

## 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 *

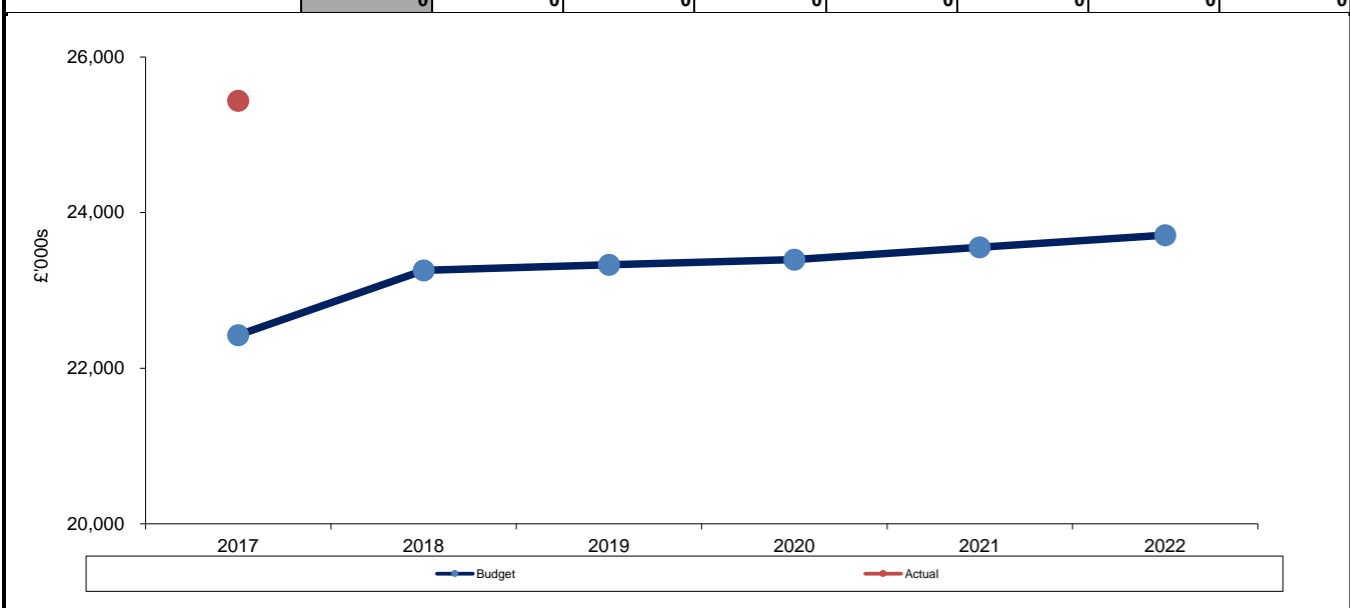
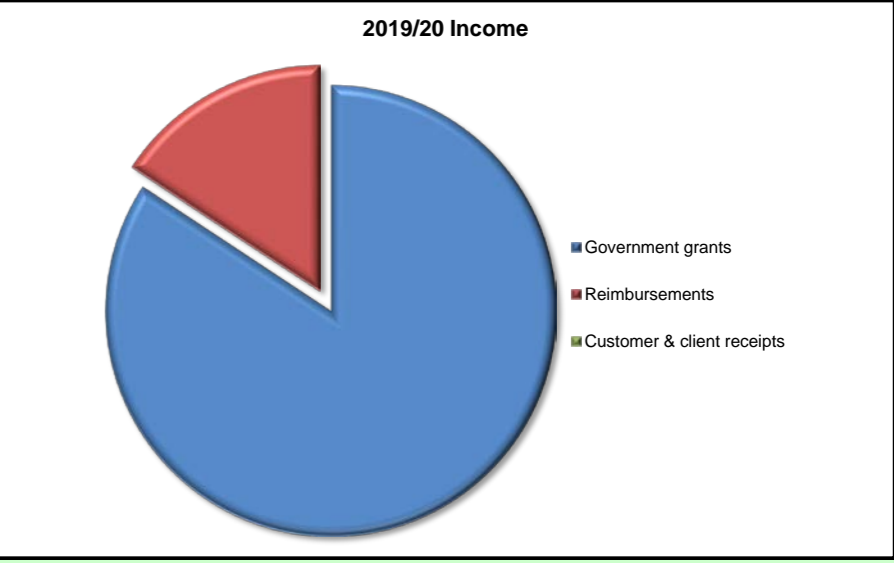
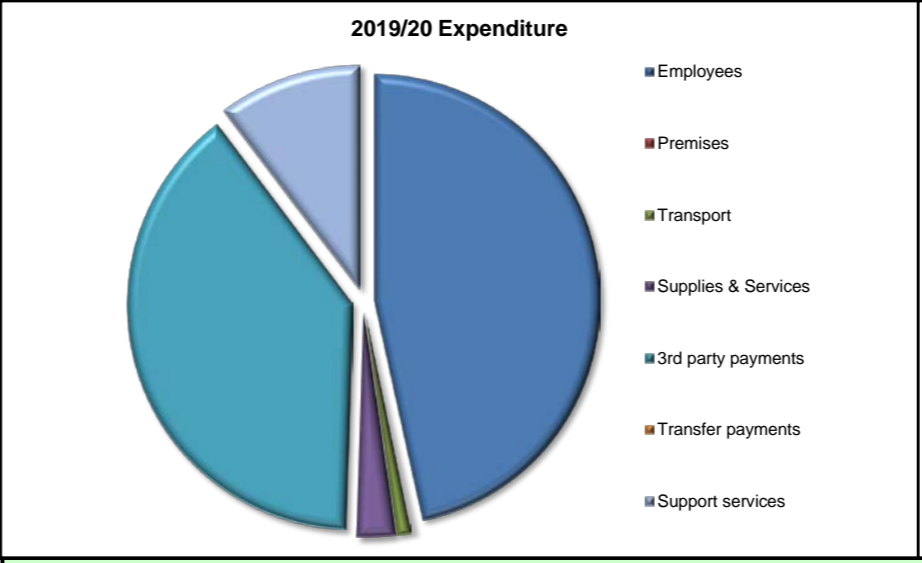
*\*Commissioning Plan*



# **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
<b>Expenditure</b>	<b>23,903</b>	<b>27,022</b>	<b>24,385</b>	<b>2,902</b>	<b>24,620</b>	<b>24,686</b>	<b>24,843</b>	<b>25,000</b>
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
<b>Revenue £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
<b>Income</b>	<b>1,477</b>	<b>1,584</b>	<b>1,127</b>	<b>(187)</b>	<b>1,289</b>	<b>1,289</b>	<b>1,289</b>	<b>1,289</b>
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								
<b>Council Funded Net Budget</b>	<b>22,426</b>	<b>25,438</b>	<b>23,258</b>	<b>2,715</b>	<b>23,331</b>	<b>23,397</b>	<b>23,554</b>	<b>23,711</b>
<b>Capital Budget £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
	0	0	0	0	0	0	0	0



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

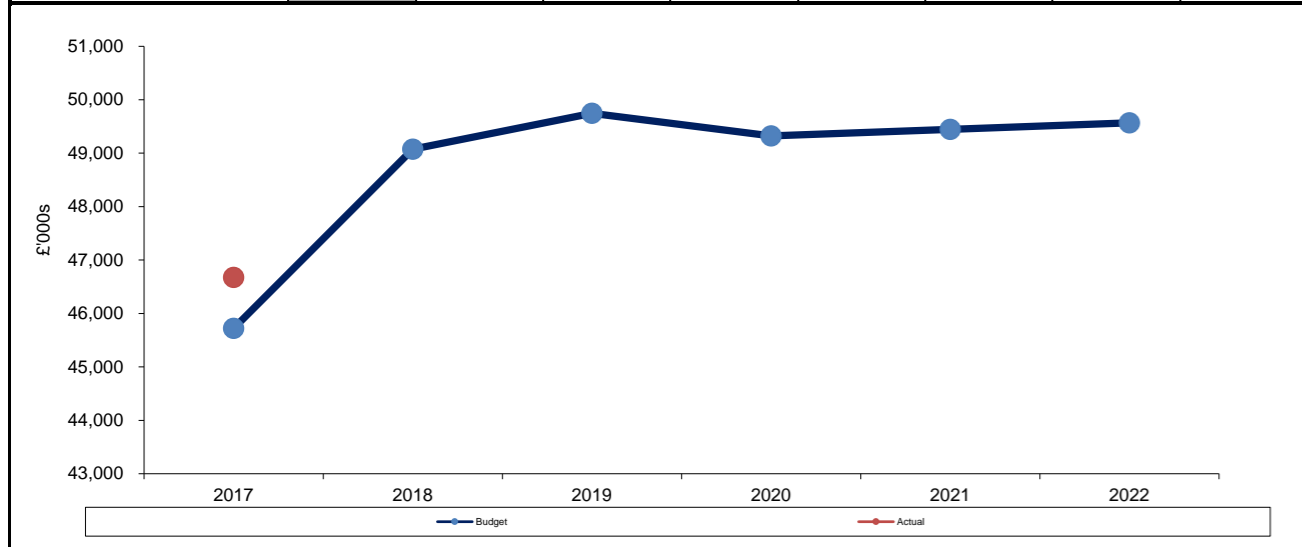
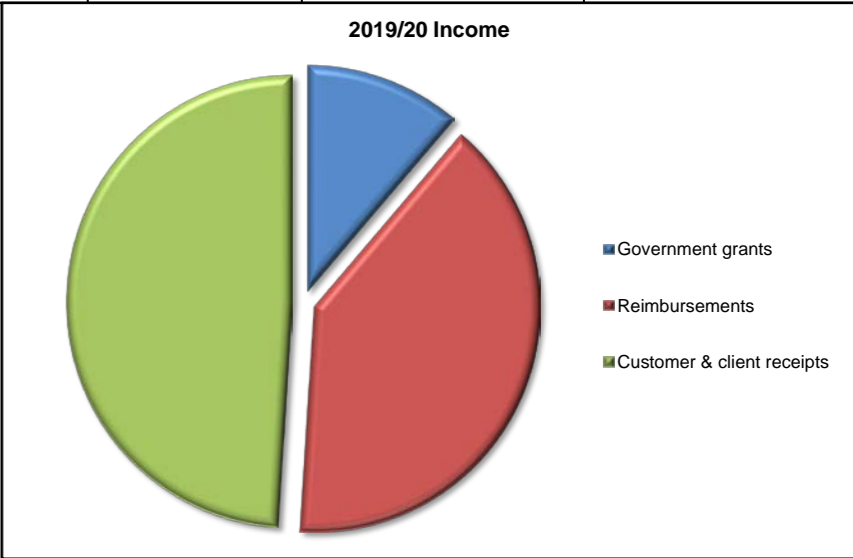
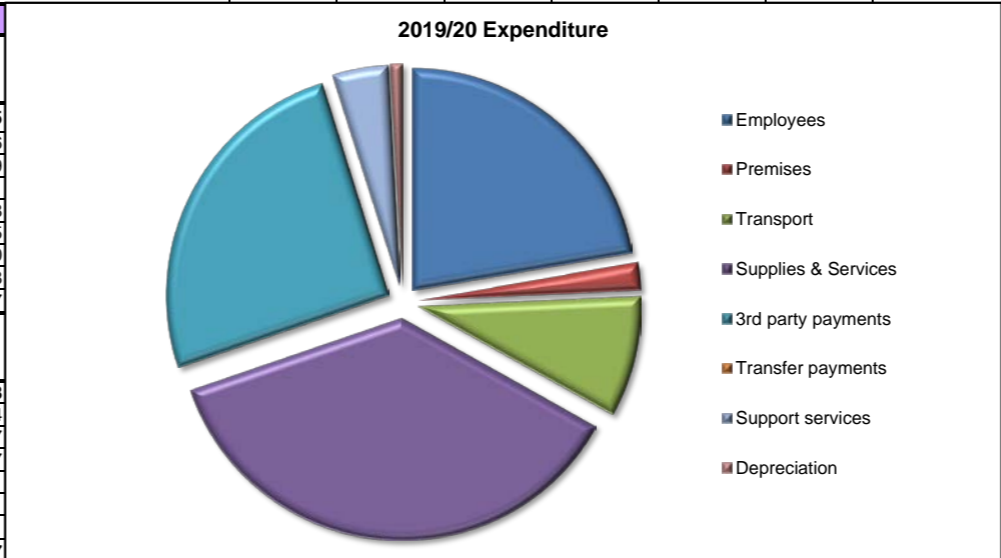
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Children's Social Care & Youth Inclusion**

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Risk		
			Likelihood	Impact	Score
<b>Project 1</b>		Well Being Model CSC & CYPWB/TOM  The review of the well being model is now complete, the next phase is to embed agreed structure changes in CSC, our Early Help model and points of access. we will deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; Flexible working ; Care proceedings as outlined in the relevant TOM; rationalising access points; raising thresholds; increased targeting and practice.	Improved effectiveness		
Start date	2016-17		4	3	12
End date	2019-20				
<b>Project 2</b>		Continuous Improvement and Inspection Readiness  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.	Improved effectiveness		
Start date	2013-14		4	3	12
End date	2018-19				
<b>Project 3</b>		MOSAIC (CYPWB & TOM) Phase 1 and 2.  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 .	Improved efficiency (savings)		
Start date	2013-14		3	3	9
End date	2018-19				
<b>Project 4</b>		Workforce development  We will continue to work towards our ambition to be London's Best Council, as part of this aspiration all our managers are engaged in a differentiated leadership programme. Strong focus remains on our recruitment and retention strategy and to support this we have developed a 'Practice Model' which is now established. We have continued the development and delivery of Signs of Safety/Signs of Well Being and this is being rolled out across the department. We are supporting/complimenting this this with a programme to deliver both Systemic Practice and Motivational Interviewing across the department. We have a clear time line for this programme with appropriate milestones to ensure we have a strong, highly skilled workforce. Our workforce strategy alongside our overarching practice model has been developed to support our transformation plan.	Improved staff skills and development		
Start date	2015-16		4	3	12
End date	2019-20				
<b>Project 5</b>		Innovation work streams  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.	Improved effectiveness		
Start date	2016-17		3	2	6
End date	2019-20				

Education	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Kelly Braund: Cabinet Member for Children's Services	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Cllr Caroline Cooper-Marbiah: Cabinet Member for Education	Early Years population (0-3) (mid year 2016 based BPO)	12531	12522	12413	12386	12390	12405	Children and Young People's Plan			
Enter a brief description of your main activities and objectives below <b>Merton School Improvement (MSI)</b> · monitor, analyse & evaluate pupil & school performance · developing skills in planning, teaching, assessment, leadership & management · working with schools to reduce inequality & improve achievement for vulnerable groups strengthening partnership working and school to school support  <b>Special Education Needs &amp; Disabilities Integrated Service (SENDIS)</b> building early help capacity in schools & settings, families & the community · focus on safeguarding, early intervention & prevention as well as direct support for families · implementing the requirements of the Children and Families Act ensuring that families are central Specialist placement provision for pupils with SEN.  <b>Early Years Services</b> · ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties · delivering Children's Centre services through a locality model with a focus on early help & targeted services for vulnerable families · working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families · Developing the work force to deliver holistically to vulnerable families and young children  <b>Education Inclusion</b> · providing universal & targeted in house & commissioned services for YP & schools · providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance · developing alternative education offerings to enable YP to stay in ETE · leading on the council's partnership with the police & CAMHS for education · improving attendance and reduce P Excl in Merton schools · My Futures Service  <b>School Organisation</b> Pupil place planning & schools admissions School expansion & capital programme management. Contracts including SEN Transport commissioning and PFI  <b>Policy, Planning and Performance</b> Service Planning, Performance Information and Performance Management, Policy and Communications MSCB - is responsible for agreeing local child protection procedures and for monitoring the performance of	Primary age Population (4-11)	23069	23184	23065	22895	22704	22476	SEN and Disabilities Strategy			
	Secondary age population including post-16 (12-18)	14863	15269	15671	16254	16884	17426	School Expansion Strategy			
	Children & Y/P with EHCP (NB 17/18 is Jan 17 and so on)	1264	1486	1740	1900	2050	2150				
	Expansion for secondary school (total across all schools)	2 foe (cumulative)	6 foe (cumulative)	8 foe (cumulative)	Review	Review	Review				
	Increased demand for special school places (total across all schools)	40	60 more SEN places by 19-20			60 further SEN					
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
	Staff (FTE subject to change as a result of restructures)	286	285	275	262	262	262				
	Performance indicator (LBC2020 indicators highlighted in purple)	Actual performance (A) Performance Target (T) Proposed Target (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23 (P)				
	Merton pupil average Attainment 8 score	50.2	51	51	52	53	54	High	Annual	Outcome	Reputational risk
Merton pupil Average Progress 8 score	0.5	0.51	0.51	0.51	0.51	0.51	High	Annual	Outcome	Reputational risk	
% outcome of Ofsted school inspections good or outstanding	93	91	91	93	95	95	High	Monthly	Outcome	Inspection outcomes	
% secondary school attendance	95.2	95.6	95.6	95.6	95.6	95.6	High	Annual	Outcome	Increased costs	
% primary school attendance	96.1	96.2	96.2	96.2	96.2	96.2	High	Annual	Outcome	Breach statutory duty	
% of new EHCP requests completed within 20 weeks	42.25	55	65	75	85	85	High	Quarterly	Outcome	Safeguarding issues	
% Good or Outstanding children's centres per Ofsted	100	100	100	100	100	100	High	Quarterly	Outcome	Inspection outcomes	
% reception year surplus places	7.7	8	8	10	10	10	Low	Annual	Business critical	Parental choice	
% secondary school Yr7 surplus places inc. Academies	9.6	5	5	5	5	5	Low	Annual	Business critical	Parental choice	
% reaching the expected standard at Key Stage 2 in reading, writing and maths	66	58	58				Low	Annual	Outcome	Inspection outcomes	
% spend on approved capital programme	73	80	80	80	80	80	High	Annual	Business critical	Increased costs	

