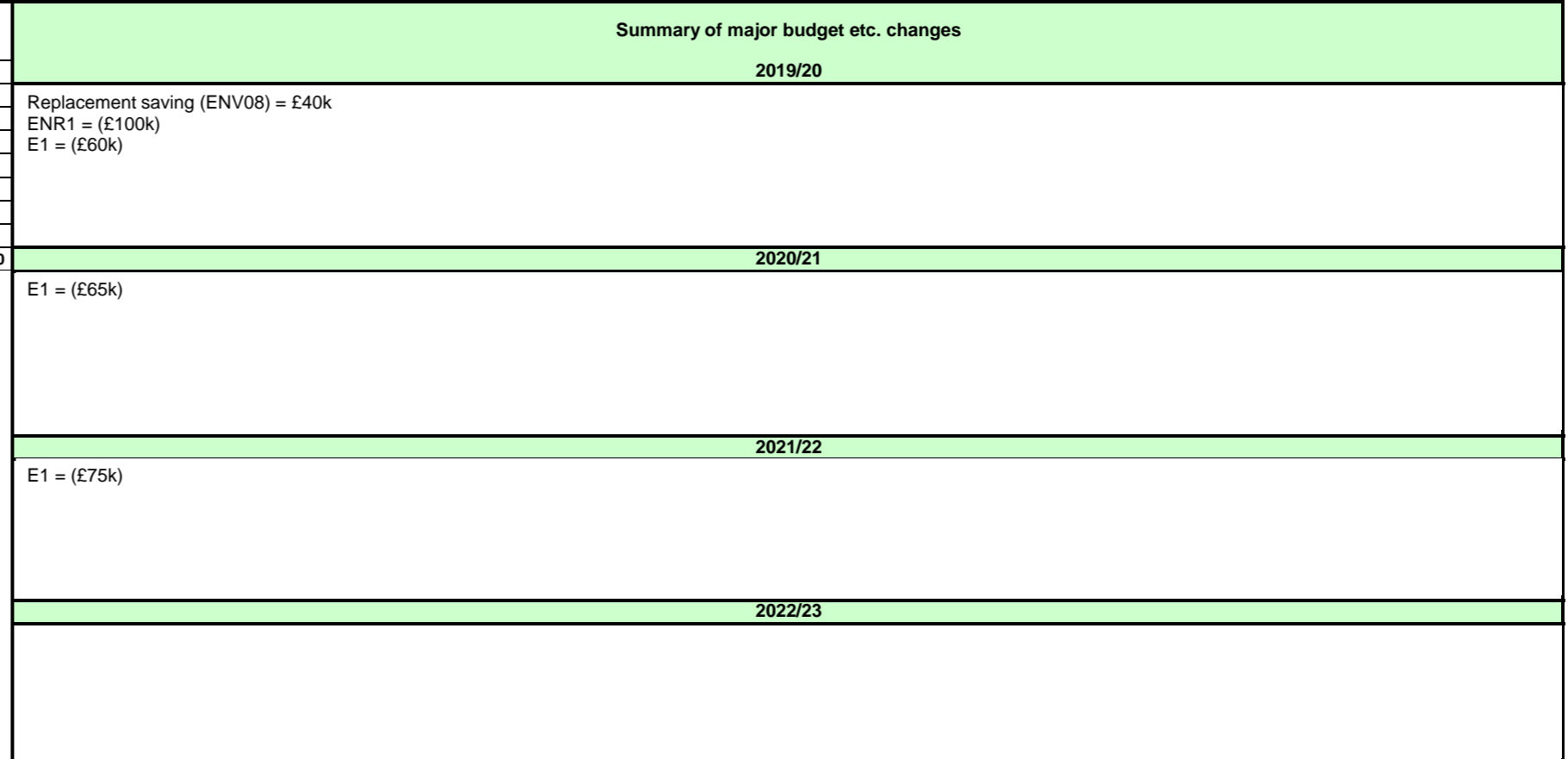
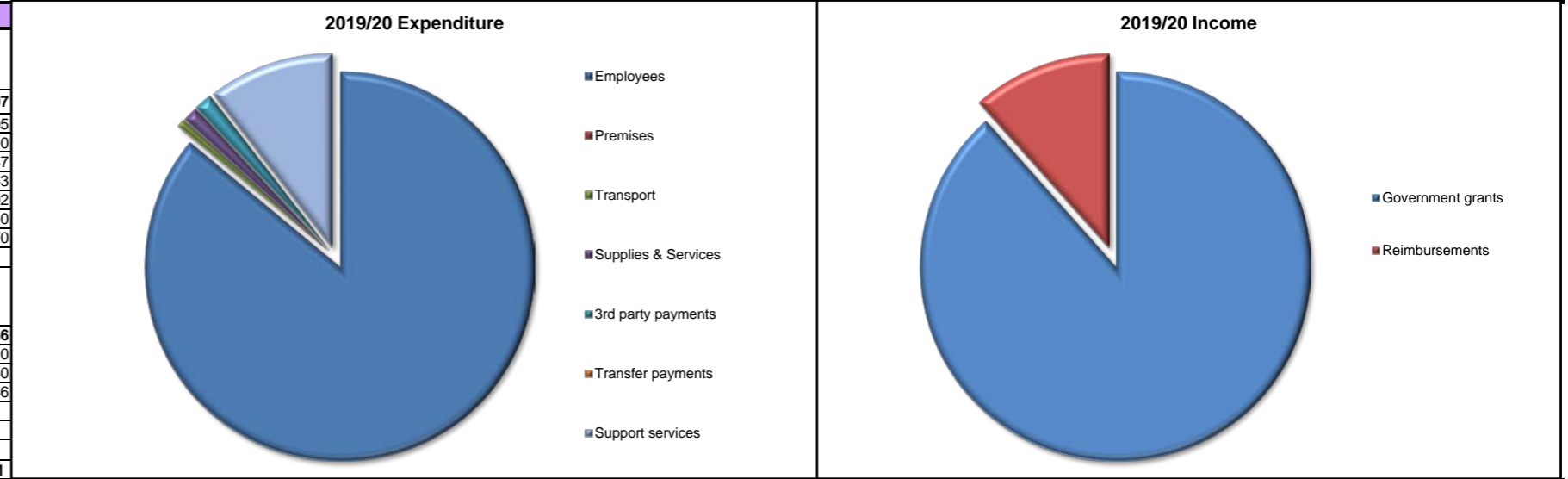
Property

