

## **Cabinet**

**7 December 2015**

**Agenda item:**

**Business Plan Update 2016-2020**

**Lead officer:** Caroline Holland

**Lead member:** Councillor Mark Allison

The following additional information is provided in respect to the Business Plan Update 2016-20:-

- Appendix 5: Summary Analysing the Equalities Impact of Savings Proposals
- Appendix 6: Draft Service Plans 2016-20 (Marked as “to follow” in the report)
- Appendix 7: Budget Summaries. This was marked as “to follow” in the report but will now be provided as part of the Information Pack referred to in paragraphs 7.3 and 7.4 of the report.

## Analysing the Equalities Impact of Savings Proposals

This report outlines the process for assessing the equalities impacts of savings proposals and highlights equalities issues identified.

### Why analyse the equalities impact?

Section 149 Equality Act 2010 requires public bodies in exercising their functions to have due regard to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

In order to demonstrate compliance with this public sector equality duty we assess the impact of savings proposals on groups with various protected characteristics (equality groups).

The protected characteristics under the law are age, disability, gender re-assignment, marriage and civil partnerships, pregnancy/maternity, race, religion/belief, sex and sexual orientation. In addition Merton takes account of a ninth characteristic, socio-economic, in order to support our focus on bridging the gap between the east and west of the borough.

As part of the Equality Analysis (EA) process once the analysis of impact on protected groups is complete each proposal is then assessed against four outcomes; as described in the table below.

<p><b>Outcome 1</b> – No change required: when the EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>	<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>
<p><b>Outcome 2</b> – Adjustments to remove negative impact identified by the EA or to better promote equality. List the actions you propose to take to address this in the Action Plan.</p>	<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favourable treatment where necessary.</p>
<p><b>Outcome 3</b> – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have 'due regard'. List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</p>	<p>This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid 'due regard' to the Public Sector Equality Duty</p>

<b>Outcome 4</b> – Stop and rethink: when your EA shows actual or potential unlawful discrimination.	If a policy shows unlawful discrimination it <b>must</b> be removed or changed.
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A process has been put in place to ensure that we carry out an equalities analysis of all our savings proposals and that this information is available to members in making their decisions.

The EAs that accompanied the 19 October Cabinet savings proposals were reviewed by Evereth Willis, Interim Head of Policy, Strategy and Partnerships. The EAs accompanying the 7 December Cabinet savings proposals were assessed by a panel including, Evereth, Pamela Clarke (Senior Lawyer) and Karin Lane (Business Partner).

### Summary of Equalities Analysis

There have been EAs carried out and agreed on 19 proposals going to the 7 December Cabinet and 43 proposals that went to the 19 October cabinet.

Appendix I to this report summarises the outcomes of EAs by department (outcome 4 is omitted from the table as it is not applicable). We are able from this information, to make a tentative assessment of the overall corporate impact of our proposed changes on the main effected equalities groups. This includes potential cumulative impacts of proposals where the overall impact on a particular group of a single proposal is magnified when looked at alongside other proposals. Some of the proposals have no impact on the protected characteristics.

It is important that each and every individual EA is considered on its own merit and in the context of the other changes and cuts that are being made. Therefore, what follows should be treated as indicative and not as a replacement for considering each EA. Examples given are provided to illustrate different types of equalities risk that should be considered when making decisions they are not a full list of all the equalities impacts identified.

#### Age

The group where there is the largest potential negative impact is on age, both older people and younger people. In particular increased costs for services used by these groups or reductions of services that are either particularly used by them or will have a particular impact on them. Some of the savings proposing changes to waste collection arrangements or increased charges, e.g. green waste may impact on older residents.

Decommissioning services such as meals on wheels will in the short-term impact on older residents. Similarly Children, Schools and Families (CSF) have highlighted in an EA that the reduced commissioning budgets in the department will directly impact on Early Years prevention work commissioned through the voluntary and community sector and may increase pressure on social work teams.

Changes in adult and children's social care are also likely to impact more on these groups due to the client groups of these services. Consideration does need to be given to any saving involving a service targeted, or primarily used, by a certain group. Alongside this, extra consideration will need to be given as to the cumulative impact of proposals on these groups.

Community and Housing have highlighted in EAs of the social care savings proposals that proposed staff reductions may lead to increased waiting times and result in reduced capacity to monitor and impact on the promotion of independence and preventative work.

**Disability**

There are a number of savings options which could potentially impact on the ability of disabled people to live independently which, when taken together, may lead to a larger potentially negative impact. The reduced staffing structures outlined in some of the savings proposals may result in delays in disabled clients accessing suitable accommodation or being assessed or care packages. The promotion of independent living may be affected at least in the short-term as the changes may result in increased waiting and assessment times.

However, as important as the analysis within the EA is the mitigating impacts put in place and the action plan attached.

**Race**

There does not, at this stage of the analysis, appear to be a large potentially negative impact on groups in terms of their race. However, this is an area, along with several other of the protected characteristics, where there is potential for an indirect impact. We need to be aware of this when making changes to services delivered in the voluntary sector.

**Sex**

In terms of service users, there is little evidence of this protected characteristic being adversely affected by the savings proposals.

**Socio-economic**

Although not a statutory group within the legislation the impact on those from more disadvantaged socio-economic backgrounds is a key theme for Merton and links to the 'Bridging the Gap' theme. A reduction in services targeted at vulnerable groups will adversely affect families living in poverty. The cumulative effect of the proposals may be felt more by residents in the East of the borough where deprivation is more apparent.

**Conclusion**

The above has highlighted the equalities implications of the basket of savings proposals. Overall the equality analyses have highlighted that the proposals may have a negative impact on the protected characteristics of Age, Disability, Race, Sex and Socio-economics. An integral part of the EA is identifying the mitigating action and outlining them in a supporting action plan. Where negative impact has been identified the departments have outlined the appropriate mitigation.

Appendix 1

Dept.	19 October Cabinet - no of proposals impacting on each equality group													
	No of proposals with EAs	1	2	3	Age	Disability	Gender Re-assignment	Marriage & Civil P'ship	Pregnancy/ Maternity	Race	Religion/ belief	Sex	Sexual Orientation	So-ec
CH	10	2		10	8	10	1	1	2	4	1	1	1	4
CSF	7	1	4	2	2	2		1	1	2		1		1
CS	5	1	4		1									
ER	21	11	10		1									1
<b>Overall</b>	<b>43</b>	<b>15</b>	<b>18</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>6</b>

Dept.	7 December Cabinet - no of proposals impacting on each equality group													
	No of proposals with EAs	1	2	3	Age	Disability	Gender Re-assignment	Marriage & Civil P'ship	Pregnancy/ Maternity	Race	Religion/ belief	Sex	Sexual Orientation	So-ec
CH	5			5						1			1	1
CSF	1		1											
CS	6	3	2	1	1	1	1	1	1	1	1	1	1	1
ER	7	5	2											
<b>Overall</b>	<b>19</b>	<b>8</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>

### First Draft Service Plans

Attached are our 27 First Draft Service Plans, in departmental order.