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



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

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Education							
PROJECT DESCRIPTION				MAJOR PROJECTS BENEFITS		Risk	
				Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Well Being Model - CSC &amp; CYPWB/TOM</b>		Improved effectiveness		
Start date	<b>2016-17</b>	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	<b>2019-20</b>						
<b>Project 2</b>		Project Title:	<b>Improving pupil outcomes at KS5 &amp; School Improvement through partnership with schools(Edn TOM)</b>		Improved effectiveness		
Start date	<b>2018-19</b>	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	<b>2020-21</b>						
<b>Project 3</b>		Project Title:	<b>Transforming Early Years (EY's TOM)</b>		Improved effectiveness		
Start date	<b>2013-14</b>	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	<b>2019-20</b>						
<b>Project 4</b>		Project Title:	<b>Implementation of requirements of Children &amp; Families Act (Edn TOM &amp; CYPWB) &amp; Education TOM/CYPWB Model &amp; Personal Budgets (Education TOM/C+F Act)</b>		Improved customer experience		
Start date	<b>2013-14</b>	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	<b>2019-20</b>						
<b>Project 5</b>		Project Title:	<b>Impelentation of EHCP Hub</b>		Improved effectiveness and customer expereince		
Start date	<b>2018-19</b>	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	<b>2020-21</b>						
<b>Project 6</b>		Project Title:	<b>Implementation of Secondary &amp; Special School (SEN) Places Strategy (EducationTOM)</b>		Infrastructure renewal		
Start date	<b>2015-16</b>	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	<b>2021-22</b>						
<b>Project 7</b>		Project Title:	<b>Workforce development</b>		Improved staff skills and development		
Start date	<b>2015-16</b>	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	<b>2019-20</b>						
<b>Project 8</b>		Project Title:	<b>SEN Transport commissioning review</b>		Improved efficiency (savings)		
Start date	<b>2019-20</b>	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	<b>2021-22</b>						

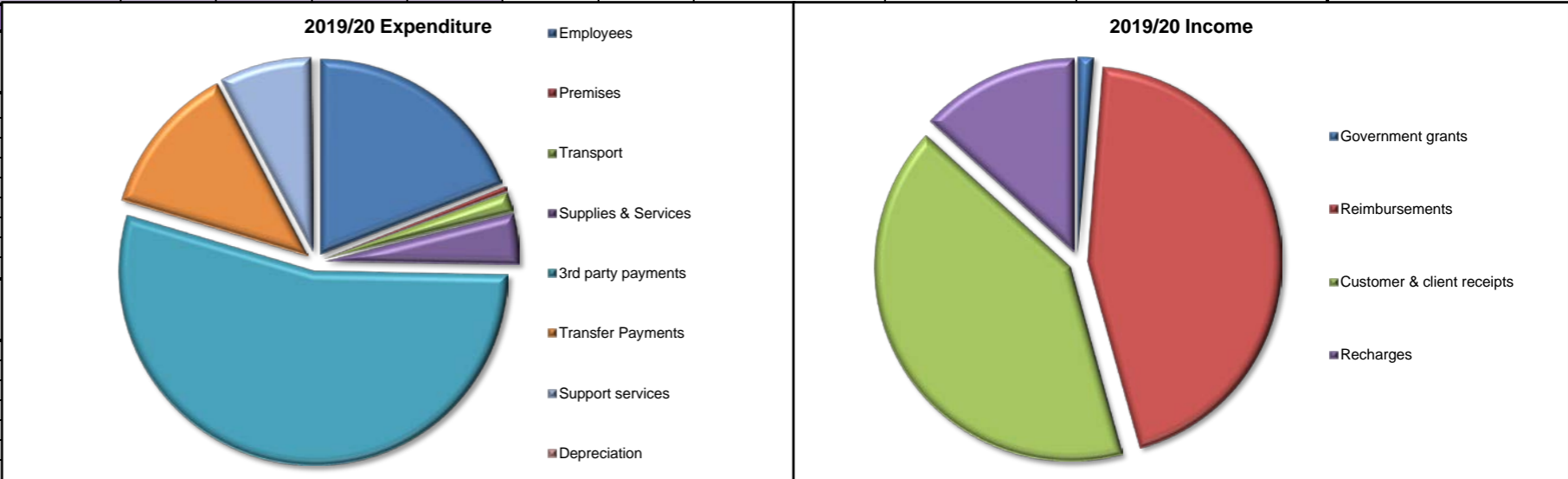




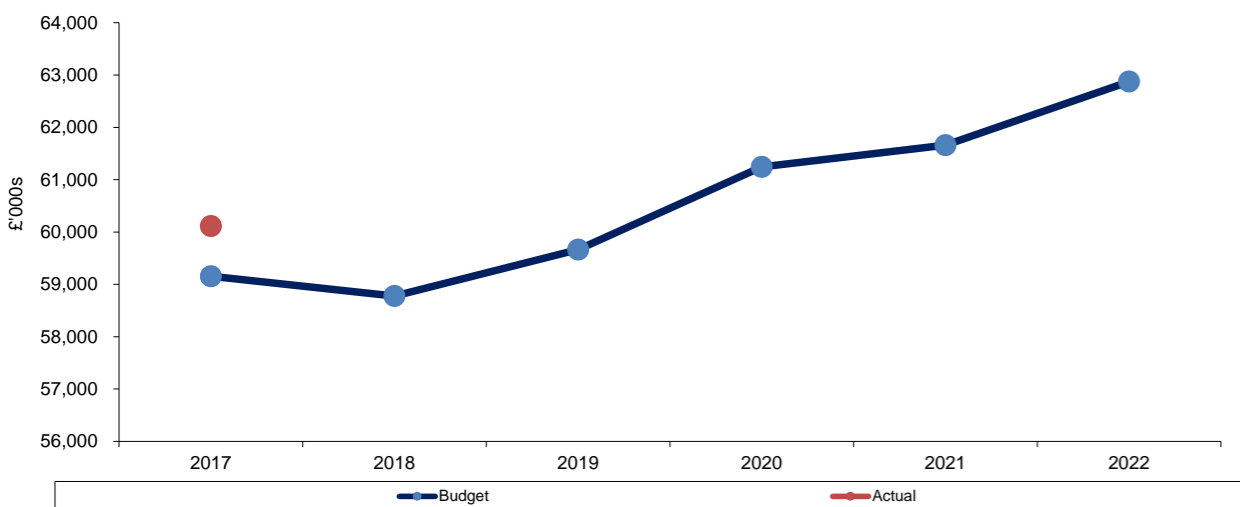
# **Community & Housing**

Adult Social Care Cllr Tobin Byers: Cabinet Member for Adult Social Care Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22		2022/23		
<p>The Care Act 2014 is the legislation that underpins the statutory function of ASC; the Act came in to force on 1 April 2015. ASC works with people 18 and above and their carers who are in need of support. The Act sets a new national eligibility criteria to define eligibility for services. The Act gives new duties around safeguarding with a greater emphasis on protecting the most vulnerable people in our society from abuse or neglect. The Act also puts prevention at the heart of the work we undertake and we are well placed with our reablement team in fulfilling this duty.</p> <p>Our approach to the redesign of services is to keep the customer as independent as possible, for as long as possible in their own home. We aim to keep people in their communities with their friends and family network around them and out of institutionalised care or hospital. We aim to maximise people's independence with the use of equipment, telecare, reablement, utilising the voluntary sector to limit isolation and loneliness, working with CLCH and our partners in health to ensure that people's health needs are met keeping people healthy and out of hospital. We will work with our partners in health and the voluntary sector to integrate services where possible and limit duplication. We aim to complete our duties by putting the customer at the heart of the assessment and maximising and utilising their strengths to ensure that they are enabled to be as independent as possible with minimum, or no, support from the council.</p>	No. of people requiring services	3278	3252	3191	3170		Health & Wellbeing Strategy			
	People aged 85-89	358	335	315	293					
	People aged 95+	190	185	180	175					
	No. of people aged 65+ with dementia	407	419	431	448					
	<b>Anticipated non financial resources</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>			
	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
<b>Expenditure</b>	<b>80,159</b>	<b>83,067</b>	<b>81,751</b>	<b>4,206</b>	<b>81,740</b>	<b>83,318</b>	<b>83,734</b>	<b>84,948</b>
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
Income £'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
<b>Income</b>	<b>21,003</b>	<b>22,954</b>	<b>22,974</b>	<b>(4,408)</b>	<b>22,074</b>	<b>22,074</b>	<b>22,074</b>	<b>22,074</b>
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	-	-	-	-	-	-	-	-
<b>Council Funded Net Budget</b>	<b>59,156</b>	<b>60,112</b>	<b>58,777</b>	<b>(201)</b>	<b>59,667</b>	<b>61,244</b>	<b>61,661</b>	<b>62,874</b>



Summary of major budget etc. changes								
2019/20								
<p>Growth for Concessionary fares increase - £0.450m, and Winter Pressures Grant £748k. Savings previously identified of £301k (CH70)</p> <p>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.</p> <p>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</p>								
2020/21								
<p>Growth for Concessionary fares increase - £0.450m. Total savings target is £5,851</p> <p>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.</p>								
2021/22								
<p>Growth for Concessionary fares increase - £0.450m. Total savings target is £762.</p> <p>Additional budget includes £197kk additional of Council Tax percept.</p>								
2022/23								
<p>Growth for Concessionary fares increase - £0.450m. Total savings target is £600</p>								



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	
<b>Project 1</b>		Project Title:	<b>Adult Social Care Customer Journey: Pathways</b>		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					
<b>Project 2</b>		Project Title:	<b>Commissioning , Market Capacity &amp; Capability</b>		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					
<b>Project 3</b>		Project Title:	<b>Learning Disability Offer</b>		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					
<b>Project 4</b>		Project Title:	<b>Merton Prevention Offer</b>		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					
<b>Project 5</b>		Project Title:	<b>Merton Health &amp; Care Together</b>		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					
<b>Project 6</b>		Project Title:	<b>Community Transport</b>		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					
<b>Project 7</b>		Project Title:	<b>Market Management</b>		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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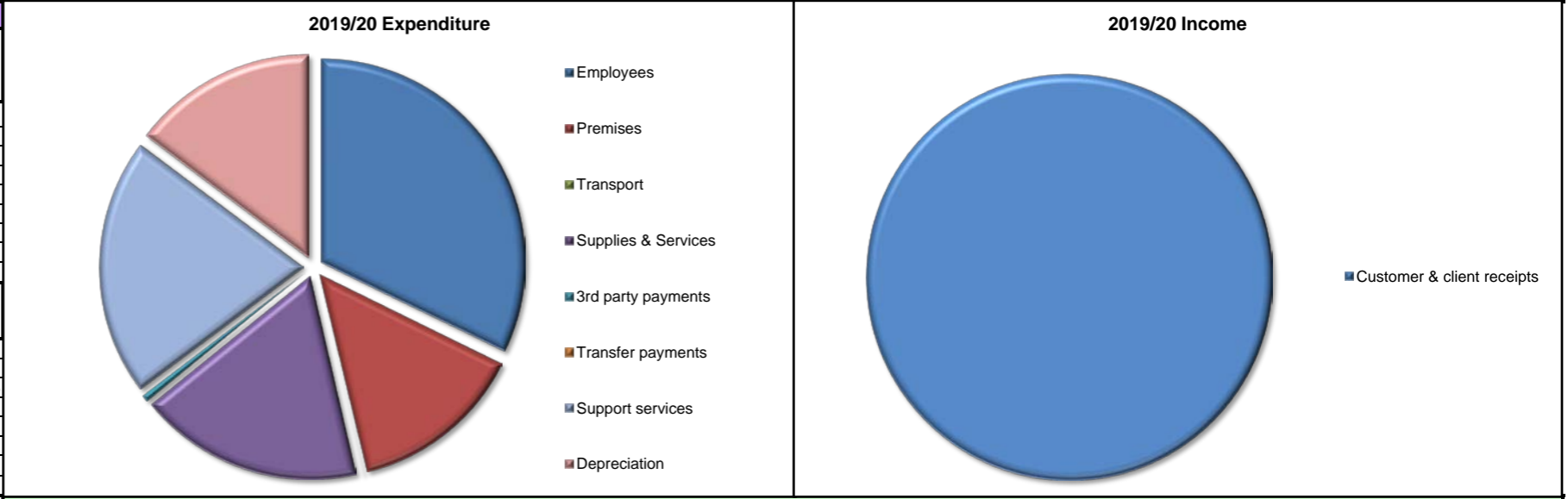
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Housing Needs and Enabling Services**

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk			
					Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Homeless Reduction Act - Review</b>			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							
<b>Project 2</b>		Project Title:	<b>Housing Enforcement Policy</b>			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							
<b>Project 3</b>		Project Title:	<b>Public Protection Technology Upgrade</b>			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							
<b>Project 4</b>		Project Title:	<b>Extended HMO Mandatory Licencing Scheme</b>			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							
<b>Project 5</b>		Project Title:	<b>EDRMS Workflow</b>			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							
<b>Project 6</b>		Project Title:	<b>Housing Related Support</b>			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							
<b>Project 7</b>		Project Title:	<b>Housing IT software re-procurement</b>			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							
<b>Project 8</b>		Project Title:	<b>Homelessness Strategy</b>			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			
<b>Cllr Nick Draper: Cabinet Member for Community &amp; Culture</b>	<b>Anticipated demand</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>				
Enter a brief description of your main activities and objectives below  The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.  Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.  Certain aspects of the service must be provided for free:  - Free lending of books - Free access to information - Free library membership  The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction and usage levels.	Active users	56,000	56,000	<b>56,500</b>	57,000	57,500	58,000	Customer Contact Strategy			
	Stock issues	950,000	900,000	<b>900,000</b>	900,000	900,000	900,000	Children and Young People's Plan			
	Registered members	135,000	135,000	<b>135,000</b>	135,000	135,000	135,000	Community Plan			
	Visitor figures	1,200,000	1,200,000	<b>1,200,000</b>	1,200,000	1,200,000	1,200,000	Equality and Community Cohesion Strategy			
	<b>Anticipated non financial resources</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>				
	Staff (FTE)	33.30	31.35	<b>29.65</b>	26.65	29.65	29.65	Health & Wellbeing Strategy			
	Accommodation (Libraries)	7	7	<b>7</b>	7	7	7	Heritage Strategy			
	Equipment (PC's)	144	152	<b>159</b>	159	159	159	Procurement Strategy			
								Voluntary Sector and Volunteering Strategy			
								Workforce Strategy			
	<b>Performance indicator (LBC2020 indicators highlighted in purple)</b>	<b>Actual Performance (A) performance target (T) Proposed Target (P)</b>					<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>	
		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	<b>235,000</b>	240,000	245,000	250,000	High	Monthly	Quality	Reduced uptake of service
	Active users - peoples network terminal	65,154	56,000	<b>56,500</b>	57,000	57,500	58,000	High	Monthly	Outcome	Reduced uptake of service
	% self service usage for stock transactions	98	97	<b>97</b>	98	98	98	High	Monthly	Business critical	Increased costs
	Active volunteers in libraries	293	230	<b>230</b>	230	230	230	High	Monthly	Business critical	Reduced service delivery
	Maintain Income	£401,422	£376,000	<b>£414,000</b>	£414,000	£414,000	£414,000	High	Monthly	Unit cost	Increased costs
	Visitor figures - physical visits to libraries	N/A	1,200,000	<b>1,200,000</b>	1,200,000	1,200,000	1,200,000	High	Monthly	Quality	Reduced service delivery
	% customer satisfaction (Libraries' own survey)	N/A	95%	<b>95%</b>	95%	95%	95%	High	Annual	Perception	Reduced customer service

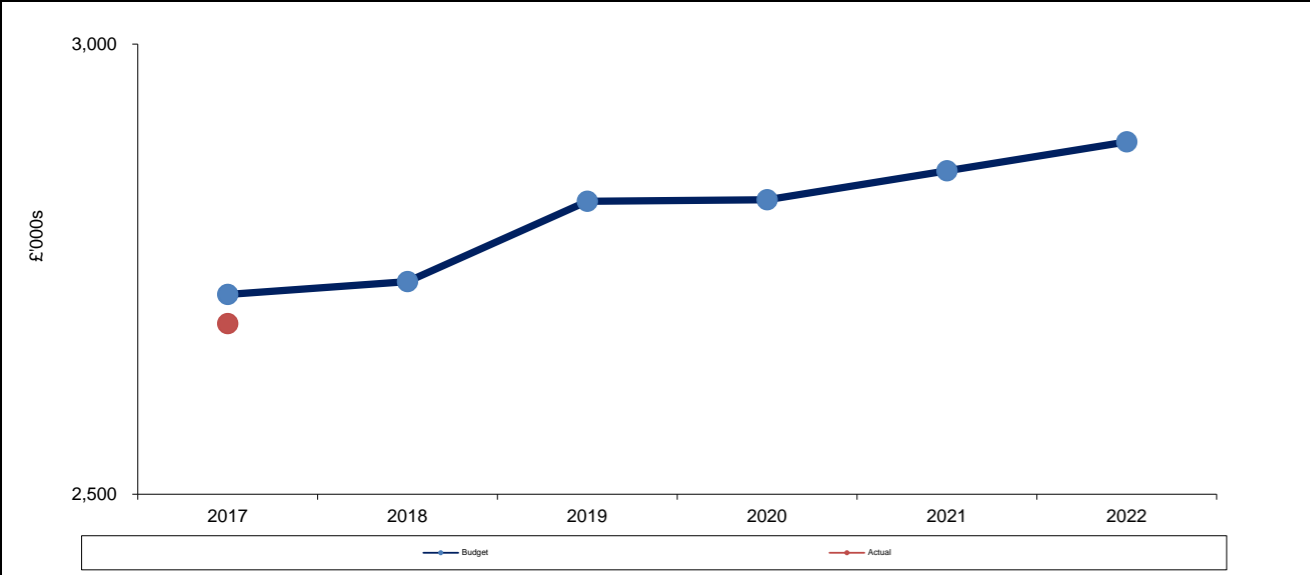
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
<b>Expenditure</b>	<b>3,204</b>	<b>3,215</b>	<b>3,195</b>	<b>5</b>	<b>3,294</b>	<b>3,296</b>	<b>3,328</b>	<b>3,360</b>
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
<b>Revenue £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
<b>Income</b>	<b>482</b>	<b>525</b>	<b>459</b>	<b>7</b>	<b>469</b>	<b>469</b>	<b>469</b>	<b>469</b>
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
<b>Council Funded Net Budget</b>	<b>2,722</b>	<b>2,690</b>	<b>2,736</b>	<b>12</b>	<b>2,825</b>	<b>2,827</b>	<b>2,859</b>	<b>2,891</b>
<b>Capital Budget £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
Library Buildings		257	17	0	235	350	0	0
Library IT		0	140	0	0	0	0	140
		257	157	0	235	350	0	140