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

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

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

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

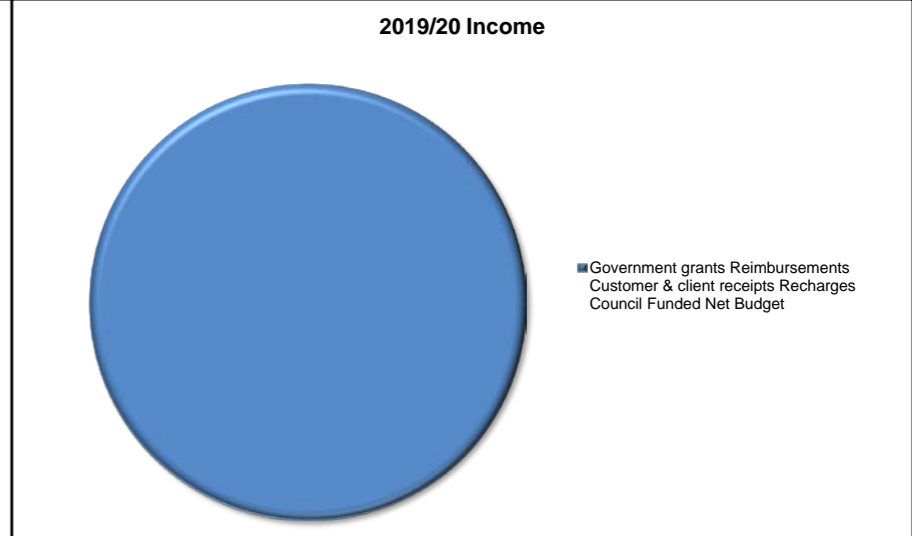
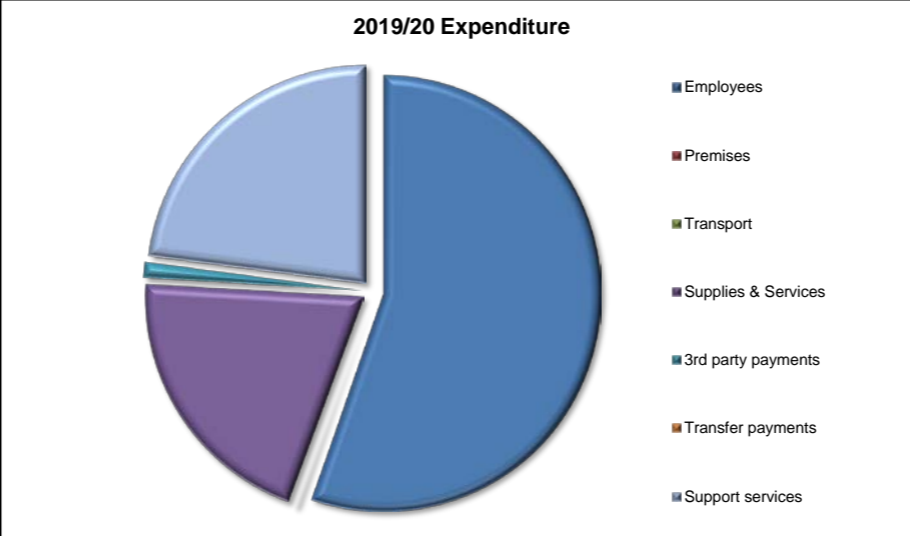