It should be noted that as these are First Draft Service Plans they are subject to being revised as the Service Planning process continues.

Second Draft Service Plans are due to be completed on the 22 December, after which they will form part of the Consultation Pack that will be used for all Cabinet and Scrutiny meetings throughout January 2016.

Final plans will be completed on the 30 January 2016 and these plans will form part of our 2016/20 Business Plan.

### Index of Departmental Service Plans

Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	Business Improvement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Housing Needs & Enabling	Corporate Governance	Development & Building Control
Education	Libraries	Customer Services	Future Merton
	Public Health	Human Resources	Leisure & Culture Development
		Infrastructure & Transactions	Parking
		Resources	Parks & Green Spaces
		Shared Legal Services	Property
			Regulatory Service Partnership
			Safer Merton
			Street Cleaning
			Traffic & Highways
			Transport
			Waste Management



# Children Schools & Families





Children's Social Care

APPENDIX 6  
Risk

PROJECT DESCRIPTION

MAJOR PROJECT BENEFITS

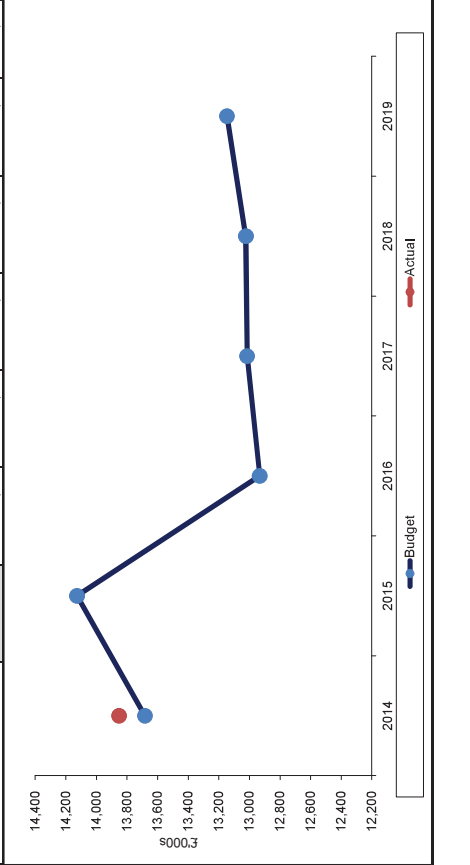
Likelihood Impact Score

Project 1		Project Title:	Project Details:	Likelihood	Impact	Score
Start date	End date					
2013-14	2016-17	Deliver transforming families year 2 & year 3 programme (CYPWB & TOM)	Continues programme of TF programme and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future. 2015-16 - Claim Transforming Families performance by results funding.	2	3	6
<b>Project 2</b>						
2013-14		MOSAIC (CYPWB & TOM)	Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects, led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&L & ART within CSP.	3	3	9
2016-17						
<b>Project 3</b>						
2013-14		Preparation for new inspection regime	To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management & associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division. Includes Joint Targeted Inspection Preparation.	4	3	12
2017-18						
<b>Project 4</b>						
2014-15		Youth Justice	Development of policy framework in response to regulation and likely funding changes.	3	2	6
2016-17						
<b>Project 5</b>						
2014-15		Joint work with Housing (CYPWB & TOM)	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.	4	2	8
2015-16						
<b>Project 6</b>						
2013-14		CSC & CYPWB/TOM	To deliver the CSC and EHI Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; implementation of QA framework; Flexible working ; Care proceedings as outlined in the relevant TOM; rationalising access points, raising thresholds; increased targeting and practice.	4	3	12
2019-20						
<b>Project 7</b>						
2015-16		CYPWB Model Workforce Strands	Develop and deliver Signs of Safety, recruitment and retention and practice developments to support TOM delivery.	4	3	12
2019-20						
<b>Project 8</b>						
		Project Title:	Project Details:			0
<b>Project 10</b>						
		Project Title:	Project Details:			0

2014/15(T)	2015/16(T)	2016/17(T)	2017/18(T)	2018/19(T)	2019/20(T)
2	5	5.5	6	8	8
8	5	5	5	5	5
90	90	90	90	90	90
36	46	42	42	42	42
20	20	15	15	15	15
80	80	70	70	70	70
100	100	100	100	100	100
100	100	100	100	100	100

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	16,440	17,594	14,713	13,565	13,648	13,666	13,779
Employees	2,240	2,048	2,020	2,020	1,905	1,905	1,905
Premises	603	503	418	420	426	432	438
Transport	84	55	36	35	35	36	36
Supplies & Services	6,442	7,511	4,317	3,582	3,648	3,710	3,724
3rd party payments	6,495	6,877	7,262	6,992	7,045	7,097	7,150
Transfer payments	0	0	0	0	0	0	0
Support services	576	601	472	477	477	477	477
Depreciation	0	0	0	0	0	0	0
Income	2,756	3,742	585	633	633	633	633
Government grants	284	309	77	68	68	68	68
Reimbursements	394	426	283	283	283	283	283
Customer & client receipts	2,078	3,007	225	282	282	282	282
Reserves	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
Council Funded Net Budget	13,684	13,853	14,127	12,932	13,015	13,023	13,146
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Primary Schools Expansions	21,760	21,760	10,777	2,852	2,852	2,852	2,852
Secondary School Expansions	430	430	430	8,487	13,549	9,690	3,200
SEN Expansions	391	391	2,350	1,870	5,984	850	850
Initiation	767	767	569	569	569	569	569
Devolved Formula Capital/FSM	577	577	879	650	650	650	650
Schools Capital Maintenance	407	407	104	104	104	104	105
Other	23,495	23,495	15,412	13,943	20,297	11,190	4,805



Commissioning, Strategy and Performance

Cllrs Max Martin & Martin Whetton, Cabinet Members for Children's Services & Education

Enter a brief description of your main activities and objectives below

The Commissioning, Strategy & Performance Division provides strategic services for the Children, Schools & Families Department (CSF):

- policy, planning & performance management;
- commissioning, procurement & contract management;
- access to resources for looked after children/pupils with SEN;
- pupil place planning;
- school expansion; and overall CSF capital programme management;
- some departmental business support.

Main activities include:

- leading on strategic & operational planning for CSF;
- leading on local Children's Trust & partnership development;
- production of management information for internal performance management & external reporting inc. statutory returns;
- production of policy documents & procedural guidance for professional staff;
- commissioning operational services & leading on joint commissioning with partners;
- managing schools' Private Finance Initiative contract & other service contracts;
- procuring placements for looked after children/pupils with SEN;
- planning sufficient school places;
- co-ordination of pupil admissions to Merton schools;
- project managing school expansions & other capital schemes.