**Summary of major budget etc. changes**

**2019/20**

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



Year	Budget	Actual
<b>2020/21</b>		
<b>2021/22</b>		
<b>2022/23</b>		

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

**Libraries**

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk		
					Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Partnership development</b>		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						
<b>Project 2</b>		Project Title:	<b>Heritage Strategy</b>		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						
<b>Project 3</b>		Project Title:	<b>London Libraries Consortium</b>		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						
<b>Project 4</b>		Project Title:	<b>Children &amp; Young People's projects</b>		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						
<b>Project 5</b>		Project Title:	<b>Customer consultation, marketing and promotion</b>		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						
<b>Project 6</b>		Project Title:	<b>Income Generation</b>		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						
<b>Project 7</b>		Project Title:	<b>Assisted digital support</b>		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						
<b>Project 8</b>		Project Title:	<b>Security services contract</b>		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						
<b>Project 9</b>		Project Title:	<b>Library redevelopments</b>		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						

<b>Commissioned Service</b>		<b>Description of main activities and objectives</b>  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.
<b>Merton Adult Learning</b>		
<b>Cllr Nick Draper: Cabinet Member for Community &amp; Culture</b>		
<b>Service Providers:</b> <b>South Thames College</b> <b>Groundwork London</b>		

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	<b>3285</b>	3285	3285	3285	Culture and Sport Framework
Number of accredited learners	1467	1467	<b>1467</b>	1467	1467	1467	Employment and Skills Action Plan
Total number of enrolments	3964	3964	<b>3964</b>	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	<b>3.75</b>	3.75	3.75	3.8	
Staff (LDD Curriculum manager)	1	0	<b>0</b>	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	<b>3964</b>	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%	<b>40%</b>	40%	40%	40%	High	Quarterly	Outcome	Reduced uptake of service
Number of completers (% retention rate per annum)	96%	94%	<b>95%</b>	95%	95%	95%	High	Annual	Outcome	Reduced service delivery
% overall success rate of accredited courses per annum	74% (TBC)	86%	<b>88%</b>	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%	<b>95%</b>	95%	95%	95%	High	Annual	Perception	Reduced service delivery
% of learners from deprived wards	29%	30%	<b>32%</b>	35%	35%	35%	High	Quarterly	Quality	Reduced uptake of service
Average cost per learner	£374	£247	<b>£247</b>	£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	
<b>Expenditure</b>	<b>1,410</b>	<b>1,150</b>	<b>1,415</b>	<b>2</b>	<b>1,371</b>	<b>1,371</b>	<b>1,371</b>	<b>1,371</b>		
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		
<b>Revenue</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>		
<b>Income</b>	<b>1,378</b>	<b>1,125</b>	<b>1,380</b>	<b>2</b>	<b>1,347</b>	<b>1,347</b>	<b>1,347</b>	<b>1,347</b>		
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		
<b>Council Funded Net Budget</b>	<b>32</b>	<b>25</b>	<b>35</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>		
<b>Capital Expenditure</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>		

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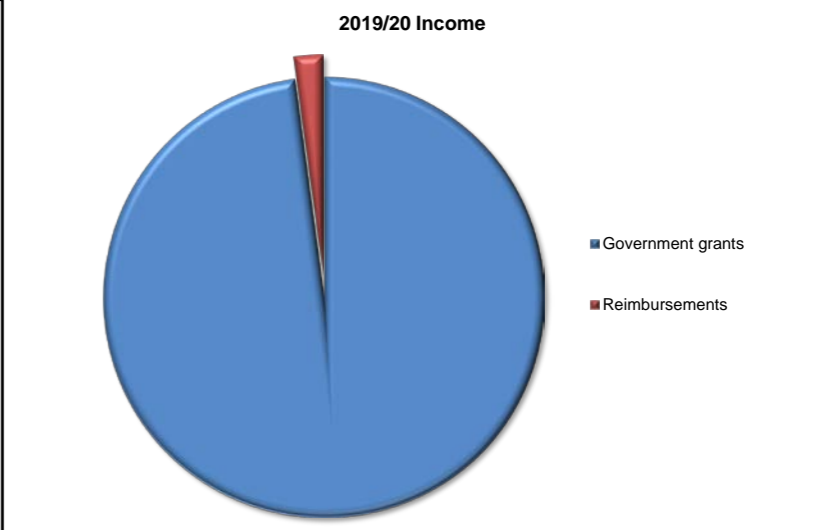
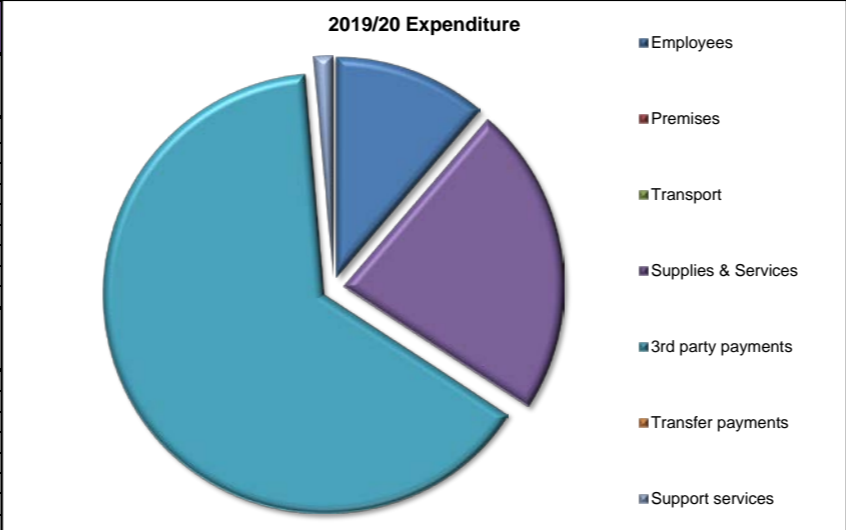
**DETAILS OF MAJOR PROJECTS**

**Merton Adult Learning**

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Improve Ofsted rating</b>	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					
<b>Project 2</b>		Project Title:	<b>Embed employability, maths and English strands in courses where applicable</b>	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					
<b>Project 3</b>		Project Title:	<b>Promote and embed British Values and Prevent within the classroom</b>	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					
<b>Project 4</b>		Project Title:	<b>Expand provision in deprived areas of the borough and / or amongst deprived communities</b>	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					
<b>Project 5</b>		Project Title:	<b>Embed new evidence base and overhaul course provision</b>	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					
<b>Project 6</b>		Project Title:	<b>Embed new commissioning arrangements across all services</b>	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		Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Tobin Byers: Cabinet Member for Adult Social Care		Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Enter a brief description of your main activities and objectives below		Sexual health	20,080	19,972	19,735	19,498	19,261	19,024	Sexual Health Strategy			
Public Health services currently comprise:		Drugs & alcohol - new service in mobilisation April 2018	400 drugs/220 alcohol	400 drugs/220 alcohol	400 drugs/250 alcohol	400 drugs/270 alcohol	400 drugs/270 alcohol	400 drugs/270 alcohol	Substance Misuse Strategic framework			
<ul style="list-style-type: none"> <li>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)</li> <li>Commissioning support function to the CCG (mandatory)and council;</li> <li>Health protection oversight function (mandatory)</li> <li>Health intelligence including JSNA (mandatory)</li> </ul>		Support to CCG (% of PH staff capacity)	40%	40%	40%	40%	40%	40%	Merton Health & Care Together			
Our vision for public health in Merton over the next five years is to:		NHS Health Checks	2,180	2,893	2,600	2,600	TBC	TBC	Health & Wellbeing Strategy			
<ul style="list-style-type: none"> <li>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.</li> <li>Fulfill our statutory PH duties.</li> <li>Contribute to Merton becoming London's best council in 2020</li> </ul>		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			
Our strategic objectives are:		Health Visiting New Birth Visits: estimated new births	3,222	3,271	3,248	3,242	3,225	3,202				
<b>Objective 1:</b> 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.		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				
<b>Objective 2:</b> 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		Falls Prevention	1082	1100	1125	1150	1175	1200				
<b>Objective 3:</b> 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		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
<b>Expenditure</b>	<b>11,335</b>	<b>11,353</b>	<b>10,107</b>	<b>(14)</b>	<b>10,396</b>	<b>10,396</b>	<b>10,396</b>	<b>10,396</b>
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
<b>Revenue £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
<b>Income</b>	<b>10,988</b>	<b>11,006</b>	<b>10,107</b>	<b>14</b>	<b>10,396</b>	<b>10,396</b>	<b>10,396</b>	<b>10,396</b>
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
<b>Council Funded Net Budget</b>	<b>347</b>	<b>347</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Budget £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
		0	0	0	0	0	0	0



**Summary of major budget etc. changes**

**2019/20**

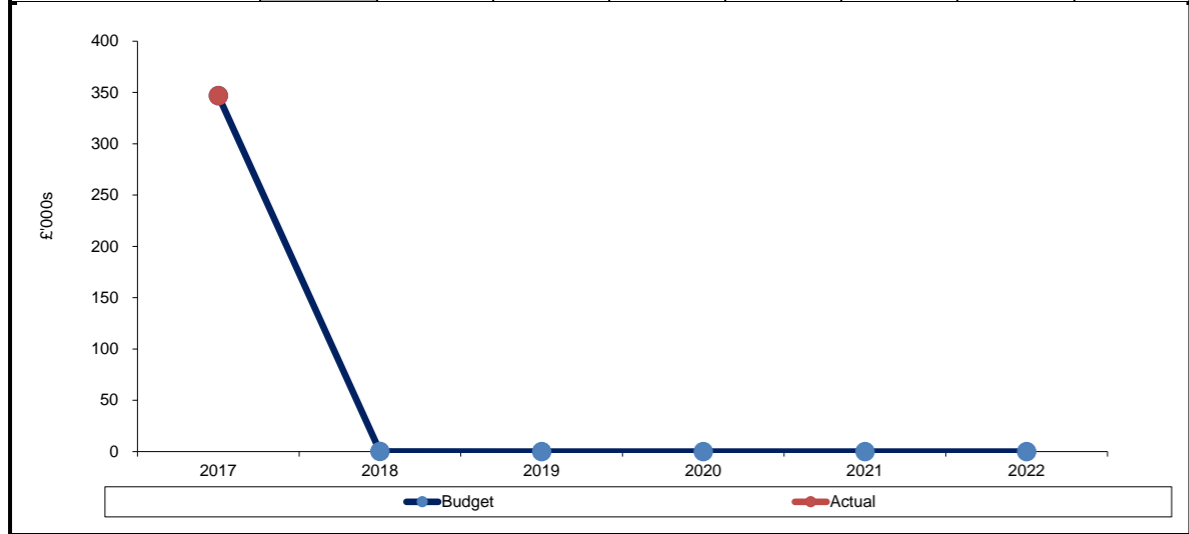
The PH grant will continue to be ring-fenced in 2019/20. The notional allocation is expected with a further reduction of £276k. This equates to a total allocation of £10,175k. Recognising the budget constraints due to recurrent annual funding cuts, the service currently has a shortfall of £224k against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

**2020/21**

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

**2021/22**

**2022/23**



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

**Public Health**

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk			
				Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>East Merton Model of Health and Wellbeing and Wilson Development</b>				
Start date	<b>2018-19</b>	Project Details:	EAST MERTON MODEL OF HEALTH AND WELLBEING AND WILSON DEVELOPMENT Public Health, Merton CCG and the East Merton GP Locality are working in partnership to develop and deliver the East Merton Model of Health and Wellbeing and Wilson health and community campus. This is a major programme aimed at co-creating a model for East Merton, incorporating design of health and community campus, community engagement, better use of wider public sector estate. the focus will be on the wellbeing offer and development of a social enterprise to enable this and build social investment funding models.	Improved effectiveness			
End date	<b>2021-22</b>			3	3	9	
<b>Project 2</b>		Project Title:	<b>Embed Health and Wellbeing in all policies</b>				
Start date	<b>2018-19</b>	Project Details:	HEALTH IN ALL POLICIES AND HEALTH AND WELLBEING STRATEGY Embed "health in all policies" (HIAP) as a relevant outcome across the whole council business (and partners) incl establish health as marker for good government and as investment rather than expenditure; This will be embedded in the development of the Health and Wellbeing Strategy 2019-2024 and further development of the Health and Wellbeing Board. Priorities for HIAP include healthy workplace; child healthy weight (see Project 7) and air pollution.	Improved effectiveness			
End date	<b>2020-21</b>			2	2	4	
<b>Project 3</b>		Project Title:	<b>Sexual Health Strategy and Integrated sexual health services</b>				
Start date	<b>2018-19</b>	Project Details:	PH SERVICE DEVELOPMENT AND PROCUREMENT Development and implementation of a Sexual health framework/strategy that takes a lifecourse approach and focuses on priorities for prevention; further developing integrated sexual health services; and support for high risk and vulnerable groups; strategic approach to managing demand, working collaboratively with London Sexual Health Programme.	Improved effectiveness			
End date	<b>2021-22</b>			3	3	9	
<b>Project 4</b>		Project Title:	<b>Whole System Approaches to Diabetes</b>				
Start date	<b>2018-19</b>	Project Details:	PH SERVICE DEVELOPMENT AND PROCUREMENT WHOLE SYSTEM APPROACH TO DIABETES:Following a 'Diabetes Truth' programme, the Health and Wellbeing Board have agreed to develop a whole systems Diabetes Action Plan. This will be an exemplar for future work, and identify ideas and ways to tackle diabetes across partners. The Action Plan will have four key themes (diagnosis and treatment, prevention (population), prevention (personal) and holistic care. This will align with a whole systems approach to childhood obesity (Project 7):	Improved effectiveness			
End date	<b>2020-21</b>			2	2	4	
<b>Project 5</b>		Project Title:	<b>Personal Prevention Offer for Adults</b>				
Start date	<b>2018-19</b>	Project Details:	Personal Prevention offer and collaborative commissioning for adults: a strategic approach to personal prevention offer will be developed with partners including adult social care and Merton CCG.This will focus on 5 themes: knowledge and information; connecting and improving access to services; embedding prevention in pathways; healthy workplaces and staff; exploring new financial models e.g. social impact bonds. Social prescribing is part of the programme and a major component in the CCG's Primary Care Strategy and the development of the model of multi-speciality community provider, which will strengthen relationships between primary care and the voluntary and community sector and services.	Improved effectiveness			
End date	<b>2020-21</b>			2	2	4	
<b>Project 6</b>		Project Title:	<b>Development of integrated Children's Services</b>				
Start date	<b>2016-17</b>	Project Details:	COLLABORATIVE COMMISSIONING ARRANGEMENTS (CYP) Lead transformation of Community health services for children and young people: undertake a review of community health services, develop vision and development of closer integration of services to provide seamless care pathways for children and young people; develop plans for procurement of integrated services from 2021/22; continue to develop a CYP integrated commissioning function between PH, CSF and MCCG, towards fully integrated commissioning by 2021/22.	Improved effectiveness			
End date	<b>2020-21</b>			2	3	6	
<b>Project 7</b>		Project Title:	<b>Whole System Approaches to Childhood obesity</b>				
Start date	<b>2018-19</b>	Project Details:	Childhood obesity is a complex problem and the evidence is clear that a preventative, whole systems approach to tackling obesity is needed. The implementation of a refreshed Child Healthy Weight Action Plan (CHWAP) 2019/22, will build on implementation of the first CHWAP; extensive community engagement (Great Weight Debate Merton) and national evidence. The CHWAP has 4 key themes (1) Communication, leadership and engagement, (2) Food environment and increasing the availability of healthy food, (3) Physical environment and physical activity promoting environments, (4) Early years, school-age settings and pathways . This aligns with the WHOLE SYSTEMS APPROACH TO DIABETES (Project 4).	Improved effectiveness			
End date	<b>2021-22</b>			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		
<b>Project 1</b>		Project Title:	<b>Support new intake of councillors</b>	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								
<b>Project 2</b>		Project Title:	<b>Efficiency programme in Mayor's Office</b>	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								
<b>Project 3</b>		Project Title:	<b>Scrutiny Improvement Programme</b>	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								
<b>Project 4</b>		Project Title:	<b>Creation of centralised Local Land Charges Register</b>	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								
<b>Project 5</b>		Project Title:	<b>2018/22 Administer statutory elections, referendums and ballots.</b>	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								
<b>Project 6</b>		Project Title:	<b>Work with Local Government Boundary Commission on planned Electoral Review of Merton - implementation for 2022 Council elections</b>	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								
<b>Project 7</b>		Project Title:	<b>Data Protection Act (DPA18) / General Data Protection Regulation (GDPR)</b>	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								
<b>Project 8</b>		Project Title:	<b>To reduce printing costs</b>	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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**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
<b>Project 1</b>		Project Title:	<b>Customer Contact project</b>	Improved customer experience		
Start date	<b>2018-9</b>	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	<b>2019-20</b>					
<b>Project 2</b>		Project Title:	<b>Redesign of Merton Link</b>	Improved customer experience		
Start date	<b>2018-9</b>	Project Details:	Implement the redesign of Merton Link to improve the customer experience and increase self service.	5	2	10
End date	<b>2019-20</b>					
<b>Project 3</b>		Project Title:	<b>Community Plan</b>	Improved effectiveness		
Start date	<b>2018-19</b>	Project Details:	Develop a new community plan for Merton 2019/25.	TBC	TBC	0
End date	<b>2019-20</b>					