Regulatory Services - Merton element only

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

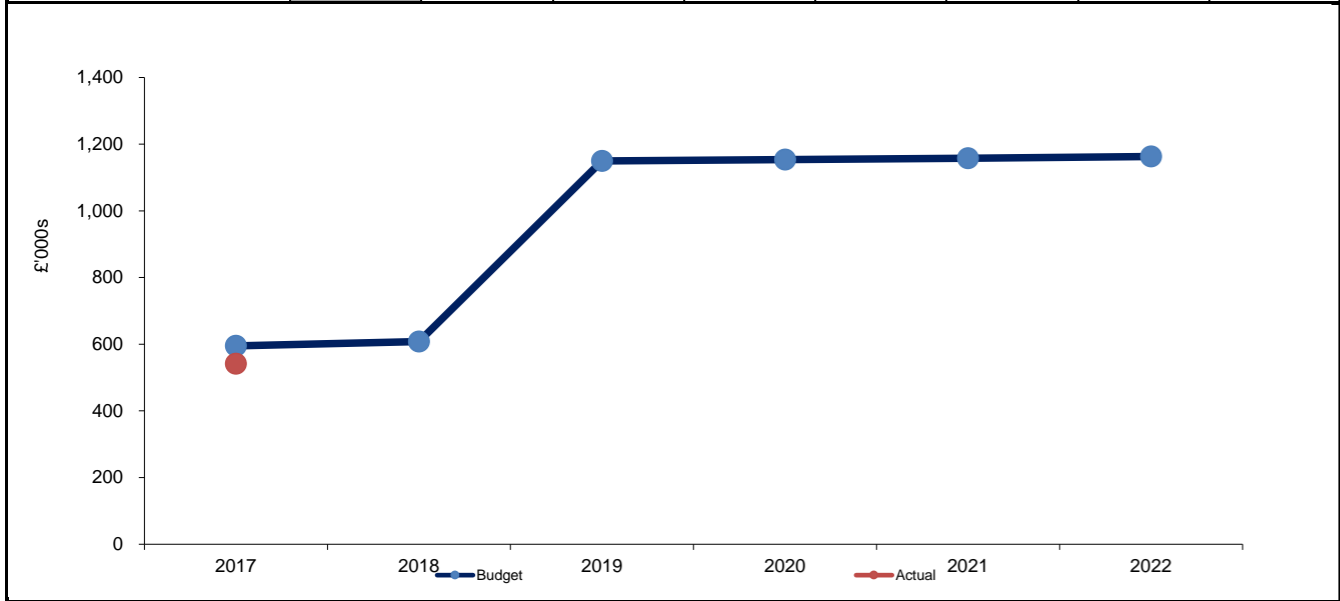
| Safer Merton | Planning Assumptions | | | | | | The Corporate strategies your service contributes to | | | | |
|---|--|---|------------|------------|------------|------------|--|---|-------------------|-----------------------|----------------------------------|
| CLlr Edith Macauley: Cabinet Member for Community Safety, Engagement & Equalities | Anticipated demand | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| Enter a brief description of your main activities and objectives below Safer Merton delivers the council's statutory Community Safety Partnership (CSP) function and the public realm CCTV functionality. The team consists of 18 officers working across several themes: 1) Tackling anti-social behaviour - supporting victims, enforcing against perpetrators 2) Tackling Domestic Violence and Abuse - supporting victims, enforcing against perpetrators 3) Managing and delivering Merton's Neighbourhood Watch programme 4) Crime and ASB analysis - providing an intelligence lead CSP 5) Tackling hate crime agenda and delivering the hate crime strategy 6) Managing and delivering a 24/7 CCTV service which includes 210 static CCTV cameras and a current deployable asset of 13 cameras The service ensures that MOPACs Police and Crime plan priorities are delivered and is overseeing the embedding of police command units merger working to minimize the impact on Merton and our residents. The service retains strategic oversight and commissioning of MOPAC funded workers and externally commissioned service provision for domestic violence victims. The work of Safer Merton is delivered in partnership with both statutory and non-statutory partners. The statutory duty for Safer Merton consists of the following: 1) A duty to establish a crime and disorder partnership and deliver an annual partnership plan 2) Completion of an annual strategic assessment governed by the Community Safety Partnership 3) Respond to and deal with crime and disorder through evidence based analytical work in a timely and effective manner 4) Manage and deliver CCTV operations within the parameters set by the Information Commissioner | Population | 208,225 | 209,421 | 210,452 | 212,658 | 214,740 | 216,662 | Community Plan | | | |