Anticipated demand

Increased demand for primary school

Increased demand for secondary school

Increased demand for special school places

Overall demographic

Anticipated non financial resources

Staff (FTE)

Contractors

Performance indicator

% reception year surplus places

% secondary school Yr7 surplus places Inc. Academies

% major capital projects green/amber to lime

% spend on approved capital programme

% fostered LAC in external agency foster care placements

Numbers of in-house foster carers recruited

% completion rates for parenting programmes

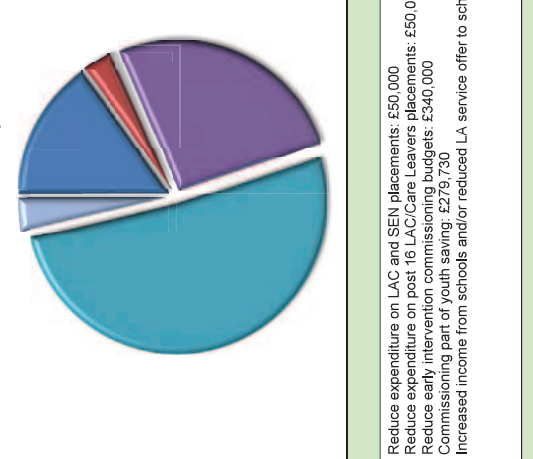
% commissioned services quarterly monitoring completed

% statutory returns to government on time

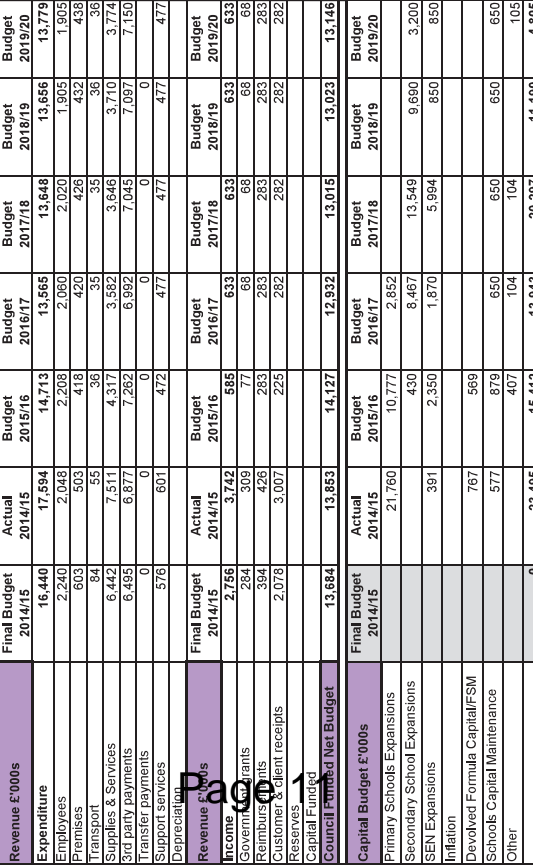
Performance Targets (T) & Provisional Performance Targets (P)

2014/15(T)	2015/16(T)	2016/17(T)	2017/18(T)	2018/19(P)	2019/20(P)
2	5	5.5	6	8	8
8	5	5	5	5	5
90	90	90	90	90	90
36	46	42	42	42	42
20	20	15	15	15	15
80	80	70	70	70	70
100	100	100	100	100	100
100	100	100	100	100	100

2016/17 Expenditure



2016/17 Income



2016/17

2017/18

2018/19

2019/20

Polarity

Reporting cycle

Indicator type

Main impact if indicator not met

2016/17

2017/18

2018/19

2019/20

Reduce expenditure on LAC and SEN placements: £50,000

Reduce expenditure on post-16 LAC/Care Leavers placements: £50,000

Reduce early intervention commissioning budgets: £340,000

Commissioning part of youth saving: £279,730

Increased income from schools and/or reduced LA service offer to schools: £56,630