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

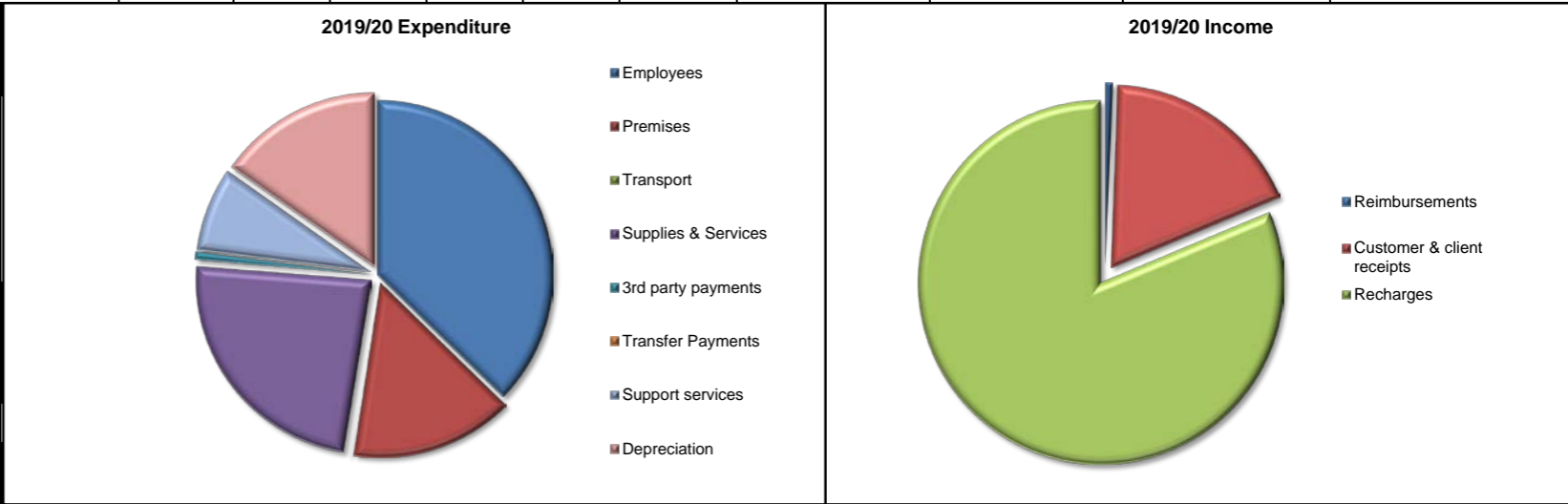
**Human Resources**

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Workforce Strategy</b>	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					
<b>Project 2</b>		Project Title:	<b>Establishment and workforce</b>	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					
<b>Project 3</b>		Project Title:	<b>Apprenticeships</b>	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					
<b>Project 4</b>		Project Title:	<b>Review and retender key HR contracts</b>	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					
<b>Project 5</b>		Project Title:	<b>Member Development</b>	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		
<p><b>Infrastructure &amp; Technology Division (I&amp;T) is a support service made up of seven functions:</b></p> <p><b>IT Service Delivery</b> - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.</p> <p><b>IT Business Systems</b> - IT (BS) will work with the organisation to establish and deliver the IT strategy and associated implementation plan, ensure a coordinated and planned approach for the implementation and support of technology whilst complying with the agreed corporate IT strategy, standards to support business efficiency and improve service delivery.</p> <p><b>Facilities Management</b> - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.</p> <p><b>Transactional Services</b> - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed, Providing training and support for all users of the systems required for payments or invoicing</p> <p><b>Safety Services</b> - Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Etc. Act 1974, The Management of Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and all sister regulations.</p> <p><b>Client Financial Affairs</b> - Act as court appointed deputies for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity.</p> <p><b>Commercial Services</b> - Are the strategic centre of excellence for procurement and category management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register.</p>	Repairs & Maintenance of Corporate Buildings (Revenue)	740,000	700,00	600,00	500,00	500,000	500,000	Civic Centre Accommodation Strategy		
	IT Service Calls	28,500	27,800	25,500	25,000	25,000	25,000	25,000	IT Strategy and Implementation Plan	
	Health & Safety Statutory Inspections	100	100	100	100	100	100	100	Risk Management Strategy	
	Transactions requested by departments	85,000	80,000	80,000	80,000	80,000	80,000	80,000	Local Plan	
	Number of Client Affairs cases being managed	250	250	250	250	250	250	250	Procurement Strategy	
	Procurement Support (Number of projects)	50	42	80	80	80	80	80	Workforce Strategy	
	Core IT Systems support and management (days)	5720	5720	5720	5720	5720	5720	5720	IT Strategy and Implementation Plan	
	<b>Anticipated non financial resources</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>			
	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				
<b>Performance indicator (LBC2020 indicators highlighted in purple)</b>	<b>Actual Performance Target (A)</b>	<b>Performance Target (T)</b>	<b>Proposed Target (P)</b>				<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>
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

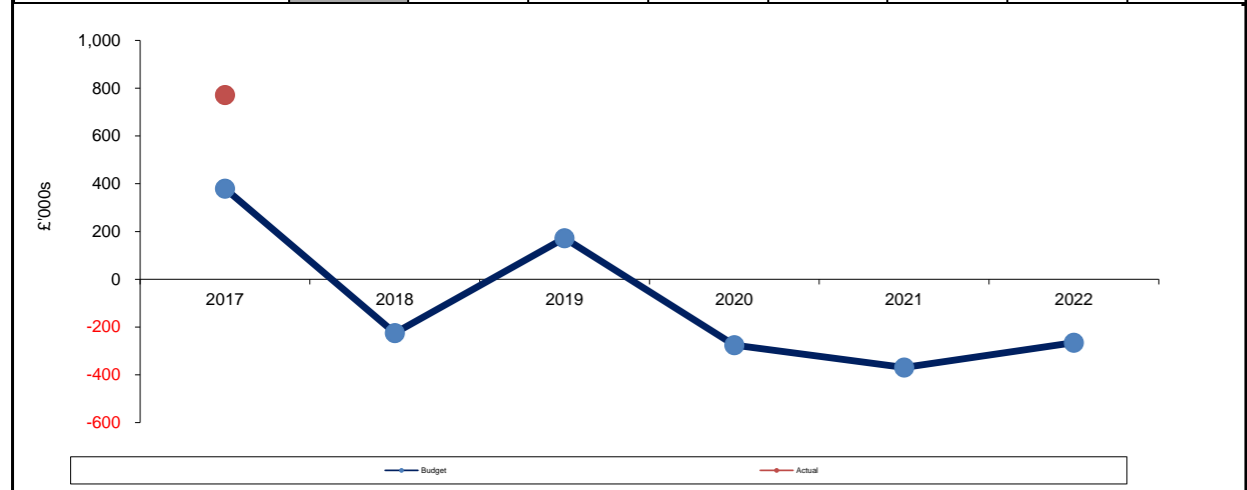
**DEPARTMENTAL BUDGET AND RESOURCES**

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
<b>Expenditure</b>	<b>14,721</b>	<b>15,572</b>	<b>14,061</b>	<b>(620)</b>	<b>14,566</b>	<b>14,119</b>	<b>14,145</b>	<b>14,249</b>
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
<b>Revenue £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
<b>Income</b>	<b>14,341</b>	<b>14,801</b>	<b>14,287</b>	<b>392</b>	<b>14,394</b>	<b>14,394</b>	<b>14,514</b>	<b>14,514</b>
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								
<b>Council Funded Net Budget</b>	<b>380</b>	<b>772</b>	<b>(225)</b>	<b>(229)</b>	<b>172</b>	<b>(275)</b>	<b>(369)</b>	<b>(265)</b>
<b>Capital Budget £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
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			
		<b>3,782</b>	<b>5,700</b>	<b>9</b>	<b>5,240</b>	<b>2,285</b>	<b>1,970</b>	<b>2,295</b>



**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**

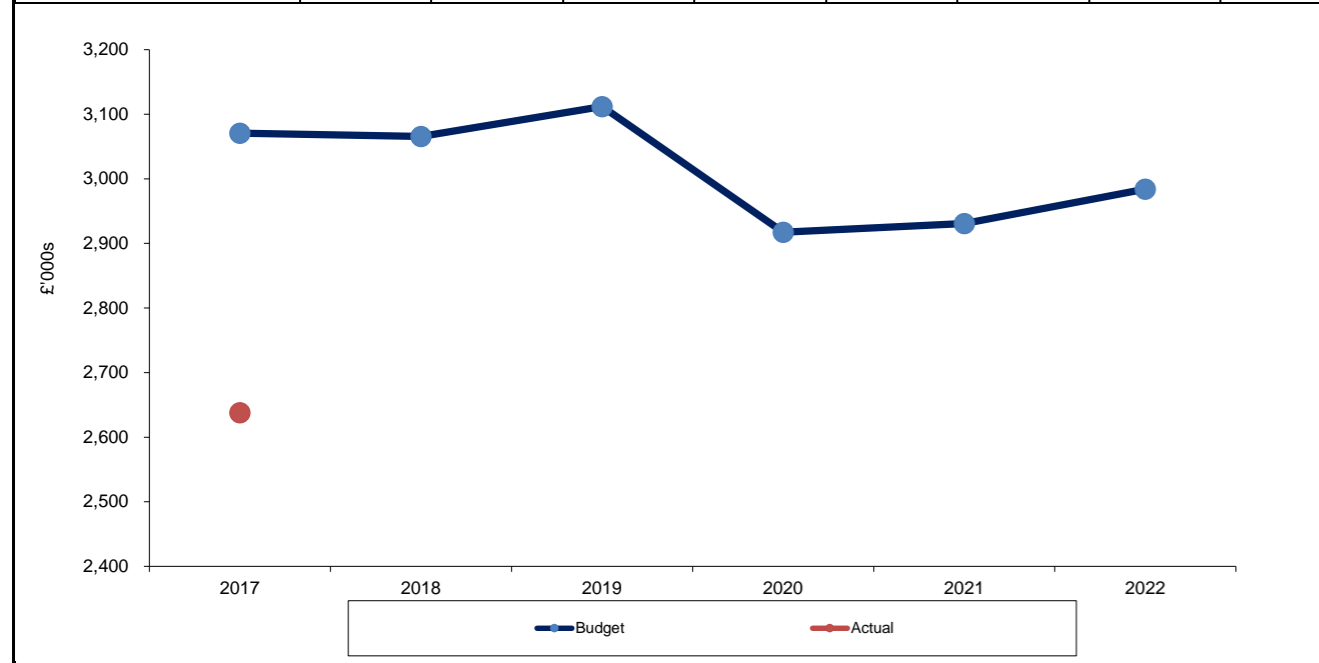
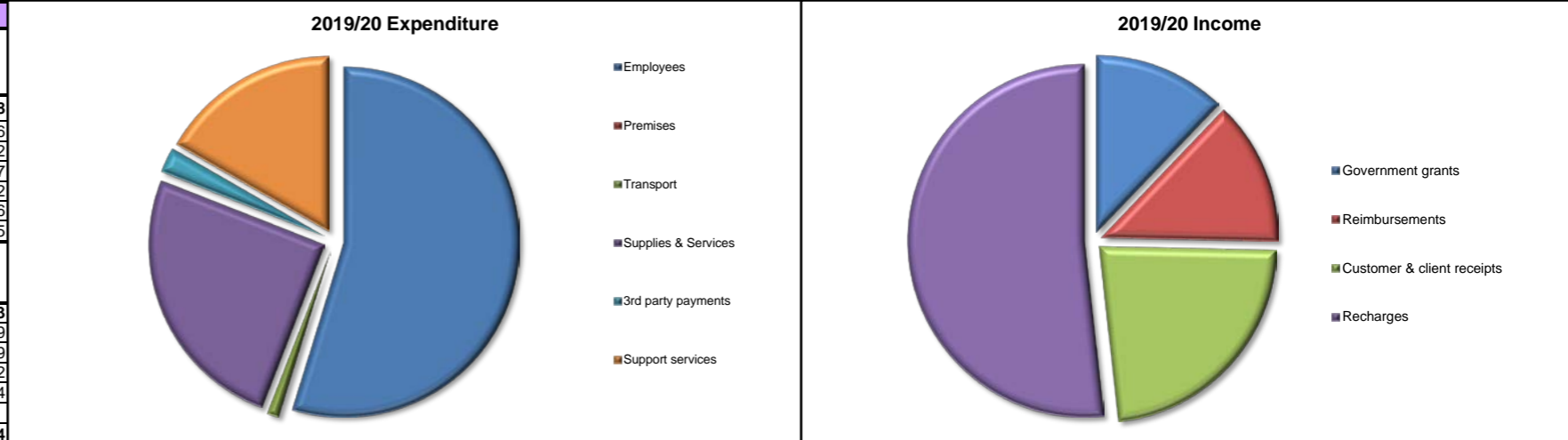
2019-20 CS16 Closure of Morden Park House and relocation of statutory services to operate at the Civic centre £78k  
 2019-20 CS21 Implement phase 2 of the Flexible Working Programme to generate additional vacant floor space and generate income from commercial lease arrangements £90k  
 2019-20 CS23 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		
<b>Project 1</b>		Project Title:	<b>Implementation of IT Strategy &amp; Plan</b>		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								
<b>Project 2</b>		Project Title:	<b>Implementation of 4P's project</b>		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								
<b>Project 3</b>		Project Title:	<b>Replacement of PABX Equipment</b>		Infrastructure renewal		2	3	6
Start date	2018-19	Project Details:	Replace obsolete PABX and associated telephony equipment.						
End date	2019-20								
<b>Project 4</b>		Project Title:	<b>Implement New Procurement Service Delivery Model</b>		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								
<b>Project 5</b>		Project Title:	<b>Energy "Invest to Save" Initiatives</b>		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								
<b>Project 6</b>		Project Title:	<b>Undertake 'Make/Buy/Share' reviews of key service provision</b>		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								
<b>Project 7</b>		Project Title:	<b>Review Departmental Business Continuity/Disaster Recovery plans</b>		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								
<b>Project 8</b>		Project Title:	<b>Upgrade to Office 365</b>		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								
<b>Project 9</b>		Project Title:	<b>Flexible Working (Phase 2)</b>		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><b>Enter a brief description of your main activities and objectives below</b></p> <p>• <b>Accountancy</b> - manage financial health of the council through advice &amp; support to officers and Members, production of council's financial accounts, revenue &amp; budget setting, profiling and reporting &amp; monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems.</p> <p>• <b>Business planning</b> - manage Financial Strategy &amp; Capital Strategy/Monitoring, Financial Systems Liaison &amp; Development, Business &amp; Service Planning, Performance Management (PM) &amp; Risk Management. The team facilitate multi-year planning, target resources, manage risk &amp; integrate financial, business &amp; performance information. Over the next four years we will improve robustness of our systems &amp; projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management. The Team is also responsible for the development and maintenance of e5 in accordance with legislation and best practice.</p> <p>• <b>Treasury and pensions</b> - to manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for pensions administration.</p> <p>• <b>Local Taxation</b> - responsible for Council Tax &amp; Business Rates collection and Debt Recovery.</p> <p>• <b>Housing Benefit</b> - responsible for administering housing and council tax benefit schemes &amp; identification and prevention of fraud;</p> <p>• <b>Bailiffs</b> - collection of outstanding warrants in a shared service between Sutton &amp; Merton for all areas especially council tax and parking fines.</p> <p>• <b>Front line service for Universal Credit</b> - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered towards the end of this service plan period but details are vague due to the uncertainty of the roll-out of the scheme and the continual deferral from central government. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload</p>	Revenue/Capital Budget Managers supported	136/23	136/23	136/23	136/23	136/23	136/23	Capital Strategy			
	Budget, Service, Performance & Risk Monitoring Reports	10	10	10	10	10	10	Medium term Financial Strategy			
	Benefit/Council Tax support claimants	14,500	14,000	14,000	13,000	13,000	13,000	Procurement Strategy			
	Telephone callers	450,000	400,000	375,000	350,000	350,000	350,000	Risk Management Strategy			
	Face to face customers	80,000	70,000	65,000	60,000	55,000	55,000	Treasury Management Strategy			
	Council tax properties	84,000	85,000	85,000	86,000	86,500	86,500				
	<b>Anticipated non financial resources</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>				
	Staff (FTE)	145.8	145.1	145.5	141.5	141.5	141.5				
	Staff (Trainees)	2	1	1	1	1	1				
	<b>Performance indicator (LBC2020 indicators highlighted in purple)</b>	<b>Actual Performance (A) Performance Target (T) Proposed Target (P)</b>						<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>
		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
<b>Expenditure</b>	<b>12,186</b>	<b>12,941</b>	<b>12,001</b>	<b>658</b>	<b>12,140</b>	<b>11,966</b>	<b>11,994</b>	<b>12,048</b>
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
<b>Revenue £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
<b>Income</b>	<b>9,115</b>	<b>10,303</b>	<b>8,935</b>	<b>(1,063)</b>	<b>9,028</b>	<b>9,048</b>	<b>9,063</b>	<b>9,063</b>
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								
<b>Council Funded Net Budget</b>	<b>3,071</b>	<b>2,638</b>	<b>3,066</b>	<b>(405)</b>	<b>3,112</b>	<b>2,917</b>	<b>2,931</b>	<b>2,984</b>
<b>Capital Budget £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
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								
		<b>4,304</b>	<b>1,579</b>	<b>0</b>	<b>2,695</b>	<b>1,935</b>	<b>0</b>	<b>11,871</b>



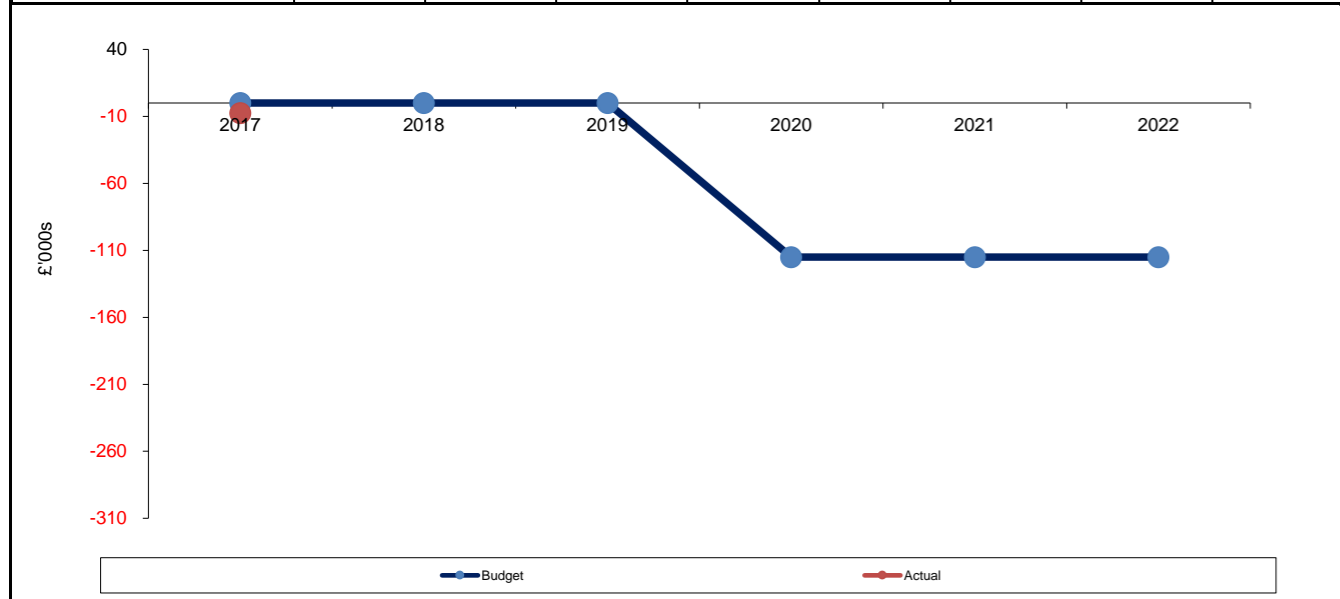
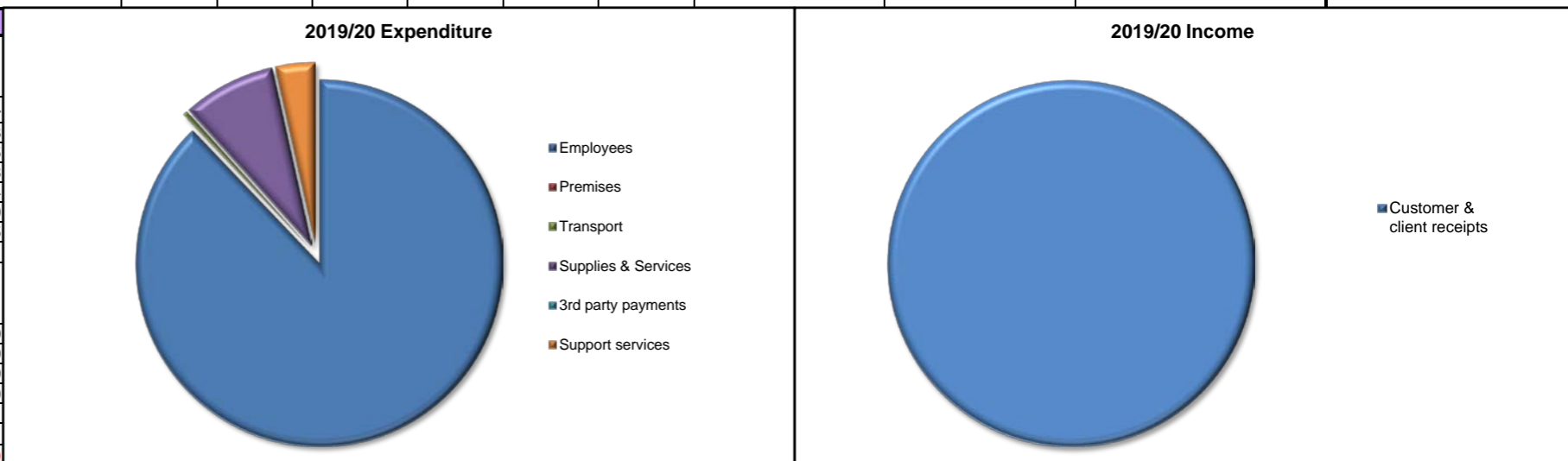
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Resources**