| | No. Multi Agency Risk Assessment cases (domestic abuse) | 150 | 153 | 350 | 355 | 360 | 365 | Violence Against Women and Girls Strategy | | | |
| | Repeat MARAC cases (domestic abuse) by volume * | 30% | 30% | 30% | 33% | 36% | 40% | Violence Against Women and Girls Strateg | | | |
| | Number of new, actionable, ASB cases * | 400 | 400 | 350 | 350 | 350 | 350 | Community Cohesion Strategy | | | |
| | % of all residents actively engaged in Neighbourhood Watch schemes | 40% | 35% | 38% | 40% | 40% | 40% | Community Plan | | | |
| | Hate crime victims * | N/A (322 actual) | 300 | 320 | 320 | 300 | 300 | Hate crime strategy | | | |
| | Knife crime incidents * | 178 | | | | | | Safer & Stronger Strategic Assessment | | | |
| | Anticipated non financial resources | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Select your strategies | | | |
| | Staff (FTE) | 7.99 | 7.49 | 17.49 | 16.49 | 16.49 | 16.49 | Workforce Strategy | | | |
| | Performance indicator | Actual Performance (A) Performance Target (T) Proposed Target (P) | | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
| | | 2017/18(A) | 2018/19(T) | 2019/20(P) | 2020/21(P) | 2021/22(P) | 2022/23(P) | | | | |
| | Multi Agency Risk Assessment cases - domestic abuse * | 340 | 153 | 350 | 355 | 360 | 365 | Low | Monthly | Business critical | Safeguarding issues |
| | Number of Community Protection Warnings Issued * | 22 | 24 | 24 | 30 | 30 | 24 | Low | Quarterly | Outcome | Reduced enforcement |
| | Number of Community Protection Notices Issued * | 3 | 2 | 3 | 4 | 4 | 3 | Low | Quarterly | Quality | Reduced enforcement |
| Number of premise closure orders used * | N/A | 10 | 8 | 6 | 6 | 6 | Low | Quarterly | Outcome | Anti social behaviour | |
| Total number of Neighbourhood Watches * | N/A | 580 | 535 | 535 | 555 | 565 | High | Annual | Output | Community engagement | |
| ASB cases acknowledged within service timescales | N/A | 90% | 95% | 95% | 95% | 95% | High | Quarterly | Output | Anti social behaviour | |
| % of public realm CCTV cameras working at all times | 96.65% | 95% | 97% | 97% | 97% | 97% | Low | Quarterly | Business critical | Reduced enforcement | |
| Number of external contracts managed by CCTV | 1 | 1 | 2 | 4 | 4 | 4 | Low | Annual | Outcome | Loss of income | |
| Knife crime - awareness sessions/briefings provided | N/A | N/A | 12 | 12 | 12 | 12 | High | Quarterly | Output | Reputational risk | |