Data review & centralisation: £40,000

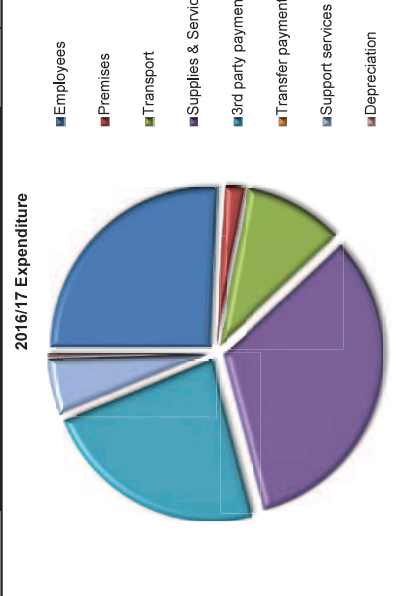
Commissioning rationalisation: £60,000

Property and contracts: £55,000

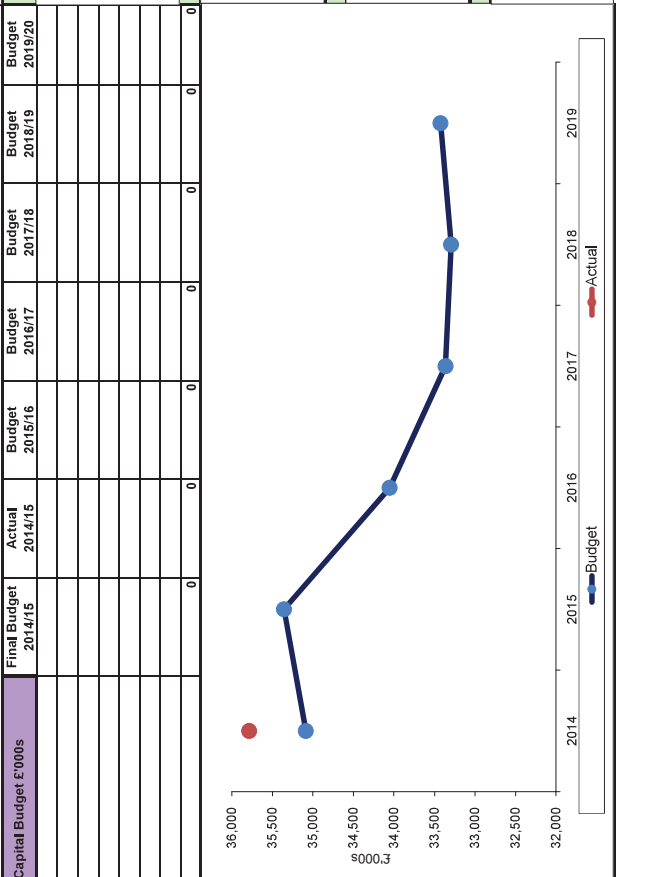
PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Commissioning (Departmental TOM)</b>					
Start date	2015-16	Further development of joint commissioning with Public Health and Merton CCG. Ensure effective mobilisation of new community health contract from April 2016. Drive implementation of new CAMHs strategy. Progress work with PH and CCG to explore and implement more integrated models for the future commissioning of services for CYP & families.	Improved effectiveness	3	2	6
End date	2017-18					
<b>Project 2</b>	<b>Children's Home Procurement (Departmental TOM)</b>					
Start date	2015-16	Secure mandate from MIB and Procurement Board to tender for provision of a small children's home in Merton for adolescent LAC. Progress procurement during 2016-17.	Improved effectiveness	3	2	6
End date	2016-17					
<b>Project 3</b>	<b>Implementation of Secondary School Places Strategy (Education TOM)</b>					
Start date	2014-15	Continue liaison with Education Funding Agency and Harris Federation to deliver a new secondary (Free) school in the Wimbledon area. Implement expansion of 2/3 secondary schools in east of the borough to achieve overall additional places needed. Undertake statutory processes and procure/plan/deliver construction contracts.	Infrastructure renewal	4	2	8
End date	2018-19					
<b>Project 4</b>	<b>Implementation of Special School (SEN) Places Strategy (Education TOM)</b>					
Start date	2015-16	Develop overall strategy for provision of sufficient and suitable SEN places in Merton; undertake capital bidding and procure/plan/deliver construction contracts.	Infrastructure renewal	3	2	6
End date	2018-19					
<b>Project 5</b>	<b>Release of Assets (Departmental TOM)</b>					
Start date	2015-16	Implementation of flexible working for CSP services in the Civic Centre; review of asset release possibilities inc CSF current delivery sites and school caretakers' houses.	Improved efficiency (savings)	3	1	3
End date	2016-17					
<b>Project 6</b>	<b>Departmental Restructure (Departmental TOM)</b>					
Start date	2015-16	Undertake preparatory work for the major departmental restructure planned for 2017-18 in respect of CSP Division services.	Improved efficiency (savings)	2	2	4
End date	2017-18					
<b>Project 7</b>	<b>Framework/iMOSAIC (Departmental TOM)</b>					
Start date	2015-16	Continue to support implementation of new system across CSF. Ensure capability to deliver statutory returns post implementation and support further development of internal performance reporting from new system.	Improved effectiveness	2	2	4
End date	2016-17					
<b>Project 8</b>	<b>Personal Budgets (Education TOM/C+F Act)</b>					
Start date	2014-15	Progress further rollout of Personal Budgets for families of children subject to education, health and care plans (ex SEN Statements). Work with SENDIS service to maintain focus of encouraging PBs for SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.	Improved customer experience	3	2	6
End date	2016-17					

Education	Planning Assumptions					2019/20
	2014/15	2015/16	2016/17	2017/18	2018/19	
<p>clrs Max Martin &amp; Martin Whilton, Cabinet Members for Children's Services &amp; Education</p> <p><b>Enter a brief description of your main activities and objectives below</b></p> <ul style="list-style-type: none"> <li>Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:                     <ul style="list-style-type: none"> <li>developing, analysing &amp; evaluating pupil &amp; school performance;</li> <li>improving skills in planning, teaching, assessment, leadership &amp; management</li> <li>working with schools to reduce inequality &amp; improve achievement for vulnerable groups</li> <li>strengthening partnership working and school to school support</li> </ul> </li> <li><b>Special Education Needs &amp; Disabilities Integrated Service (SENDIS)</b> will improve outcomes for CYP with SEND by:                     <ul style="list-style-type: none"> <li>building early help capacity in schools &amp; settings, families &amp; the community</li> <li>focus on safeguarding, early intervention &amp; prevention as well as direct support for families</li> <li>implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service</li> </ul> </li> <li><b>Early Years Services</b> will improve outcomes for all children aged 0-5 by:                     <ul style="list-style-type: none"> <li>engaging with parents to ensure they get good quality funded early education provision for children aged 2, 3 and 4 in partnership with the council</li> <li>collaborating with the council to ensure the quality of early education provision for vulnerable children and their families</li> <li>using the CASAs to inform robust planning and case work for identified families</li> <li>working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families</li> <li>developing the work force to work holistically with vulnerable families and young children</li> <li>introducing a more robust performance management framework</li> </ul> </li> <li><b>Youth inclusion</b> will improve outcomes for young people by:                     <ul style="list-style-type: none"> <li>providing support to prevent homelessness for YP &amp; schools</li> <li>providing support to prevent building substance misuse &amp; teenage pregnancy; to improve attendance &amp; to encourage emotional &amp; social development</li> <li>developing alternative education offerings to enable YP to stay in education, training &amp; employment</li> <li>leading on the council's partnership with the police &amp; CAVHS for education</li> <li>improving attendance and reduce PA in Merton schools</li> </ul> </li> </ul>	Anticipated demand	2400	2400	2400	2400	2400
Forecast increase in population 5-19	2400	2400	2400	2400	2400	2400
Increase in compulsory education to 18	200 - 400	200 - 400	200 - 400	200 - 400	200 - 400	200 - 400
Forecast increase in targeted SEND services	780	780	780	780	780	780
Anticipated non-financial resources	253	253	243	224	224	224
Staff (FTE)	253	253	243	224	224	224
School to school support						
Voluntary Services						
Voluntary Services						
Performance indicator						
% 5 or more GCSE graded A*-C including English & maths	64	61	61	61	61	61
% outcome of Ofsted school inspections good or outstanding	85	86	86	86	86	86
% Level 4 and above in reading, writing and maths	82	79	79	80	80	80
% secondary school attendance (LA only)	94.5	94	94	94	94	94
% primary school attendance (LA only)	95	95	95	95	95	95
% of new EHCP requests completed within 20 weeks	85	85	85	85	85	85
% achieving a good level of development in the Early Years	65	60	60	60	60	60
% Good or Outstanding children's centres per Ofsted	100	100	100	100	100	100

Performance Targets (T) & Provisional Performance Targets (P)	Indicator type	Reporting cycle	Polarity	Main impact if indicator not met
2014/15(T), 2015/16(T), 2016/17(P), 2017/18(P), 2018/19(P), 2019/20(P)	Outcome	Annual	High	Reputational risk
85	Outcome	Monthly	High	Reputational risk
82	Outcome	Annual	High	Reputational risk
94.5	Outcome	Quarterly	High	Increased costs
95	Outcome	Quarterly	High	Breach statutory duty
85	Outcome	Annual	High	Reputational risk
60	Outcome	Annual	High	Increased costs
100	Outcome	monthly	High	Inspection outcomes