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

Shared Legal Services	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Mark Allison: Deputy Leader & Cabinet Member for Finance Enter a brief description of your main activities and objectives below	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
	The service delivers legal advice, support and representation to all services across the London Boroughs of Merton, Sutton, Richmond, Wandsworth and the Royal Borough of Kingston upon Thames, including to arms length delivery vehicles (Achieving for Children and currently ,Sutton Housing Partnership) and several local authority trading companies. The service also provides advice in relation to the constitution and decision making processes in all councils and advice to members in relation to their roles.	Chargeable hours for Merton	19,125	19,125	19,125	17,632	17,632			
Chargeable hours for Richmond		13,828	13,828	13,828	13,828	13,828				
Chargeable hours for Sutton		22,835	22,835	22,835	22,835	22,835				
Chargeable hours for Kingston		11,329	11,329	11,329	11,329	11,329				
Chargeable hours for Wandsworth		22,487	22,487	22,487	22,487	22,487				
Chargeable hours for Achieving for Children		11,222	11,222	11,222	11,222	11,222				
Chargeable hours for Sutton Housing Partnership		2,516	2,516	2,516	2,516	2,516				
Anticipated non financial resources		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23			
Staff (FTE)		108.3	106.1	105.3	103.3	103.3	103.3			
Apprentices		2	2	6	6	6	6			
Performance indicator	Actual performance (A) Performance Target (T) Proposed Target (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)					2022/23(P)
Chargeable hours	105,229	103,722	103,939	103,939	103,939		High	Monthly	Business critical	Loss of income
Income for SLLP	58,291	£100,000	£100,000	£100,000	£100,000		High	Quarterly	Outcome	Loss of income
1st draft S106 agreement sent to client dept within 10 days	98.92%	90%	95%	95%	95%		High	Quarterly	Perception	Reputational risk
Prosecutions - number of successful outcomes	99.75%	80%	85%	85%	85%		High	Quarterly	Perception	Reputational risk
Provide FOI/EIR reviews within 20 working days	55%	80%	80%	80%	80%		High	Quarterly	Perception	Breach statutory duty

DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
<b>Expenditure</b>	<b>6,759</b>	<b>10,200</b>	<b>6,892</b>	<b>77</b>	<b>7,019</b>	<b>6,904</b>	<b>6,904</b>	<b>6,904</b>
Employees	5,928	6,140	6,047	179	6,168	6,053	6,053	6,053
Premises	5	6	5	0	5	5	5	5
Transport	28	19	28	(7)	28	28	28	28
Supplies & Services	559	3,596	567	(95)	574	574	574	574
3rd party payments	0	199	0	0	0	0	0	0
Support services	240	240	245	0	245	245	245	245
Depreciation								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
<b>Income</b>	<b>6,759</b>	<b>10,207</b>	<b>6,892</b>	<b>(67)</b>	<b>7,019</b>	<b>7,019</b>	<b>7,019</b>	<b>7,019</b>
Government grants	0	0	0	0	0	0	0	0
Reimbursements	0	3,137	0	0	0	0	0	0
Customer & client receipts	6,759	7,070	6,892	(67)	7,019	7,019	7,019	7,019
Recharges	0	0	0	0	0	0	0	0
Capital Funded								
<b>Council Funded Net Budget</b>	<b>(0)</b>	<b>(8)</b>	<b>(0)</b>	<b>10</b>	<b>(0)</b>	<b>(115)</b>	<b>(115)</b>	<b>(115)</b>
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
2018-19 CS12 SLLP - reduction in legal demand £50k
2019-20 CS14 Impose criminal litigation cap £20k
2019-20 CS15 Reduce civil litigation legal support by 50% £45k
2020/21
2021/22
2022/23



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

**Shared Legal Services**

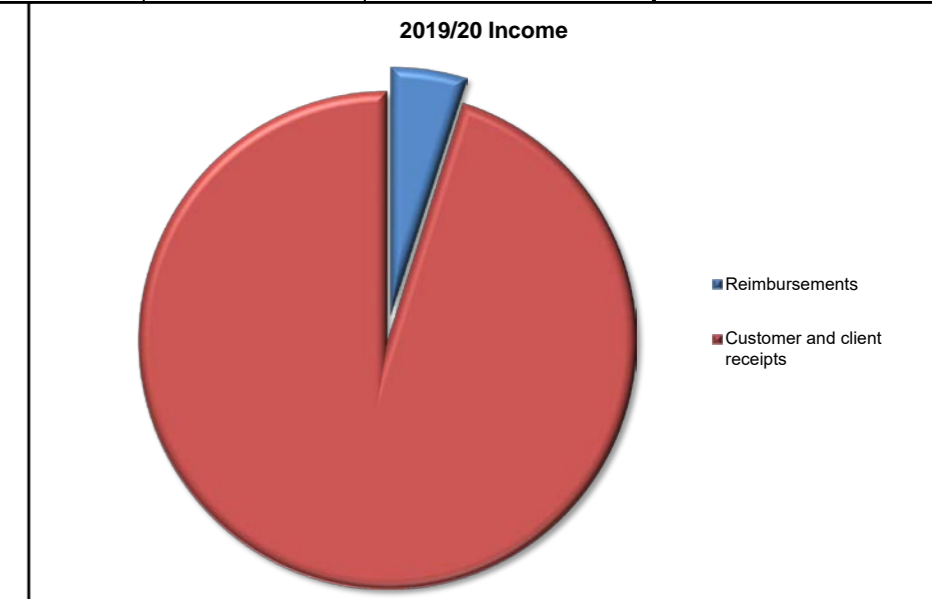
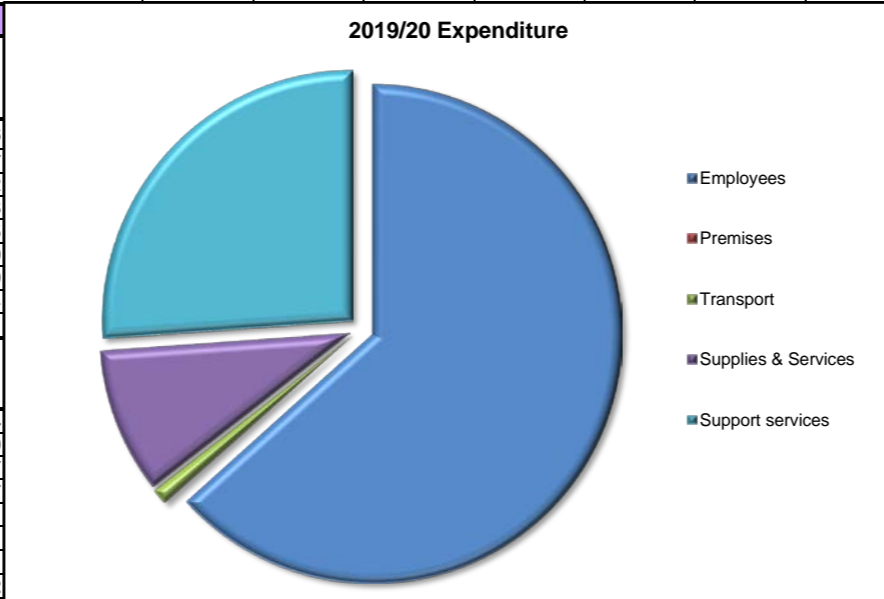
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Increase 3rd party income</b>	Economic outcomes					
Start date	<b>2019-20</b>	Project Details:	To increase income from fees and charges of 3rd parties across all partner councils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



# **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><b>Enter a brief description of your main activities and objectives below</b></p> <p><b>Building Control</b> 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><b>Development control</b> 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><b>Objectives</b> - 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					
	<b>Anticipated non financial resources</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>				
	Staff (FTE)	34	35	34	34	34	34				
	<b>Performance indicator (LBC2020 indicators highlighted in purple)</b>	<b>Actual Performance (A) Performance Target (T) Proposed Target (P)</b>					<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>	
		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	

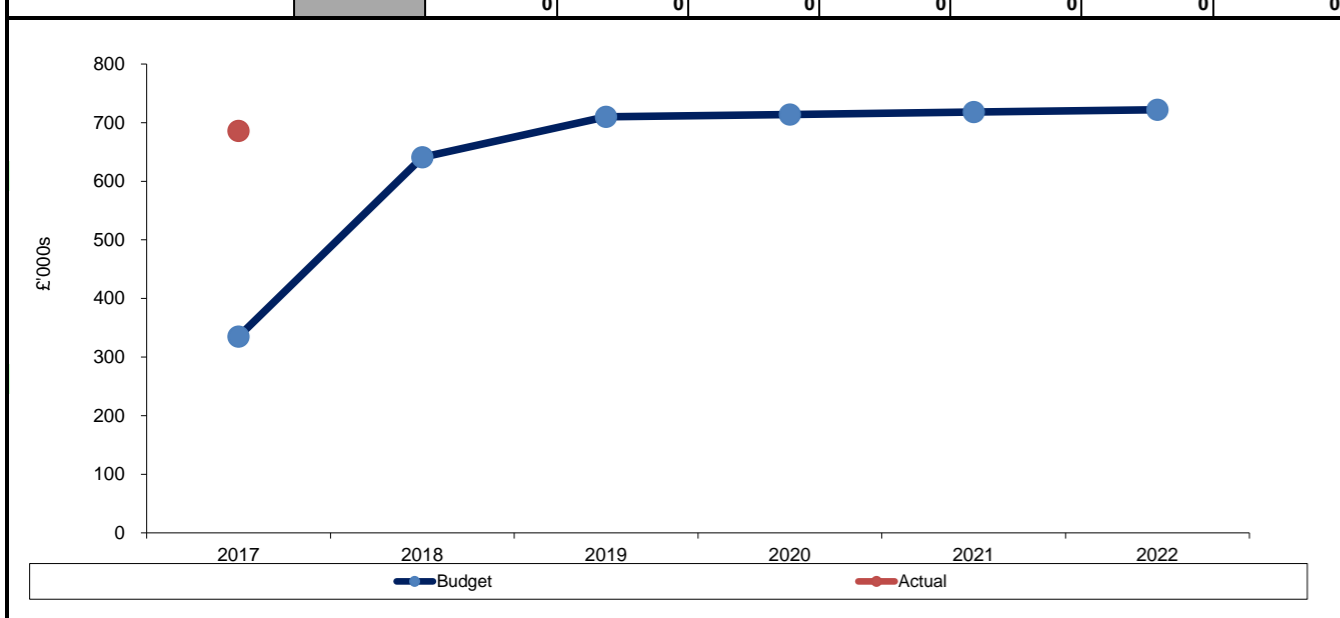
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
<b>Expenditure</b>	<b>2,537</b>	<b>2,454</b>	<b>2,616</b>	<b>(2)</b>	<b>2,694</b>	<b>2,698</b>	<b>2,702</b>	<b>2,706</b>
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								
<b>Revenue £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
<b>Income</b>	<b>2,202</b>	<b>1,768</b>	<b>1,975</b>	<b>233</b>	<b>1,984</b>	<b>1,984</b>	<b>1,984</b>	<b>1,984</b>
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								
<b>Council Funded Net Budget</b>	<b>335</b>	<b>686</b>	<b>641</b>	<b>231</b>	<b>710</b>	<b>714</b>	<b>718</b>	<b>722</b>



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

Summary of major budget etc. changes

2019/20



2020/21

2021/22

2022/23

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

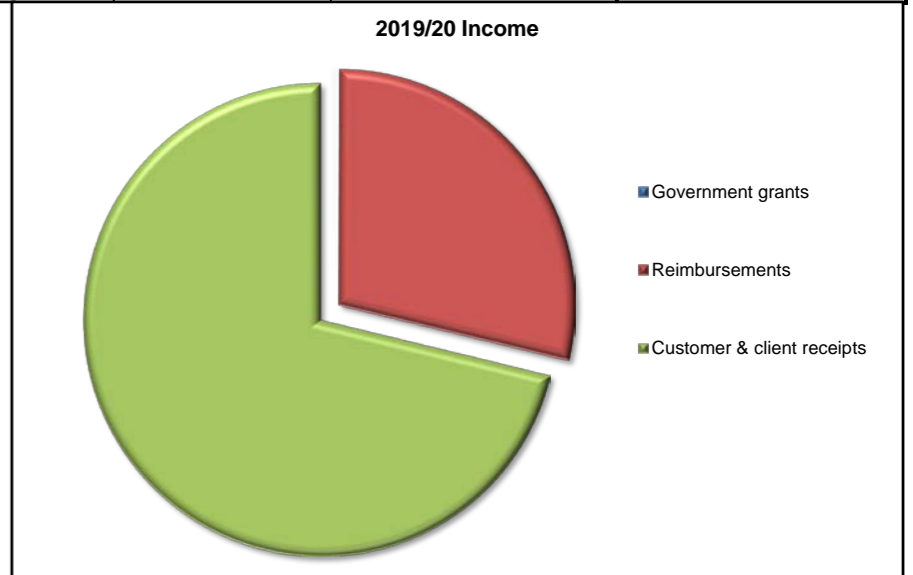
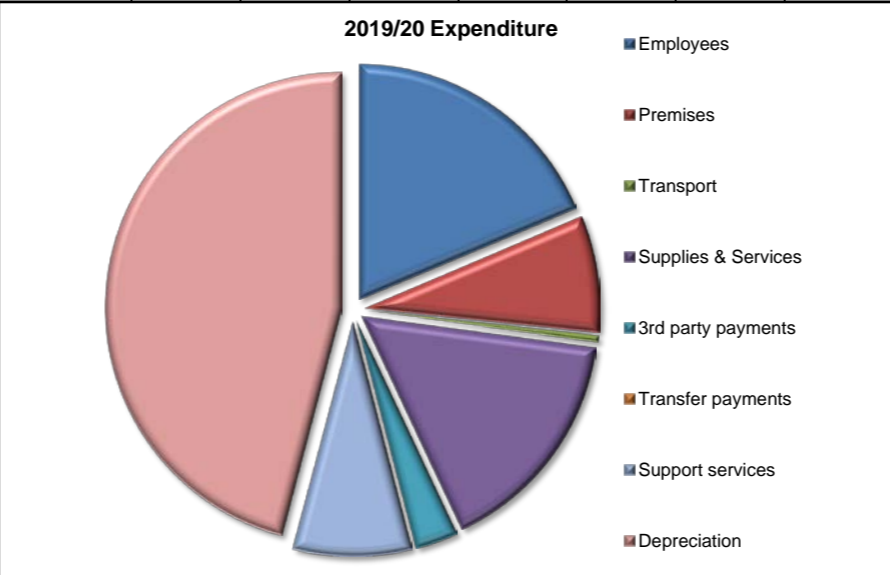
**Development and Building Control**

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Commercialisation of Building Control</b>	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	
<b>Project 2</b>		Project Title:	<b>Improving the development management processes</b>	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	
<b>Project 3</b>		Project Title:	<b>developing eforms and M3 capability and e-payments</b>	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	
<b>Project 4</b>		Project Title:	<b>Lean review of pre-application process (part of TOM)</b>	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	
<b>Project 5</b>		Project Title:	<b>Re-procurement of M3 or equivalent IT system</b>	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			
		<b>Anticipated non financial resources</b>		<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>		
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
<b>Expenditure</b>	<b>15,409</b>	<b>14,966</b>	<b>14,905</b>	<b>154</b>	<b>14,787</b>	<b>14,844</b>	<b>14,901</b>	<b>14,958</b>
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
<b>Income</b>	<b>4,106</b>	<b>3,972</b>	<b>3,093</b>	<b>(155)</b>	<b>2,786</b>	<b>2,786</b>	<b>2,786</b>	<b>2,786</b>
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
<b>Council Funded Net Budget</b>	<b>11,303</b>	<b>10,994</b>	<b>11,812</b>	<b>(1)</b>	<b>12,001</b>	<b>12,058</b>	<b>12,115</b>	<b>12,172</b>