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



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

| Summary of major budget etc. changes | |
|--------------------------------------|-----------------|
| Year | Change (£'000s) |
| 2019/20 | ENR4 = (£100k) |
| 2020/21 | |
| 2021/22 | |
| 2022/23 | |

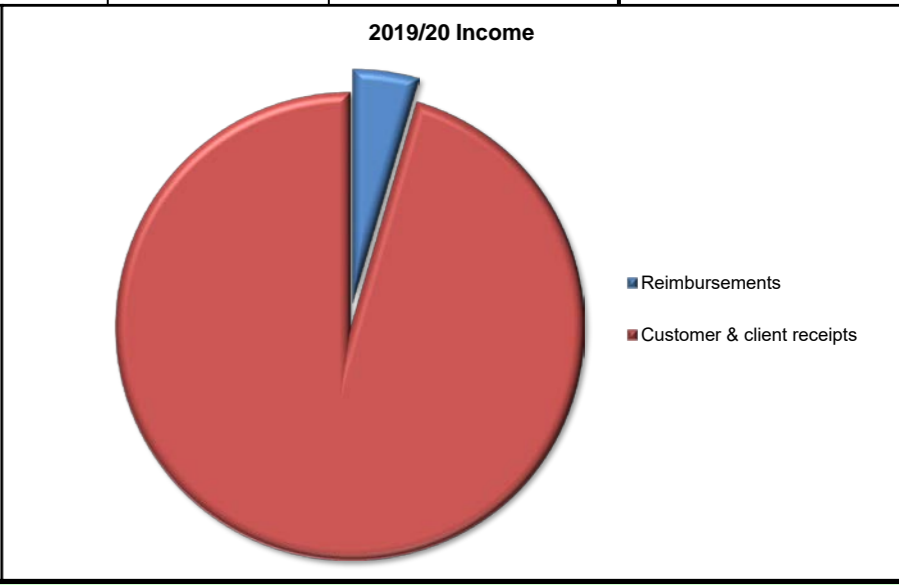
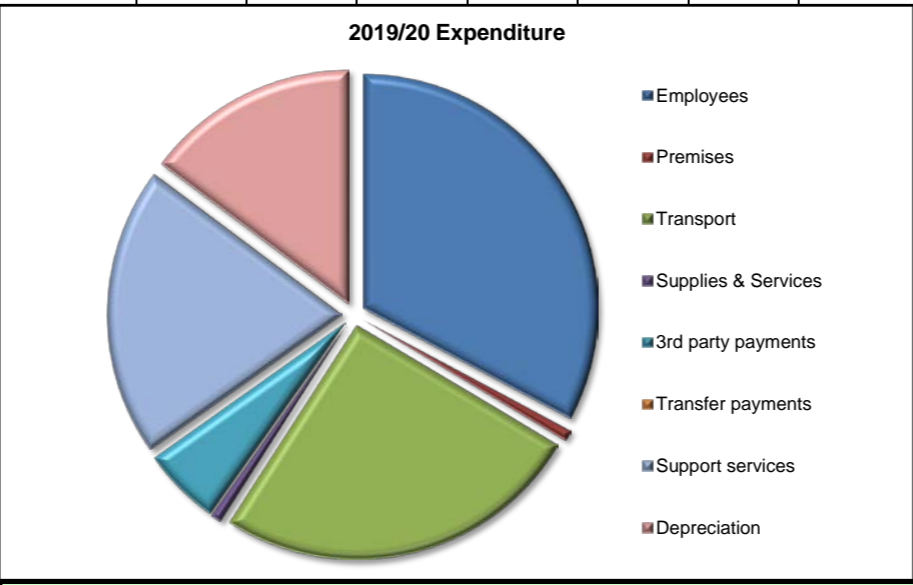