DEPARTMENTAL BUDGET AND RESOURCES		2016/17		2017/18		2018/19		2019/20	
Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2019/20
Revenue £'000s									
Expenditure	41,514	43,290	44,692	41,071	41,176	41,307			
Employees	10,815	10,698	10,115	10,115	10,115	10,117			
Premises	851	804	906	867	879	880			
Transport	3,091	4,226	3,150	4,226	4,273	4,319			
Supplies & Services	14,602	13,544	15,370	13,768	13,772	13,797			
3rd party payments	9,743	11,536	11,761	9,571	9,593	9,640			
Transfer payments	19	7	19	19	19	19			
Support services	2,175	2,257	2,358	2,353	2,353	2,353			
Depreciation	218	218	172	172	172	172			
Revenue £'000s									
Income	6,427	7,503	9,335	7,587	7,707	7,882			
Government grants	951	991	2,740	2,740	2,740	2,740			
Reimbursements	3,160	3,864	3,286	2,289	2,289	2,289			
Customer & client receipts	2,316	2,648	2,286	2,668	2,843	2,843			
Interest									
Reserves									
Capital Funded									
<b>Council Funded Net Budget</b>	<b>35,086</b>	<b>35,787</b>	<b>35,356</b>	<b>34,054</b>	<b>33,364</b>	<b>33,425</b>			
Capital Budget £'000s									
Final Budget	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2019/20
Actual									
0	0	0	0	0	0	0	0	0	0



PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Education</b>						
<b>Project 1</b>	<b>Project Title:</b> Improving pupil outcomes at KS2 & KS4 (Edn TOM)	Rigorous support and challenge for schools in RI or vulnerable to RI including maintenance of Securing Good Schools Programme. Training and briefings on Ofsted, assessment, curriculum and improving teaching. New outstanding teacher courses for primary and secondary teachers.		2	3	6
Start date	2013-14					
End date	2017-18					
<b>Project 2</b>	<b>Project Title:</b> School Improvement through partnership (Edn TOM)	Ongoing support for the development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools. Partnership with schools on redefining LA functions as part of Education TOM.		3	2	6
Start date	2013-14					
End date	2019-20					
<b>Project 3</b>	<b>Project Title:</b> Transforming Early Years (EY's TOM)	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds. On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an accommodation review, and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.		3	2	6
Start date	2013-14					
End date	2019-20					
<b>Project 4</b>	<b>Project Title:</b> Implementation of requirements of Children & Families Act (Edn TOM & CYPWB)	Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.		4	3	12
Start date	2013-14					
End date	2019-20					
<b>Project 5</b>	<b>Project Title:</b> Development of AHEd & linked provision	Development of Melbury College and commissioning of AHEd provision, including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.		3	2	6
Start date	2013-14					
End date	2016-17					
<b>Project 6</b>	<b>Project Title:</b> Youth transformation phases 3 & 4 (Edn TOM)	Implementation of new funding models for PB & PH.		4	3	12
Start date	2013-14					
End date	2017-18					
<b>Project 7</b>	<b>Project Title:</b> Education TOM/CYPWB Model	Develop and deliver the Education TOM & CYPWB Model across CSF Services, including implementation of MOSAIC phases 1 & 2		4	3	12
Start date	2015 -2016					
End date	2019 -2020					



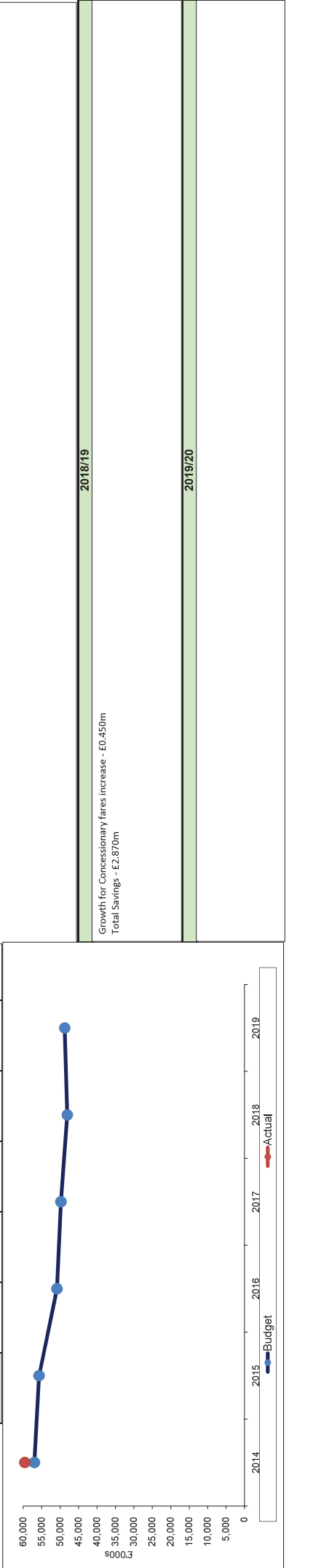
# Community & Housing



Adult Social Care		Planning Assumptions					Anticipated demand						
CIL Caroline Cooper-Marbath Cabinet Member for Adult Social Care & Health		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Enter a brief description of your main activities and objectives below								No. of people requiring services	6929	6920			Voluntary Sector Strategy
Adult Social Care is a statutory service, underpinned by several pieces of legislation, whereby the council has a duty to provide or commission support, based on an assessment of need for people over the age of 18. People who are in need at risk due to disability or illness. Once a need has been defined, there is a duty to meet it.								People aged 85-99	2500	2500			Community Plan
There are eligibility criteria to define need and to keep this in line with resources as far as possible.								People aged 95+	1800	1900			Social Inclusion Strategy
Our approach to redesign the service and find savings is based on a model for using resources. This means maintaining some focussed investment in prevention and recovery in order to limit spend on long term support. Where long term support is needed, we do this in a person centred way which encourages maximum independence, minimises processes if they don't add value for customers or taxpayers, to work in partnership to achieve these goals, and to enable and encourage everyone to contribute to their own or others' support alongside what is funded by the taxpayer.								No. of people aged 65+ with dementia	2022	2047			Children & Young persons' Plan
Looking ahead there are two key national policy changes and challenges to incorporate in our redesign, namely the Care Act and integration with health services.								Anticipated non financial resources	2015/16	2016/17	2017/18	2018/19	2019/20
								Staff (FTE)	383.53	326.67	323.67	323.67	Customer Services Strategy
								Staff (FIC)	1	0	0	0	Homelessness Strategy
													Older People's Housing
													Workforce Development Plan

Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)				
No of carers receiving a service	878	930	996	1075	1140	High	Monthly	Business critical	Breach statutory duty
% Older people still at home following Reablement	85.7	85.8	85.9	86	86.1	High	Annual	Outcome	Increased costs
% People receiving 'long term' Community Services	70	71	72	73	74	High	Monthly	Business critical	Increased costs
% People with 'long term' services receiving Self-Directed	95	95	95	95	95	High	Monthly	Unit cost	Government intervention
The rate of Delayed Transfers of care from hospital (both NHS and Merton)	5	5	5	5	5	Low	Monthly	Business critical	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES														
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	77,043	81,211	78,340	73,851	72,784	71,045	71,725							
Employees	14,786	15,594	14,375	12,469	11,336	11,136	11,136							
Premises	562	522	376	376	376	376	376							
Transport	1,168	1,705	1,188	1,448	1,482	1,492	1,492							
Supplies & Services	3,282	2,009	4,458	3,054	3,663	3,597	3,475							
3rd party payments	40,885	44,524	41,400	38,514	38,764	38,762	38,347							
Transfer Payments	9,354	9,353	9,551	10,001	10,451	10,501	10,501							
Support services	7,187	6,988	6,932	6,932	6,932	6,932	6,932							
Depreciation		79	59	59	59	59	59							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20							
Income	20,080	21,659	22,644	23,012	23,012	23,012	23,012							
Government grants	194	348	965	965	8475	8475	8475							
Reimbursements	6,496	7,570	8,092	8,475	8,475	8,475	8,475							
Customer & client receipts	10,125	10,671	10,342	10,327	10,327	10,327	10,327							
Recharges	3,265	3,070	3,245	3,245	3,245	3,245	3,245							
Reserves														
Capital Funded														
Council Funded Net Budget	56,963	59,562	55,696	50,839	49,772	48,033	48,713							
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20							
IT Schemes		7	90	43										
The Gables Mitham		1	576											
JMC Extension		176												



Adult Social Care

APPENDIX 6

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Below inflation uplift to third party suppliers	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Continue the below inflation uplift. This will be a total of 8 years at 0% or below inflation uplift (2015-16 & 2016-17 Ref: CH1).		4	2	8
End date	2016-17					
<b>Project 2</b>	<b>Project Title:</b> Brokerage efficiencies	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need (2015-16 to 2017-18 Ref: CH3).		4	2	8
End date	2017-18					
<b>Project 3</b>	<b>Project Title:</b> Procurement efficiencies	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Delivering efficiencies through contract negotiations (2015-16 - 2017-18 Ref: CH10).		4	2	8
End date	2017-18					
<b>Project 4</b>	<b>Project Title:</b> Remodelling and re-procuring the domiciliary care service	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Remodelling and re-procuring the domiciliary care service, following the end of the 3 year contract starting in 2012 (2015-16 to 2017-18 Ref: CH2)		3	2	6
End date	2017-18					
<b>Project 5</b>	<b>Project Title:</b> Supporting People	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Review and restructuring of Supporting People contracts. (2015-16 Ref: CH11)		4	2	8
End date	2015-16					
<b>Project 6</b>	<b>Project Title:</b> Staffing Reductions (Commissioning)	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Staffing reductions within the Commissioning Team (2015-16 Ref:?)		4	3	12
End date	2015-16					
<b>Project 7</b>	<b>Project Title:</b> Promoting Independence	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enabled to regain and maintain independence (2015-16 to 2016-17 Ref: CH2).		4	2	8
End date	2016-17					
<b>Project 8</b>	<b>Project Title:</b> Staffing Reductions (Direct Provision)	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2015-16	Staffing reductions within the Direct Provision Team (2015-16 Ref: CH7).		4	2	8
End date	2015-16					
<b>Project 9</b>	<b>Project Title:</b> Voluntary Sector Organisations	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2016-17	Realise benefits of new prevention programme in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme through reduced grants to the voluntary sector (2016-17 Ref: CH5).		4	3	12
End date	2016-17					
<b>Project 10</b>	<b>Project Title:</b> Staffing Reductions (Access and Assessment)	<b>MAJOR PROJECTS BENEFITS</b> Select one major benefit				
Start date	2016-17	Reduction in management and staffing costs within Access and Assessment (2016-17 Ref:CH4).		4	3	12
End date	2016-17					

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Additional Staff Savings - Access &amp; Assessment</b>		Select one major benefit				
Start date	2016-17	Project Title:		4	2	8
End date	2016-17	Project Details:				
Additional staff savings - 12 FTE to be deleted from Access and Assessment (2016-17 Ref: CH20).		Project Title:	<b>Additional Staff Savings - Direct Provision</b>			
Start date	2016-17	Project Details:		4	2	8
End date	2016-17	Project Details:				
Additional staff savings - 11 FTE to be deleted from Direct Provision (2016-17 Ref:CH21).		Project Title:	<b>Additional Staff Savings - Commissioning</b>			
Start date	2016-17	Project Details:		4	2	8
End date	2016-17	Project Details:				
Additional staff savings - 4 FTE to be deleted from Commissioning (2016-17 Ref: CH22).		Project Title:	<b>Directorate</b>			
Start date	2016-17	Project Details:		3	2	6
End date	2016-17	Project Details:				
Reduction in salaries costs (2016-17 Ref: CH23).		Project Title:				
Start date	2016-17	Project Details:		4	2	8
End date	2016-17	Project Details:				
Review of high cost (>£1.5k) and medium cost (£400 - £1.5k) packages using the progression model (2016-17 Ref: CH24/CH25/CH26).		Project Title:	<b>Learning Disabilities - High Cost/ Medium Cost/Direct Payment Packages</b>			
Start date	2016-17	Project Details:		4	2	8
End date	2016-17	Project Details:				
Review of support packages within all areas of Mental Health services using the recovery model (2016-17 Ref: CH27).		Project Title:	<b>Mental Health - Care Packages</b>			
Start date	2016-17	Project Details:		5	2	10
End date	2016-17	Project Details:				
Review of Home Care within support packages and review of Direct Payment support packages using the enablement model (2016-17 Ref: CH28/CH30).		Project Title:	<b>Older People - Home Care/Direct Payments</b>			
Start date	2016-17	Project Details:		4	2	8
End date	2016-17	Project Details:				
Managing crisis (including hospital discharge) admissions to residential care (2016-17 Ref: CH29).		Project Title:	<b>Older People - Managing Crisis</b>			
Start date	2016-17	Project Details:		4	2	8
End date	2016-17	Project Details:				
Review of all Direct Payments, home care within support packages and high cost packages using the progression model (2016-17 Ref: CH31/ CH32/ CH33).		Project Title:	<b>Physical Disabilities - Direct Payments/Home Care/High Cost Packages</b>			
Start date	2016-17	Project Details:		4	2	8
End date	2016-17	Project Details:				
Actively manage throughput in residential rehab placements (2016-17 Ref: CH34).		Project Title:	<b>Substance Misuse Placements</b>			
Start date	2016-17	Project Details:		3	1	3
End date	2016-17	Project Details:				