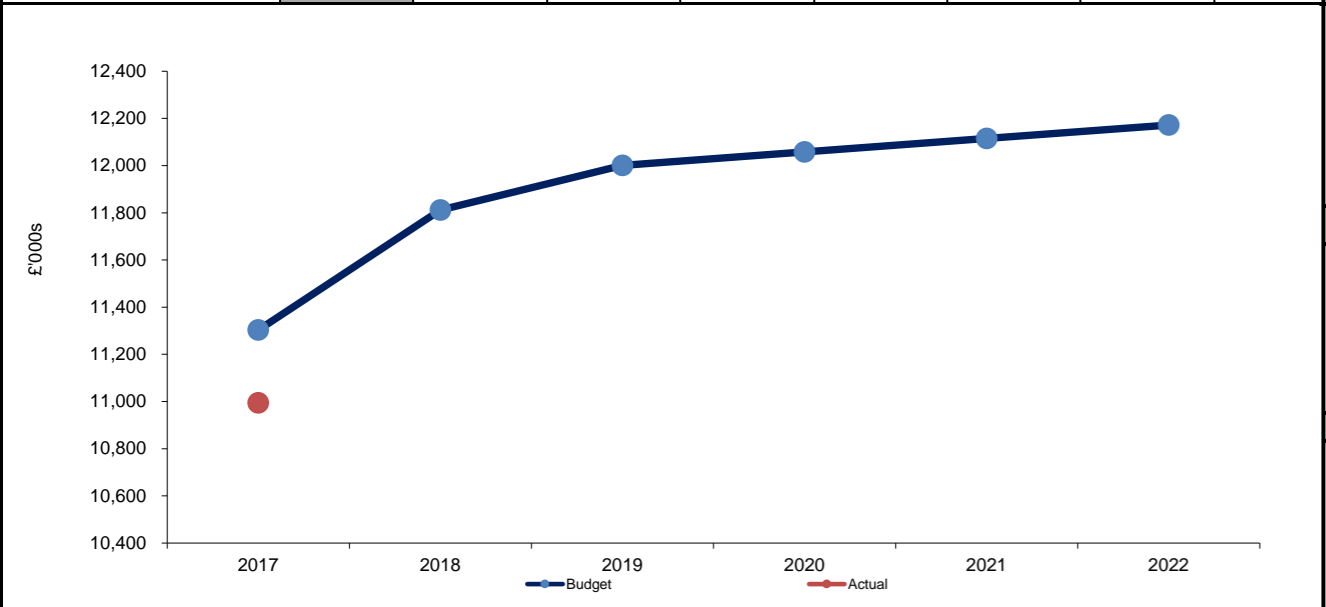


Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Highway Maintenance		4,495	4,678	0	3,577	3,377	3,377	3,127
Transport Improvement		1,515	819	1	425	0	0	0
Regeneration		2,063	771	0	2,271	3,025	3,033	0
Other		11	0		0	0	35	0
		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	12,001
2020/21	12,058	12,058
2021/22	12,115	12,115
2022/23	12,172	12,172

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

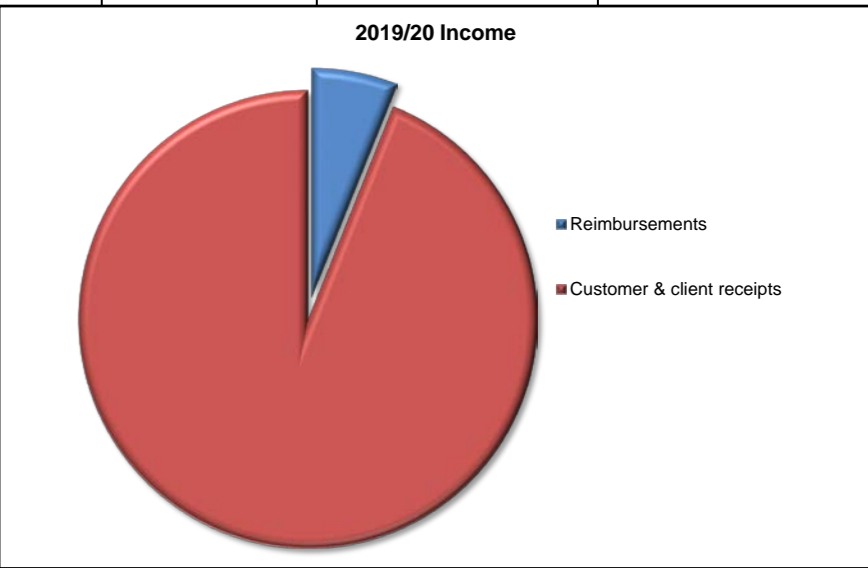
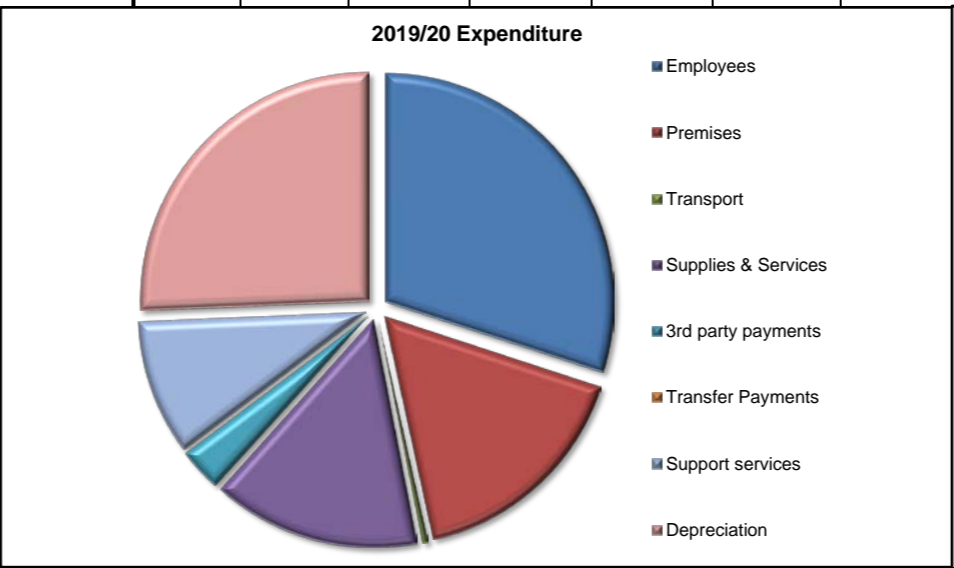
**Future Merton & Traffic and Highways**

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Estate Regeneration</b>	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								
<b>Project 2</b>		Project Title:	<b>Future Wimbledon &amp; Crossrail 2</b>	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								
<b>Project 3</b>		Project Title:	<b>Local Authority Property Company</b>	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								
<b>Project 4</b>		Project Title:	<b>Morden Town Centre Regeneration</b>	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								
<b>Project 5</b>		Project Title:	<b>Merton's New Local Plan 2020</b>	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								
<b>Project 6</b>		Project Title:	<b>Merton's Transport Local Implementation Plan</b>	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								
<b>Project 7</b>		Project Title:	<b>Merton's new Highways contract</b>	Improved effectiveness			3	2	6
Start date	2019-20	Project Details:	Re-procuring Merton's highways maintenance contract to ensure that the borough's streets, roads and paths are well maintained and built						
End date	2020-21								

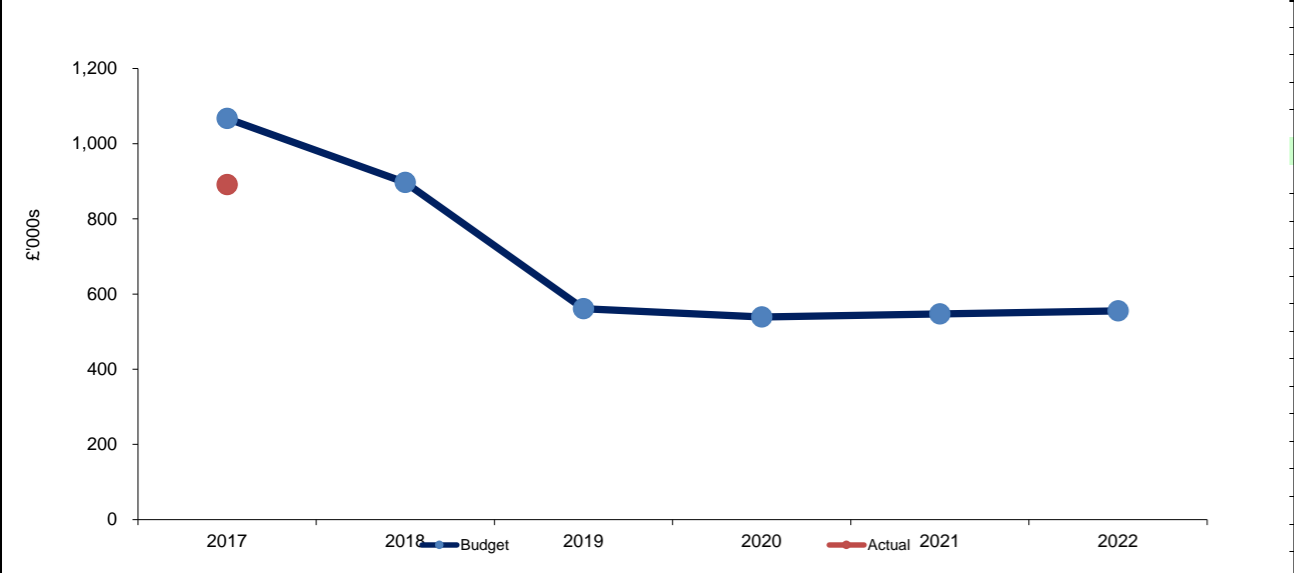
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Leisure & Cultural Development	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
Enter a brief description of your main activities and objectives below	Population	207,410	210,245	<b>210,452</b>	212,658	214,740	216,661	Asset Management Plan			
<b>Main Activities:</b> 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.  <b>Main Objectives:</b> - 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.	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	<b>11,090</b>	11,457	11,713	11,854	Children & Young person's Plan			
	Population of most disadvantaged wards	128,100	110,368	<b>110,843</b>	112,038	113,198	114,260	Cultural Strategy			
	Users of Merton's Leisure Centres	1,028,879	1,092,592	<b>1,092,000</b>	1,102,026	1,115,078	1,124,265	Community Plan			
	<b>Anticipated non financial resources</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	Open Spaces Strategy			
	Staff (FTE)	7.8	7.8	<b>7.8</b>	7.8	7.8	7.8	Social Inclusion Strategy			
	Accommodation	7	7	<b>7</b>	7	7	7	Voluntary Sector Strategy			
	Volunteers	20	25	<b>30</b>	35	40	40				
	Staff seasonal	30	30	<b>30</b>	30	30	30				
	<b>Performance indicator</b>	<b>Actual Performance (A) Performance Target (T) Proposed Target (P)</b>						<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>
		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	<b>370,000</b>	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	<b>103,100</b>	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	<b>N/A</b>	80	N/A	80	High	Biennial	Output	Reduced customer service	
Total Number of Users of Merton's Leisure Centres	997,355	1,092,592	<b>1,092,000</b>	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	<b>18,700</b>	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
<b>Expenditure</b>	<b>1,844</b>	<b>1,918</b>	<b>1,729</b>	<b>127</b>	<b>1,753</b>	<b>1,731</b>	<b>1,739</b>	<b>1,747</b>
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
<b>Revenue £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
<b>Income</b>	<b>777</b>	<b>1,027</b>	<b>832</b>	<b>(192)</b>	<b>1,192</b>	<b>1,192</b>	<b>1,192</b>	<b>1,192</b>
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								
<b>Council Funded Net Budget</b>	<b>1,067</b>	<b>891</b>	<b>897</b>	<b>(65)</b>	<b>561</b>	<b>539</b>	<b>547</b>	<b>555</b>
<b>Capital Budget £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
Morden Leisure Centre		6,254	6,203	0	242	0	0	0
Wimbledon Park Lake de-silting		0	107	0	1250	0	0	0
Other		628	340	0	400	250	250	250
		6,883	6,650	0	1,892	250	250	250



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





**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	
<b>Project 1</b>		Project Title:	<b>Implement the Wimbledon Park Lake Flood Risk &amp; De-silting Plans</b>	Risk reduction and compliance			
Start date	<b>2017-18</b>	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	<b>2023-24</b>						
<b>Project 2</b>		Project Title:	<b>London Borough Of Culture - Merton</b>	Improved customer experience			
Start date	<b>2017-18</b>	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	<b>2020-21</b>						
<b>Project 3</b>		Project Title:	<b>Wimbledon Park Watersports Centre</b>	Improved sustainability			
Start date	<b>2018-19</b>	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	<b>2020-21</b>						
<b>Project 4</b>		Project Title:	<b>Playing Pitch Strategy</b>	Improved reputation			
Start date	<b>2017-18</b>	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	<b>2019-20</b>						
<b>Project 5</b>		Project Title:	<b>Commission Culture &amp; Sport Services</b>	Improved customer experience			
Start date	<b>2018-19</b>	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	<b>2022-23</b>						
<b>Project 6</b>		Project Title:	<b>Leisure &amp; Culture Development Services</b>	Improved customer experience			
Start date	<b>2017-18</b>	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	<b>2022-23</b>						
<b>Project 7</b>		Project Title:	<b>Contract and Grants Administration</b>	Risk reduction and compliance			
Start date	<b>2017-18</b>	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	<b>2022-23</b>						
<b>Project 8</b>		Project Title:	<b>Invest to Save Projects</b>	Improved efficiency (savings)			
Start date	<b>2019-20</b>	Project Details:	Develop and deliver invest to save proposals, wherever possible.	Generate Savings	1	1	1
End date	<b>2022-23</b>						



Parking

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT			Risk			
					Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>ICT Update</b>			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		Project description The purpose of this project is to procure a PCN and permit management system, which will be hosted and managed by the supplier. The system will include the following features or functions: • Mobile enforcement software (for on-street officers to issue PCNs using smartphones and a Bluetooth-connected printer), • Hosted software system for managing PCNs from issue through to closure. • Customer-facing website for appealing against, viewing evidence for, and paying PCNs • Integration with our existing Siemens Zengrab ANPR (Automatic Number Plate Recognition) enforcement system, • Geographical information (Civil Enforcement Officer (CEO) and PCN mapping) • Workflow management • Integrated payment processing, • Customer-facing website for applying for and managing parking permits, including cancelling and amending permits. • Hosted software system, accessed over the Internet, for staff to process permits and permit applications. • The ability to issue 'Virtual' or paperless permits • Issue and management of parking suspensions and dispensations. • Integrated payment processing, • Management information reports, • Integration with corporate and third party systems. • Standard letters and paragraphs					
<b>Project 2</b>		Project Title:	<b>Review Diesel Levy, CO2 emission based charging and use of cashless.</b>			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		Merton's Air Quality Action Plan 2018-2023 strongly supported by Members is a key policy document which clearly sets out the links between vehicle use and air quality in the Borough. Within the plan there is a specific point number 32 which states, Review the impact of our diesel levy" and consider a review of parking and charges to help reduce combustion engine vehicle use and the consequent emissions. Since the diesel levy was introduced in April 2017 the proportion of permits issued to diesel vehicles has fallen and the full effect of the levy will be reviewed in early 2019. Consideration will also be given to a full emission-based charging scheme for permits as referred to in the AQAP. Emissions have a direct relationship to air quality and emissions-based charging conforms to the 'polluter pays' principle. There is a clear logic which is now commonplace in London for a higher premium to be charged for vehicles that have high emissions, and a lower charge for cars that have lower emissions. This principle will be reviewed along with the diesel levy in early 2019 and reported back to Members. The review will also consider options for emission based charging based on individual parking sessions which take place on a day to day basis in our car parks and on street. Technology is developing quickly to be able to deliver this form of charging and the 2019 report will update Members. It is clear in this context the vital role that Parking must play in moving motorists towards more sustainable modes of transport and less polluting vehicles. Most Parking charges have been frozen for a number of years and there is now a need to assess them in order to change behaviour and reduce car usage. The new charges are designed to reflect the key policies and objectives.					
<b>Project 3</b>		Project Title:	<b>Cashless and P&amp;D Machine removal</b>			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		Cashless parking is central to the TOM objective of introducing emissions-based charging for all parking sessions, as our existing ticket machines are not capable of performing the DVLA database lookup that is required in order to determine the fuel type or emissions of a particular vehicle. The cashless parking service allows motorists to pay for parking using their mobile phone and a debit/credit card via an app, mobile webpage, or automated telephone service. This payment method offers several advantages over buying a paper ticket from a machine: • No need to carry change for parking • Customers can extend their parking time (subject to the maximum stay) without having to return to their vehicle. • Customers can choose to receive a reminder text when their session is due to expire. • Online account where customers can view a record of their parking sessions, print invoices etc.					
<b>Project 4</b>		Project Title:	<b>Public Health, Air Quality and sustainable transport - a strategic approach to parking charges.</b>			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.					