Safer Merton

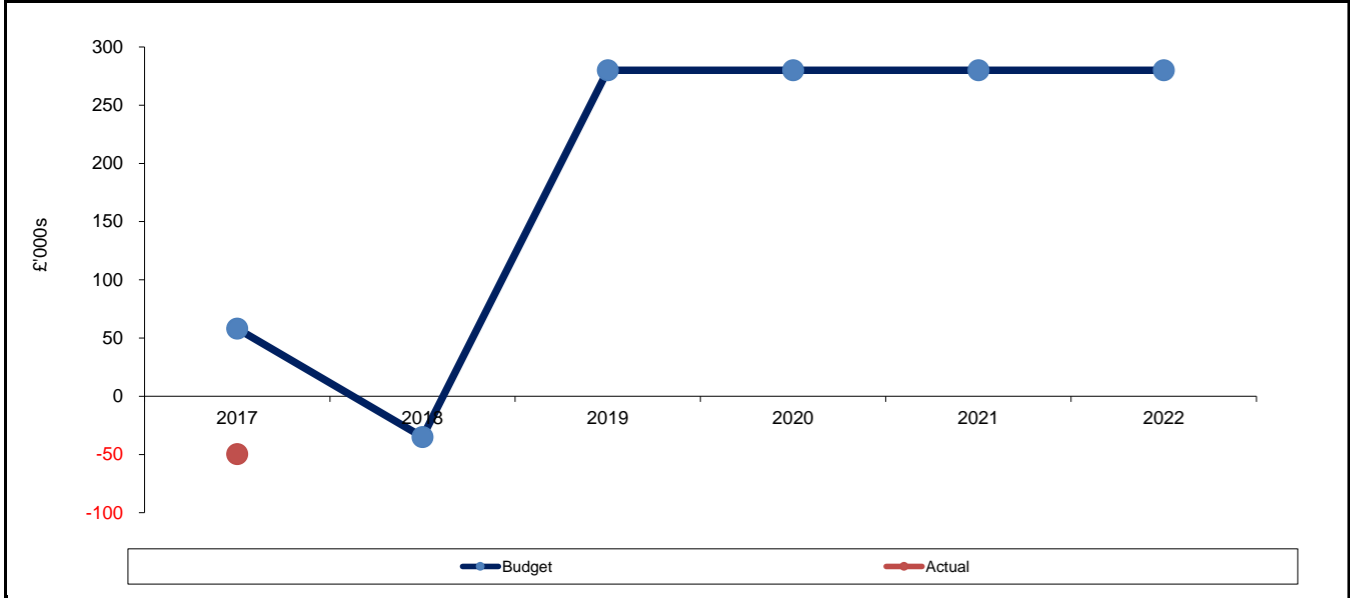
| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFITS | | | Risk | | |
|---------------------|---------|------------------------|---|--|--|--------|-------|
| | | | | | Likelihood | Impact | Score |
| Project 1 | | Project Title: 1 | Merton says NO MORE - Sexual Violence Focus | | Improved customer experience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

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

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



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



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

Transport

| PROJECT DESCRIPTION | | MAJOR PROJECT BENEFIT | | Risk | | |
|---------------------|----------------|-----------------------|---|---|--------|-------|
| | | | | Likelihood | Impact | Score |
| Project 1 | | Project Title: | Review of Fleet provision (Vehicles) | Economic outcomes | | |
| Start date | 2019-20 | Project Details: | Undertake a vehicle replacement programme including a review of shared / pool vehicles. This will take into account the findings / recommendations of the parking review. | Financial savings from reduced fleet through shared vehicles | 3 | 2 |
| End date | 2020-21 | | | | | |
| Project 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 |
| End date | 2020-21 | | | | | |
| Project 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 devices | Service improvement leading to financial savings (reduced insurance claims) | 3 | 2 |
| End date | 2020-21 | | | | | |
| Project 4 | | Project Title: | Passenger Transport Review | Improved efficiency (savings) | | |
| Start date | 2018-19 | Project Details: | Commision review of Passenger transport (Make or buy supply chain management) | | 3 | 2 |
| End date | 2019-20 | | | | | |

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

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

The key objectives of the service are:

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

| Planning Assumptions | | | | | | | | | | |
|---|---|------------|----------------|------------|------------|------------|----------|-----------------|-------------------|----------------------------------|
| Anticipated demand | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| Housing Properties | 84,000 | 85,000 | 86,000 | 86,500 | 86,500 | | | | | |
| Kilometres of Roads | 375 | 375 | 375 | 375 | 375 | | | | | |
| Population | 207,410 | 209,421 | 210,452 | 212,658 | 214,740 | | | | | |
| Total household waste tonnage | 71,000 | 71,000 | 69,000 | 68,000 | 67,000 | | | | | |
| Anticipated non financial resources | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | | | | |
| Clienting and Commissioning Team | 6.69 | 3.19 | 3.19 | 3.19 | 3.19 | 3.19 | | | | |
| Community Engagement and Enforcement | 9 | 9 | 8 | 8 | 8 | 8 | | | | |
| SLWP | 4 | 2 | 1 | 1 | 1 | 1 | | | | |
| Client Neighbourhood team | 1.5 | 2.4 | 2.4 | 2.4 | 2.4 | 2.4 | | | | |
| Veolia UK Ltd | Contract price and schedule of rates | | | | | | | | | |
| Viridor | | | | | | | | | | |
| Kingdom Ltd | | | | | | | | | | |
| Noah's Ark | | | | | | | | | | |
| | | | | | | | | | | |
| Performance indicator (LBC2020 indicators highlighted in purple) | Actual Performance (A) Performance Target (T) Proposed Target (P) | | | | | | Polarity | Reporting cycle | Indicator type | Main impact if indicator not met |
| | 2017/18(A) | 2018/19(T) | 2019/20(P) | 2020/21(P) | 2021/22(P) | 2022/23(P) | | | | |
| % Residents satisfied with street cleanliness | N/A | 57 | 58 | 60 | 65 | 70 | High | Annual | Perception | Reputational risk |
| % Sites surveyed below standard for litter | 12.6 | 8 | 6 | 4 | 4 | 4 | Low | Monthly | Perception | Reputational risk |
| % Sites surveyed below standard for Detritus | 14.58 | 10 | 9 | 7 | 7 | 7 | Low | Quarterly | Perception | Reputational risk |
| % Sites surveyed below standard for graffiti | 6.1 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | Low | Quarterly | Perception | Reputational risk |
| % Sites surveyed below standard for weeds | 6.22% | 11 | 6 | 5 | 5 | 5 | Low | Quarterly | Perception | Reputational risk |
| No. of fly tips in streets and parks recorded by contractor | 8429 | 8400 | 8400 | 8400 | 8000 | 7500 | Low | Monthly | Outcome | Reputational risk |
| % of fly tips removed within 24 hours | 68% | 90% | 95% | 95% | 95% | 95% | High | Monthly | Outcome | Reputational risk |
| % Sites surveyed below standard for flyposting | 1.74% | 1 | 1 | 1 | 1 | 1 | Low | Quarterly | Perception | Reputational risk |
| % of FPNs issued that have been paid | 74% | 70% | 75% | 75% | 80% | 80% | High | Monthly | Output | Loss of income |
| % Household waste recycled | 37.39% | 46% | 48% | 50% | 55 | 55 | High | Monthly | Business critical | Reputational risk |
| % Residents satisfied with refuse collection | N/A | 73 | 74 | 75 | 75 | 75 | High | Annual | Perception | Reputational risk |
| Residual waste kg per household pa | 536.72 | 500 | 475 | 435 | 425 | 400 | Low | Monthly | Outcome | Increased costs |
| % Municipal solid waste landfilled | 55% | 65% | 10% | 5% | 5% | 5% | Low | Monthly | Outcome | Increased costs |
| Number of missed bins per 100,000 | 95.33 | 50 | 40 | 30 | 30 | 30 | Low | Monthly | Outcome | Reduced customer service |
| Total waste arising per household Kg | 857.17 | 910 | 910 | 910 | 900 | 850 | Low | Monthly | Outcome | Reputational risk |
| % Residents satisfied with recycling facilities | N/A | 72 | 74 | 75 | 75 | 75 | High | Annual | Perception | Reputational risk |

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

DETAILS OF MAJOR PROJECTS

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

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