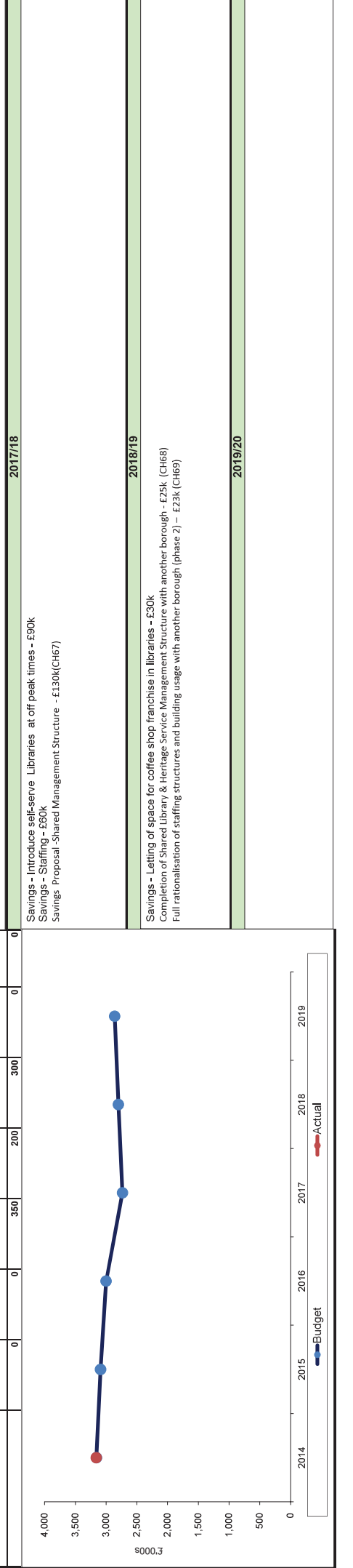
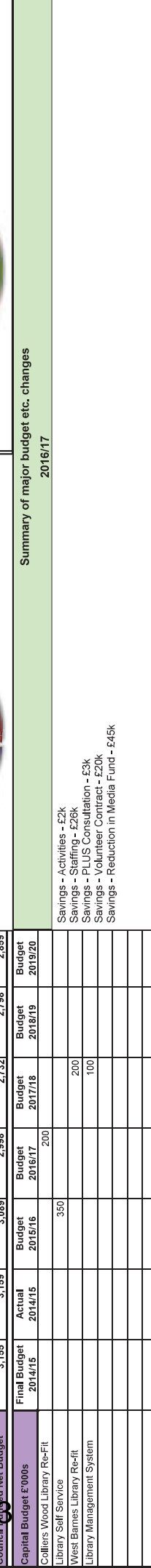
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
Project Title: Review of customer care packages.		Select one major benefit				
Start date	2015-16	Continue to review customers and make savings.		4	3	12
End date	2015-16					
Project Title: First Contact Service - Voluntary Sector		Select one major benefit				
Start date	2015-16	Voluntary sector interface with public as first point of contact for potential social care customers.		3	4	12
End date	2015-16					
Project Title: Supporting People Contract		Select one major benefit				
Start date	2015-16	Reduce capacity within the supporting people contract.		3	3	9
End date	2015-16					
Project Title: Day Care Services		Select one major benefit				
Start date	2015-16	Change the day service offer around Merton day care services.		4	3	12
End date	2015-16					
Start date				0	0	0
End date						
Start date				0	0	0
End date						
Start date				0	0	0
End date						
Start date				0	0	0
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Start date				0	0	0
End date						
Start date				0	0	0
End date						
Start date				0	0	0
End date						



PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Deliver on-line self-assessment tools	<b>MAJOR PROJECTS BENEFITS</b> Improved effectiveness				
Start date	2016-17	Implement on-line Housing Register pre-application assessment tool.		3	1	3
End date	2017-18					
<b>Project 2</b>	<b>Project Title:</b> Homeless Placement Policy	Risk reduction and compliance				
Start date	2016-17	Implement and monitor the Homeless Placement policy		2	2	4
End date	2017-18					
<b>Project 3</b>	<b>Project Title:</b> CHMP Regeneration	Improved reputation				
Start date	2014-15	Input to CHMP regeneration with Future Merton.		1	2	2
End date	2018-19					
<b>Project 4</b>	<b>Project Title:</b> Housing Service Review	Economic outcomes				
Start date	2015-16	Consider any actions arising from the review on whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst also considering the place of Environmental Health (Housing).		3	1	3
End date	2016-17					
<b>Project 5</b>	<b>Project Title:</b> Shared Lives Development	Improved effectiveness				
Start date	2015-16	Explore ways to potentially develop the Shared Lives range of services, considering the business case for any service developments and liaise with the appropriate referring agencies to provide any additional funding where necessary		3	1	3
End date	2017-18					
<b>Project 6</b>	<b>Project Title:</b> Technology Review	Improved effectiveness				
Start date	2016-17	Review whether to retain Capita Housing and Home Connections in light of any procurement rules and operating environment. Work with IT / E&R on re-procurement / replacement of M3PP.		2	1	2
End date	2017-18					
<b>Project 7</b>	<b>Project Title:</b> Selective Licencing	Improved effectiveness				
Start date	2015-16	Produce a business case to consider selective licencing and/or additional licencing in parts of the borough and progress any actions arising where necessary.		2	1	2
End date	2016-17					
<b>Project 8</b>	<b>Project Title:</b> EDRMS Workflow	Improved effectiveness				
Start date	2015-16	Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly		2	2	4
End date	2016-17					
<b>Project 9</b>	<b>Project Title:</b> Service re-structure	Improved efficiency (savings)				
Start date	2016-17	Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.		2	3	6
End date	2017-18					
<b>Project 10</b>	<b>Project Title:</b> Select one major benefit	Select one major benefit				
Start date						0
End date						

2014/15	Planning Assumptions				2018/19	2017/18	2016/17	2015/16	2014/15				
	2014/15	2015/16	2016/17	2017/18									
Anticipated demand	54,500	55,000	56,000	56,000	56,000	56,000	56,000	56,000	Community Plan				
Active users	1,000,000	1,000,000	950,000	900,000	900,000	900,000	900,000	900,000	Corp Equality Scheme				
Stock issues	130,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	Customer Services Strategy				
Registered members	1,150,000	1,200,000	1,200,000	1,210,000	1,210,000	1,210,000	1,210,000	1,210,000	Voluntary Sector Strategy				
Visitor figures	47	45.71	46.16	40.56	39.56	39.56	39.56	39.56	Performance Management Framework				
Anticipated non financial resources	144	144	144	144	144	144	144	144	ICT Policy				
Accommodation (Libraries)	7	7	7	7	7	7	7	7	Performance Management Framework				
Equipment (PCs)	144	144	144	144	144	144	144	144	Workforce Development Plan				
Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Indicator type
Number of visitors accessing the library service online	115,000	170,000	200,000	210,000	220,000	230,000	115,000	170,000	200,000	210,000	220,000	230,000	Business critical
Active users - peoples network terminal	54,500	55,000	56,000	56,000	56,000	56,000	54,500	55,000	56,000	56,000	56,000	56,000	Business critical
% self service usage for stock transactions	95	95	96	97	97	97	95	95	96	97	97	97	Outcome
Active volunteers in libraries	180	200	210	220	230	230	180	200	210	220	230	230	Business critical
Maintain income	£327,000	£316,000	£316,000	£346,000	£346,000	£346,000	£327,000	£316,000	£316,000	£346,000	£346,000	£346,000	Unit cost
Partnership numbers	30	30	30	30	30	30	30	30	30	30	30	30	Quality
% customer satisfaction (ARS)	78	78	78	78	78	78	78	78	78	78	78	78	Outcome