<b>Commissioned Service</b>
<b>Parks &amp; Green Spaces</b>
<b>CLlr Nick Draper Cabinet Member for Community &amp; Culture</b>
<b>Service Provider:</b> <b>idverde UK Ltd</b>

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)	<b>75,000</b>	80,000	85,000	90,000	Culture and Sport Framework			
Number of funerals at LBM cemeteries (not MSJC)	155	160 (estimated)	<b>165</b>	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	<b>77</b>	78	79	80	High	Biennial	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	N/A	75	<b>76</b>	77	78	79	High	Biennial	Perception	Reputational risk
Number of Green Flag Awards	5	6	<b>6</b>	6	7	7	High	Annual	Quality	Reputational risk
Number of outdoor event-days in parks	130	135	<b>140</b>	145	150	155	High	Monthly	Outcome	Reputational risk
Income from outdoor events in parks (£000s)	N/A	N/A	<b>585</b>	608	633	658	High	Annual	Outcome	Financial
Age Performance Quality Score (Grounds Maintenance Standard)	N/A	N/A	<b>5+</b>	5+	5+	5+	High	Annual	Outcome	Reputational risk
Annual basal & epicormic growth programme completion by 31 Aug each year)	N/A	N/A	<b>100%</b>	100%	100%	100%	Select	Annual	Outcome	Reputational risk
Number of street trees planted	N/A	N/A	<b>235</b>	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)	
<b>Expenditure</b>	<b>4,660</b>	<b>5,763</b>	<b>4,175</b>	<b>181</b>	<b>4,238</b>	<b>4,281</b>	<b>4,322</b>	<b>4,364</b>		
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		
<b>Income</b>	<b>2,786</b>	<b>3,137</b>	<b>2,239</b>	<b>84</b>	<b>2,401</b>	<b>2,401</b>	<b>2,401</b>	<b>2,401</b>		
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										
<b>Council Funded Net Budget</b>	<b>1,874</b>	<b>2,626</b>	<b>1,936</b>	<b>265</b>	<b>1,837</b>	<b>1,880</b>	<b>1,921</b>	<b>1,963</b>		
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		
<b>Project 1</b>		Project Title:	<b>Greenspaces TOM</b>	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								
<b>Project 2</b>		Project Title:	<b>Greenspaces Commercialisation</b>	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								
<b>Project 3</b>		Project Title:	<b>Canons House &amp; Rec Restoration</b>	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								
<b>Project 4</b>		Project Title:	<b>Morley Park</b>	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								
<b>Project 5</b>		Project Title:	<b>Phase C, Lot 2 Contract</b>	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								
<b>Project 6</b>		Project Title:	<b>Re-use of Parks Assets</b>	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								
<b>Project 7</b>		Project Title:	<b>Review of Arboricultural Services</b>	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								
<b>Project 8</b>		Project Title:	<b>Dog Control Policy</b>	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								
<b>Project 9</b>		Project Title:	<b>Wimbledon Tennis Championships</b>	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**

**CLlr Mark Allison: Deputy Leader & Cabinet Member for Finance**

**Enter a brief description of your main activities and objectives below**

To ensure that all property transactions provide value for money and comply with statute

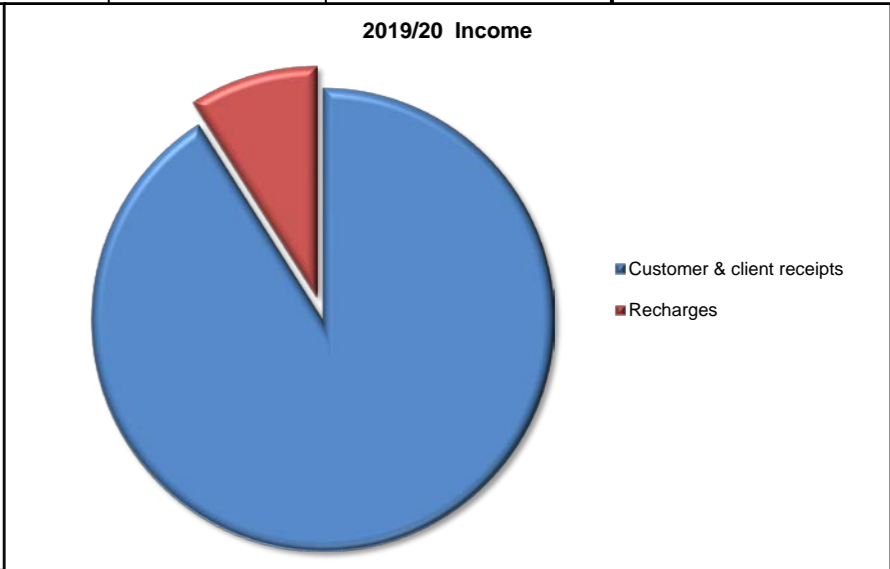
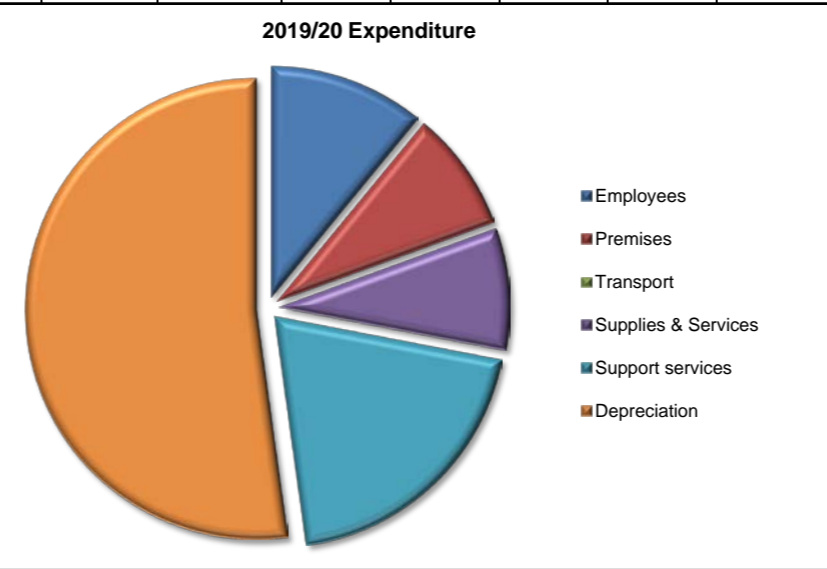
To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts.(Section 151)  
 To manage the councils investment portfolio to maximise income, managing the councils asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford.  
 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.  
 Community Right to Bid -to manage applications for community assets to be listed and claims for compensation.  
 To maintain publicly available list of property assets as required by transparency agenda under Localism Act 2011.TOM will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts.

Objectives

- 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

Property								Planning Assumptions						The Corporate strategies your service contributes to							
CLlr Mark Allison: Deputy Leader & Cabinet Member for Finance								Anticipated demand		2017/18	2018/19	2019/20	2020/21		2021/22	2022/23					
Enter a brief description of your main activities and objectives below								The number of proposed lettings.		8	8	8	8	8	8	Economic Development Strategy					
								The number of proposed rent reviews		31(A)	30	28	20	31	23	Medium Term Financial Strategy					
								The number of commercial properties		394	394	394	394	394	394	Corporate Asset Management Strategy					
To ensure that all property transactions provide value for money and comply with statute								<b>Anticipated non financial resources</b>		<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>						
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) To manage the councils investment portfolio to maximise income, managing the councils asset base to ensure that it has the accommodation necessary to support its services at a standard it can afford. 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. Community Right to Bid -to manage applications for community assets to be listed and claims for compensation. To maintain publicly available list of property assets as required by transparency agenda under Localism Act 2011.TOM will lead to increased efficiency the possibility of acting for other authorities on specialisms and most significantly driving economic development and regeneration through closer working with Future Merton. This may impact on the timing of sales and capital receipts.								Staff (FTE)		4.60	4.60	4.60	4.60	4.60	4.60						
Objectives								<b>Performance indicator</b>		<b>Actual Performance (A)</b>		<b>Performance Target (T)</b>		<b>Proposed Target (P)</b>		<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>		
• 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								% Vacancy rate of prop. owned by council		2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)	2022/23(P)						
								% Debt owed to LBM by tenants Inc. businesses		0.05	3.3	3.0	3.0	2.5	2.5	Low	Quarterly	Outcome	Loss of income		
								Asset Valuations		10.5	8.0	7.5	7.5	7.0	7.0	Low	Quarterly	Outcome	Loss of income		
								Number of completed rent reviews		297	150	150	150	150	150	High	Annual	Business critical	Breach statutory duty		
										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
<b>Expenditure</b>	<b>2,102</b>	<b>2,357</b>	<b>1,972</b>	<b>912</b>	<b>2,067</b>	<b>2,072</b>	<b>2,077</b>	<b>2,082</b>
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
<b>Revenue £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
<b>Income</b>	<b>4,642</b>	<b>5,351</b>	<b>4,912</b>	<b>(647)</b>	<b>4,912</b>	<b>4,912</b>	<b>4,912</b>	<b>4,912</b>
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								
<b>Council Funded Net Budget</b>	<b>(2,540)</b>	<b>(2,994)</b>	<b>(2,940)</b>	<b>265</b>	<b>(2,845)</b>	<b>(2,840)</b>	<b>(2,835)</b>	<b>(2,830)</b>



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

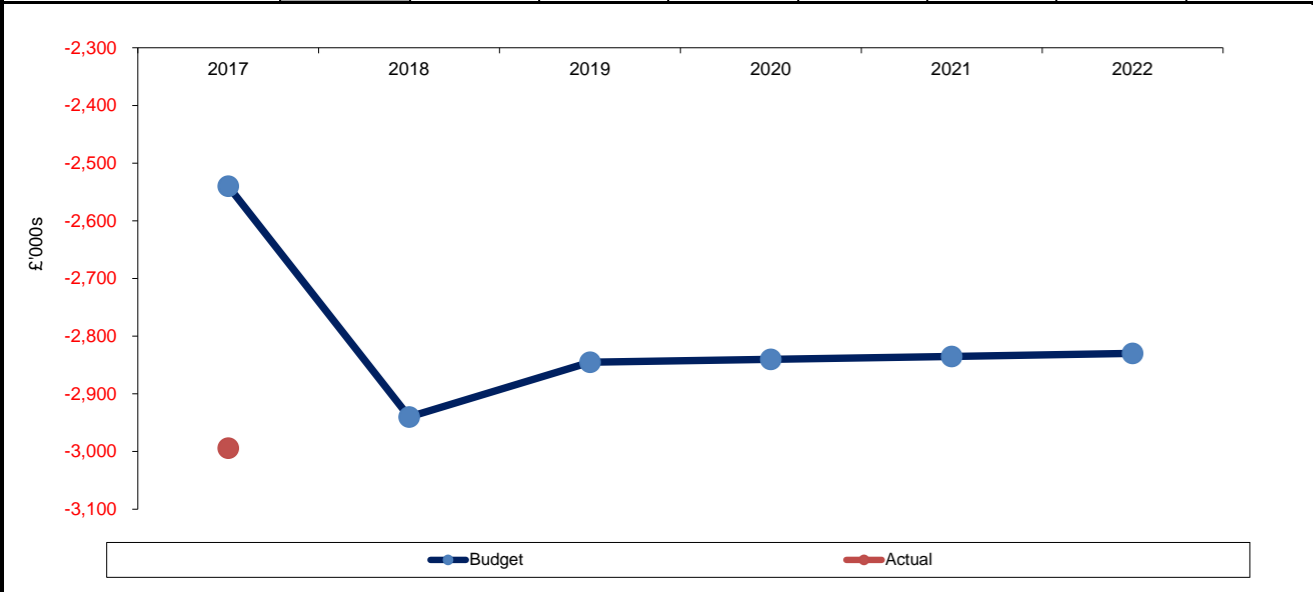
**Summary of major budget etc. changes**

**2019/20**

**2020/21**

**2021/22**

**2022/23**



**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
<b>Project 1</b>		Project Title:	Property have no projects planned for 2019-20				
Start date		Project Details:					
End date							

**Regulatory Services - Merton element only**  
**Cllr Nick Draper: Cabinet Member for Community & Culture**  
**Cllr Tobin Byers: Cabinet Member for Adult Social Care**

**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:

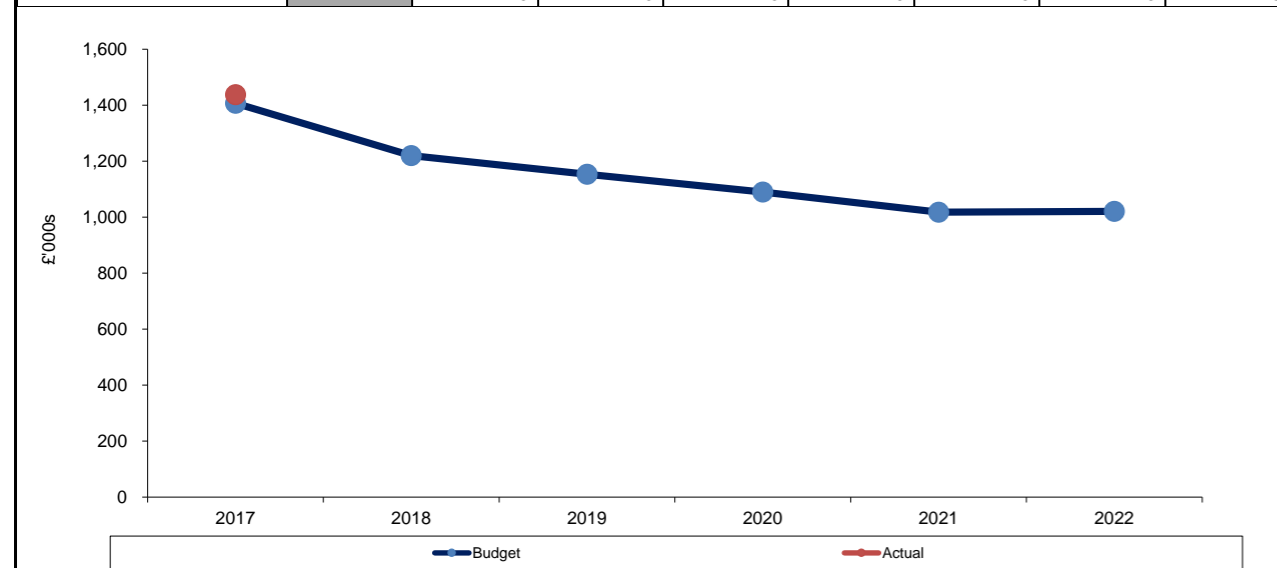
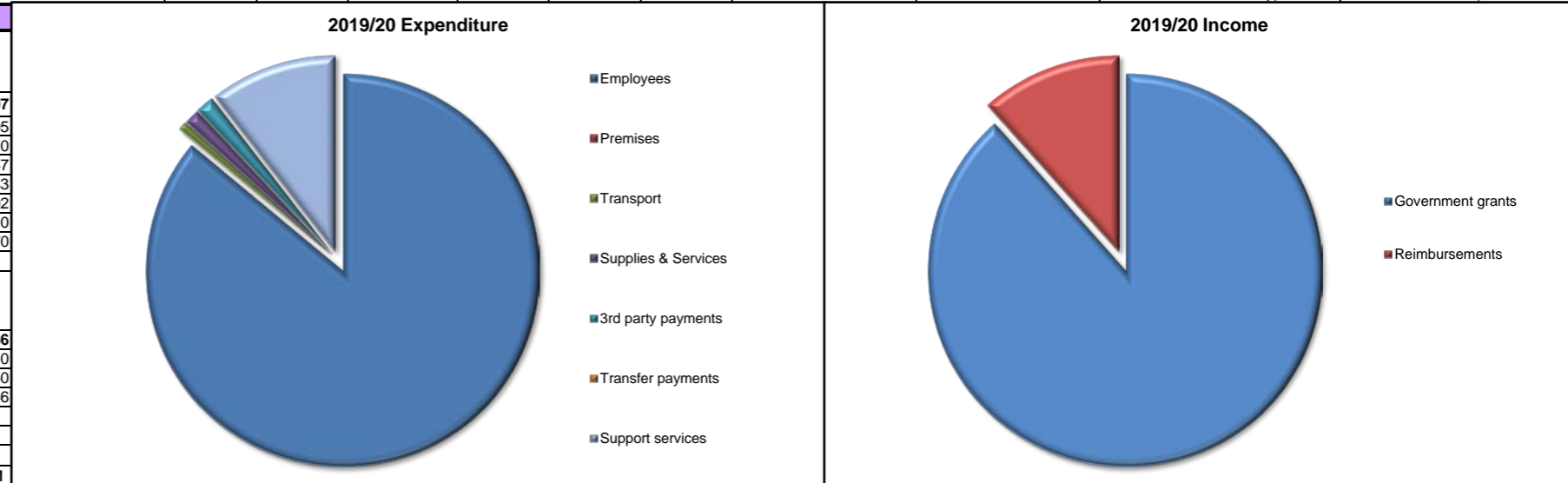
- Switch to intelligence-led, risk based, targeted enforcement
- generating additional income from trading activities
- attracting new business
- rationalising ICT systems

Transform the service by:

- demand management
- streamlining business processes
- implementing new ways of working
- Developing commercial/business planning skills (L&D)

		Planning Assumptions					The Corporate strategies your service contributes to		
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23		
<b>Anticipated demand</b>									
Total number of food premises		1457	1530	1606	1686	1771		Air Quality Action Plan	
Total number of service requests		6113	6234	6357	6357	6357		Climate Change Strategy	
Licence/permit applications		1900	1900	1900	1900	1900		Merton Regeneration Strategy	
Population		208,225	209,421	210,452	212,658	214,740			
<b>Anticipated non financial resources</b>									
Staff (FTE) (Merton)		39.48	40.75	40.75	40.75	40.75			
Performance indicator	Actual Performance (A)		Performance Target (T)	Proposed Target(P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2017/18(A)	2018/19(T)	2019/20(P)	2020/21(P)	2021/22(P)				
% 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
<b>Expenditure</b>	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
<b>Revenue £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2017/18 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
<b>Income</b>	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								
<b>Council Funded Net Budget</b>	<b>1,407</b>	<b>1,438</b>	<b>1,220</b>	<b>176</b>	<b>1,153</b>	<b>1,090</b>	<b>1,018</b>	<b>1,021</b>
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



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

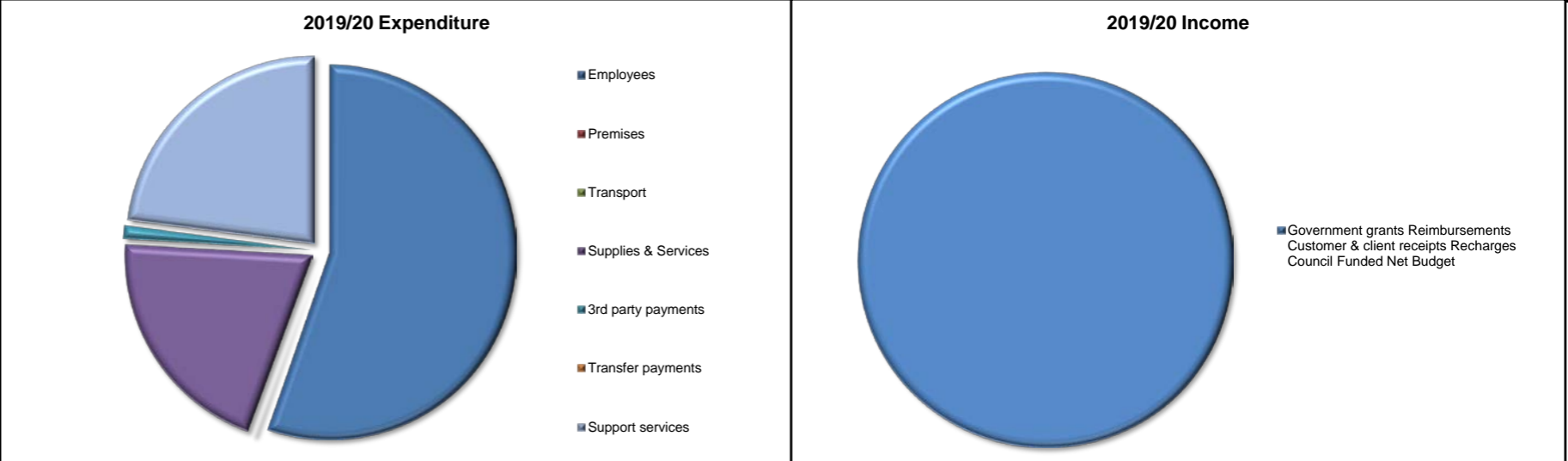


Regulatory Services - Merton element only

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Procurement of a new ICT case management system</b>	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					
<b>Project 2</b>		Project Title:	<b>Design and implement a joint Merton/Richmond budget</b>	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					
<b>Project 3</b>		Project Title:	<b>Merton Air Quality Action Plan</b>	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					
<b>Project 4</b>		Project Title:	<b>Pan London Non Road Mobile Machinery (NRMM) Project</b>	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					
<b>Project 5</b>		Project Title:	<b>Commercialisation</b>	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 Cllr Edith Macauley: Cabinet Member for Community Safety, Engagement & Equalities 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				
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 Strategy			
	Number of new, actionable, ASB cases *	400	400	350	350	350	350	Community Cohesion Strategy			
	% of all residents actively engaged in Neighbourhood Watch scheme	40%	35%	38%	40%	40%	40%	Community Plan			
	Hate crime victims *	N/A (322 actual)	300	320	320	300	300	Hate crime strategy			
	Knife crime incidents *	178						Safer & Stronger Strategic Assessment			
	Anticipated non financial resources	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	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
<b>Expenditure</b>	<b>671</b>	<b>663</b>	<b>684</b>	<b>49</b>	<b>1,509</b>	<b>1,513</b>	<b>1,517</b>	<b>1,522</b>
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
<b>Revenue £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2017/18 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>
<b>Income</b>	<b>76</b>	<b>121</b>	<b>76</b>	<b>(51)</b>	<b>359</b>	<b>359</b>	<b>359</b>	<b>359</b>
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								
<b>Council Funded Net Budget</b>	<b>595</b>	<b>542</b>	<b>608</b>	<b>(2)</b>	<b>1,150</b>	<b>1,154</b>	<b>1,158</b>	<b>1,163</b>

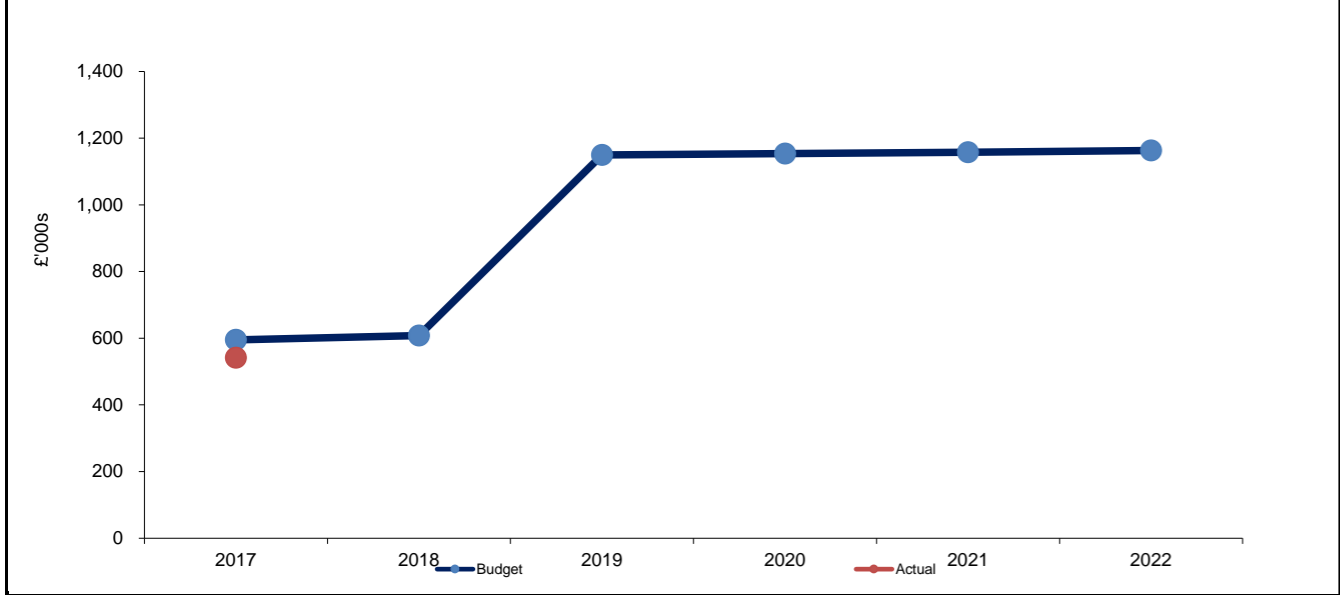


Capital Budget £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2017/18 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
			0	0	0	0	0	0

**Summary of major budget etc. changes**

2019/20

ENR4 = (£100k)



2020/21

2021/22

2022/23

Safer Merton

PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS			Risk		
					Likelihood	Impact	Score
<b>Project 1</b>		Project Title: 1	<b>Merton says NO MORE - Sexual Violence Focus</b>		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						
<b>Project 2</b>		Project Title: 2	<b>DVA commissioning</b>		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						
<b>Project 3</b>		Project Title: 3	<b>ECINS procurement</b>		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						
<b>Project 4</b>		Project Title: 4	<b>ASB Enforcement - Tackling Law Breakers</b>		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						
<b>Project 5</b>		Project Title: 5	<b>Public Space Protection Order (PSPO) consultation</b>		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						
<b>Project 6</b>		Project Title: 6	<b>CCTV lean review</b>		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						
<b>Project 7</b>		Project Title: 7	<b>CCTV service review</b>		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						
<b>Project 8</b>		Project Title: 8	<b>Clarion contract renegotiation</b>		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						
<b>Project 9</b>		Project Title: 9	<b>London Crime Prevention Fund (LCPF) funding - reduction planning</b>		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						
			<b>NO PROJECT - Explanation of performance indicators marked * - 1 of 2</b>		<b>NO PROJECT - Explanation of performance indicators marked * 2 of 2</b>		
			<p><b>Repeat MARAC</b> * = Safer Lives guidance advises that boroughs should expect a 30-40% repeat victimisation rate</p> <p><b>Actionable ASB cases</b> * = 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><b>Hate crime victims</b> * - We would expect to see increases during Brexit mobilisation (as was seen following the EU referendum) then would project a stabilisation period</p> <p><b>Knife crime incidents</b> * - To make assumptions on knife crime is not appropriate however given the importance of this matter it should be on the plan</p>		<p><b>MARAC cases</b> * - increase in line with population increase</p> <p><b>Community Protection Warnings and Notices</b> - 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><b>Number of premise closure orders used</b> * - By closing premises quickly, and promoting accordingly, it is likely that enforcement need will reduce over time</p> <p><b>Neighbourhood Watch</b> * - 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>		

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**Transport**  
**Cllr Martin Whelton: Cabinet Member for Regeneration, Environment & Housing**  
 Enter a brief description of your main activities and objectives below

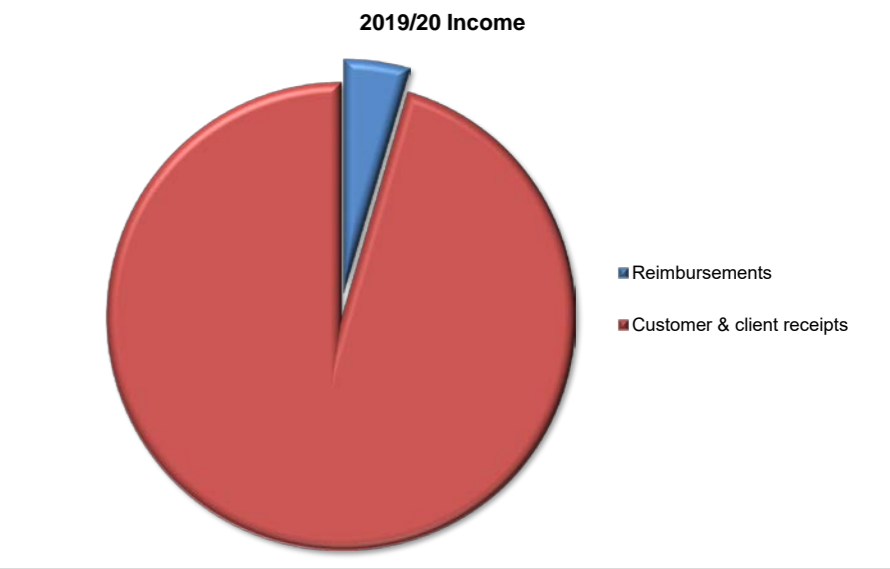
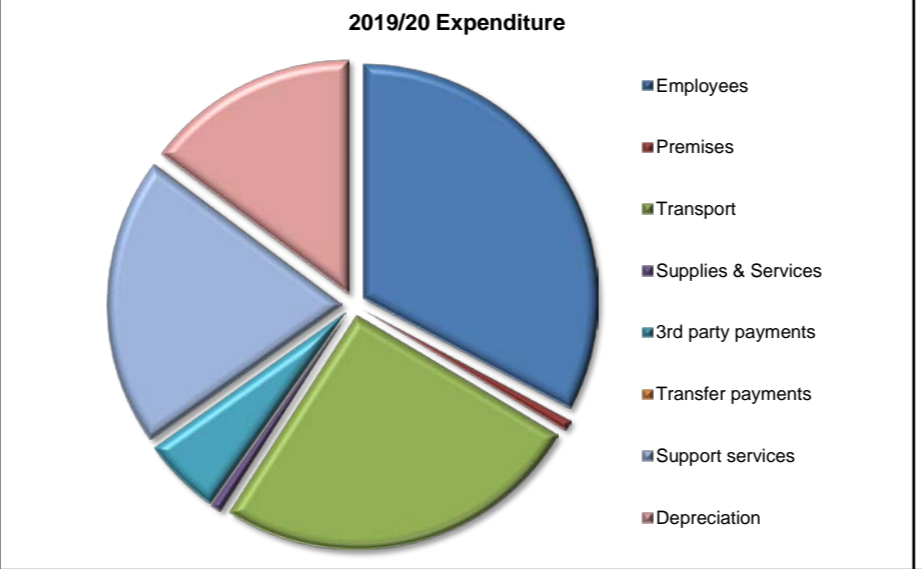
To provide effective Home to School and Vulnerable Adults transport service, using the in-house fleet of buses and assorted vehicles

To provide health & safety and vehicle related in-house training to all council staff and external organisations utilising the Councils fleet of vehicles. 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

Planning Assumptions										
Anticipated demand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23				
CSF Passenger Journeys - In-House	70,000	70,000	TBC							
C&H Passenger Journeys - In-House	70,000	70,000	TBC							
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

**The Corporate strategies your service contributes to**  
 Children and Young People's Plan  
 Special Educational Needs and Disabilities Strategy

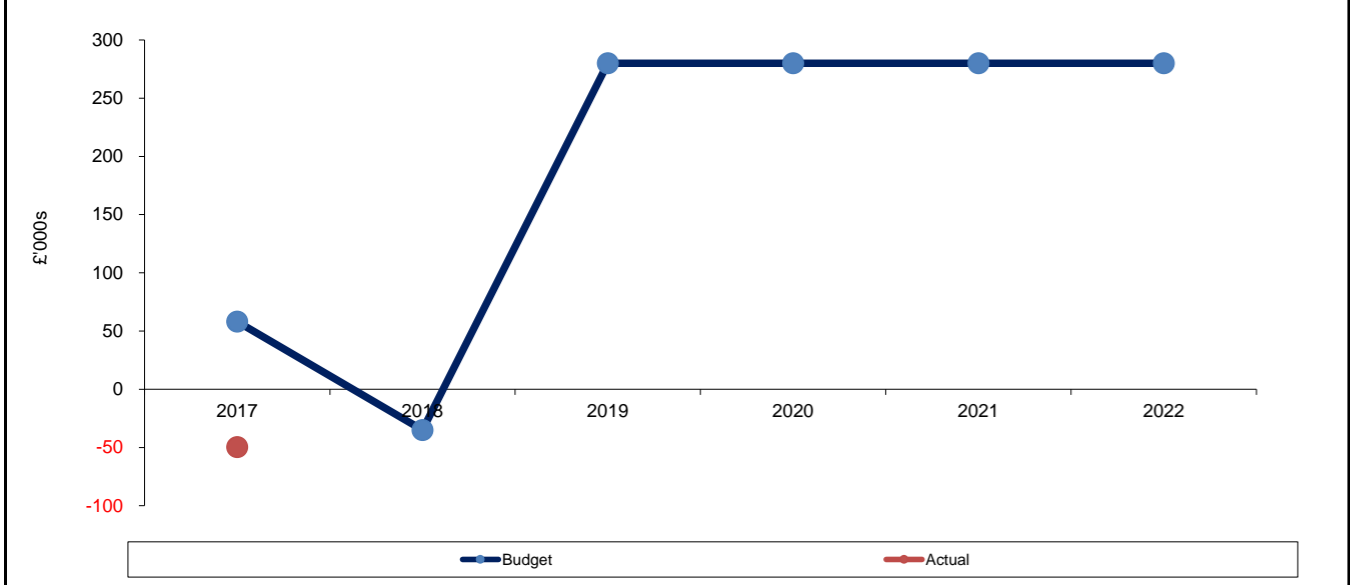
DEPARTMENTAL BUDGET AND RESOURCES								
Revenue £'000s	Final Budget 2017/18	Actual 2017/18	Budget 2018/19	Forecast Variance 2018/19 P7	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
<b>Expenditure</b>	<b>4,322</b>	<b>4,121</b>	<b>4,133</b>	<b>115</b>	<b>4,524</b>	<b>4,524</b>	<b>4,524</b>	<b>4,524</b>
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	0	0	0	0	0	0	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
<b>Income</b>	<b>4,264</b>	<b>4,171</b>	<b>4,168</b>	<b>0</b>	<b>4,244</b>	<b>4,244</b>	<b>4,244</b>	<b>4,244</b>
Government Grants	0	0	0	0	0	0	0	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								
<b>Council Funded Net Budget</b>	<b>58</b>	<b>(50)</b>	<b>(35)</b>	<b>115</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>
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



Year	Budget (£'000s)
2020/21	330
2021/22	330
2022/23	330

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

**Transport**

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

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

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	<b>86,000</b>	86,500	86,500					
Kilometres of Roads	375	375	<b>375</b>	375	375					
Population	207,410	209,421	<b>210,452</b>	212,658	214,740					
Total household waste tonnage	71,000	71,000	<b>69,000</b>	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	<b>58</b>	60	65	70	High	Annual	Perception	Reputational risk
% Sites surveyed below standard for litter	12.6	8	<b>6</b>	4	4	4	Low	Monthly	Perception	Reputational risk
% Sites surveyed below standard for Detritus	14.58	10	<b>9</b>	7	7	7	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for graffiti	6.1	5.0	<b>5.0</b>	5.0	5.0	5.0	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for weeds	6.22%	11	<b>6</b>	5	5	5	Low	Quarterly	Perception	Reputational risk
No. of fly tips in streets and parks recorded by contractor	8429	8400	<b>8400</b>	8400	8000	7500	Low	Monthly	Outcome	Reputational risk
% of fly tips removed within 24 hours	68%	90%	<b>95%</b>	95%	95%	95%	High	Monthly	Outcome	Reputational risk
% Sites surveyed below standard for flyposting	1.74%	1	<b>1</b>	1	1	1	Low	Quarterly	Perception	Reputational risk
% of FPNs issued that have been paid	74%	70%	<b>75%</b>	75%	80%	80%	High	Monthly	Output	Loss of income
% Household waste recycled	37.39%	46%	<b>48%</b>	50%	55	55	High	Monthly	Business critical	Reputational risk
% Residents satisfied with refuse collection	N/A	73	<b>74</b>	75	75	75	High	Annual	Perception	Reputational risk
Residual waste kg per household pa	536.72	500	<b>475</b>	435	425	400	Low	Monthly	Outcome	Increased costs
% Municipal solid waste landfilled	55%	65%	<b>10%</b>	5%	5%	5%	Low	Monthly	Outcome	Increased costs
Number of missed bins per 100,000	95.33	50	<b>40</b>	30	30	30	Low	Monthly	Outcome	Reduced customer service
Total waste arising per household Kg	857.17	910	<b>910</b>	910	900	850	Low	Monthly	Outcome	Reputational risk
% Residents satisfied with recycling facilities	N/A	72	<b>74</b>	75	75	75	High	Annual	Perception	Reputational risk

Financial Information - Waste Management and Cleansing									Additional Expenditure Information			
<b>Revenue £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>	2019/20 ENR9 = (£200k) EV08 = (£250k) ERG2 = £35k E2 = (£30k) Replaced Saving (ALT4) = (£54k)			
<b>Expenditure</b>	<b>17,808</b>	<b>17,658</b>	<b>15,672</b>	<b>(605)</b>	<b>17,632</b>	<b>17,879</b>	<b>18,127</b>	<b>18,374</b>				
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				
<b>Revenue £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>				
<b>Income</b>	<b>3,467</b>	<b>3,237</b>	<b>1,373</b>	<b>(102)</b>	<b>3,717</b>	<b>3,717</b>	<b>3,717</b>	<b>3,717</b>	<b>3,717</b>			
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												
<b>Council Funded Net Budget</b>	<b>14,341</b>	<b>14,421</b>	<b>14,299</b>	<b>(707)</b>	<b>13,915</b>	<b>14,162</b>	<b>14,410</b>	<b>14,657</b>				
<b>Capital Budget £'000s</b>	<b>Final Budget 2017/18</b>	<b>Actual 2017/18</b>	<b>Budget 2018/19</b>	<b>Forecast Variance 2018/19 P7</b>	<b>Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>Budget 2022/23</b>				
Waste Bins		0	2,674	0								
Fleet Vehicles		972	2,670	0					340			
Other		56	56	0								
		<b>1,028</b>	<b>5,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>340</b>			

**DETAILS OF MAJOR PROJECTS**

PROJECT DESCRIPTION		Major Projects Benefits		Risk			
				Likelihood	Impact	Score	
<b>Project 1</b>	Project Title:	<b>New Waste collection Service (Wheelie Bins)</b>		Improved effectiveness			
Start date	<b>2019-20</b>	Project Details:	Promote the use of 'Street Champions'	Improved service delivery	<b>3</b>	<b>3</b>	<b>9</b>
End date	<b>2020-21</b>						
<b>Project 2</b>	Project Title:	<b>Waste disposal</b>		Improved effectiveness			
Start date	<b>2012-13</b>	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	<b>3</b>	<b>2</b>	<b>6</b>
End date	<b>2019-20</b>						
<b>Project 3</b>	Project Title:	<b>Neighbourhood Recycling Centres</b>		Improved customer experience			
Start date	<b>2019-20</b>	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	<b>3</b>	<b>2</b>	<b>6</b>
End date	<b>2019-20</b>						
<b>Project 4</b>	Project Title:	<b>Environmental Enforcement</b>		Improved efficiency (savings)			
Start date	<b>2019-20</b>	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	<b>3</b>	<b>2</b>	<b>6</b>
End date	<b>2020-21</b>						

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