DEPARTMENTAL BUDGET AND RESOURCES													
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Income	Reimbursable	Recharges	Reserves		
Expenditure	3,568	3,523	3,405	3,314	3,048	3,144	3,205	0	0	0	0		
Employees	1,329	1,261	1,325	1,259	1,019	1,101	1,149	0	0	0	0		
Premises	452	463	397	389	405	412	417	0	0	0	0		
Transport	4	4	4	4	4	4	4	0	0	0	0		
Supplies & Services	576	588	465	408	416	421	429	0	0	0	0		
3rd party payments	38	38	28	18	18	19	19	0	0	0	0		
Transfer payments	689	689	686	686	686	686	686	0	0	0	0		
Support services	480	480	490	490	490	490	490	0	0	0	0		
Depreciation	413	364	316	316	316	346	346	0	0	0	0		
Income	86	84	316	316	316	346	346	0	0	0	0		
Government Grants	327	280	316	316	316	346	346	0	0	0	0		
Customer & client receipts	0	0	0	0	0	0	0	0	0	0	0		
Recharges	0	0	0	0	0	0	0	0	0	0	0		
Reserves	0	0	0	0	0	0	0	0	0	0	0		
Capital Funded	3,155	3,159	3,089	2,998	2,732	2,798	2,859	0	0	0	0		
Council Funded	0	0	0	350	200	300	0	0	0	0	0	0	
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	0	0	0	0	0	0
Colliers Wood Library Re-Fit			350	200									
Library Self Service					200								
West Barnes Library Re-Fit						100							
Library Management System													

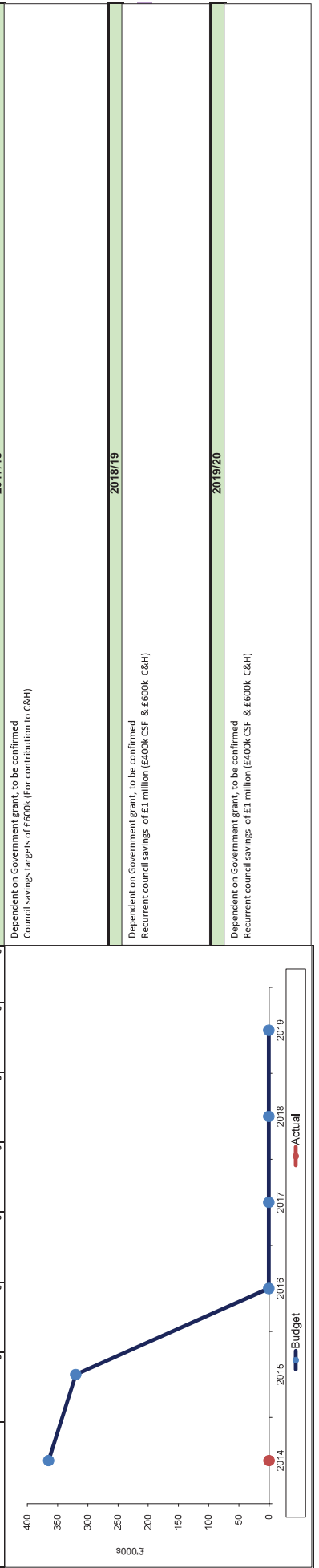


PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Libraries</b>						
<b>Project 1</b>	<b>E-communications</b>					
Project Title:	Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Develop social networking tools and replace current e-newsletter structure; 3. Continue to develop library website; 4. Support with channel shift as part of the Customer Contact project	Improved customer experience		2	1	2
Start date	2015-16					
End date	2017-18					
<b>Project 2</b>	<b>Heritage Strategy</b>					
Project Title:	Promote the new Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding and improve income streams.	Improved effectiveness		3	1	3
Start date	2015-16					
End date	2019-20					
<b>Project 3</b>	<b>Stock efficiency program</b>					
Project Title:	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2016/17 and consolidate team structure. Maximise usage of e-resources.	Improved efficiency (savings)		3	1	3
Start date	2015-16					
End date	2017-18					
<b>Project 4</b>	<b>Children &amp; Young People's projects</b>					
Project Title:	Complete the rollout of the universal library membership scheme for all school children and students in Merton.	Improved customer experience		3	1	3
Start date	2013-14					
End date	2017-18					
<b>Project 5</b>	<b>Outreach and Community Engagement plan</b>					
Project Title:	Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work with under represented groups to shape services accordingly.	Improved customer experience		2	1	2
Start date	2013-14					
End date	2017-18					
<b>Project 6</b>	<b>IT Projects</b>					
Project Title:	Implement new self-service technology and develop payment services online. Rollout new hall booking system in line with corporate systems. Implement self-service libraries at off peak times in branch libraries.	Improved efficiency (savings)		3	2	6
Start date	2013-14					
End date	2017-18					
<b>Project 7</b>	<b>Assisted digital support</b>					
Project Title:	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve residents skills.	Improved customer experience		2	1	2
Start date	2013-14					
End date	2016-17					
<b>Project 8</b>	<b>Security services contract</b>					
Project Title:	Re-tender of contract and on-going monitoring of performance.	Improved efficiency (savings)		3	2	6
Start date	2015-16					
End date	2018-19					
<b>Project 9</b>	<b>Library redevelopments</b>					
Project Title:	Progress redevelopment plans for West Barnes and Donald Hope libraries. Investigate co-location opportunities with other council services and partners.	Improved customer experience		3	2	6
Start date	2013-14					
End date	2017-18					
<b>Project 10</b>	<b>London Libraries Consortium</b>					
Project Title:	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC Strategy and procure new solution.	Improved efficiency (savings)		3	2	6
Start date	2015-16					
Projects	2018-19					



Public Health		Planning Assumptions										Corporate strategies your team & wider strategy								
Cllr Caroline Cooper-Marbath Cabinet Member for Adult Social Care & Health		2014/15	2016/17	2017/18	2018/19	2019/20	2014/15	2016/17	2017/18	2018/19	2019/20	2014/15	2016/17	2017/18	2018/19	2019/20				
Our vision for the public's health in Merton over the next five years is to stem the increase in the significant inequalities in health outcomes between the East and West of Merton, providing more equal opportunities for all residents of Merton to be healthy.		20,201	20,554	21,243	21,667	21,667	438 Drugs/205 alcohol	452 Drugs/253 Alcohol	TBC	TBC	TBC	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity			
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		5723	6211	6300	6300	6300	Support to CCG	Support to CCG	6300	6300	6300	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity			
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		1119	1238	1238	1238	1238	NHS Health Checks	NHS Health Checks	1238	1238	1238	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125			
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		14,77	14,77	14,77	14,77	14,77	National Child Measure Programme	National Child Measure Programme	14,77	14,77	14,77	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125			
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		2	2	2	2	2	Health Visiting New Birth Visits	Health Visiting New Birth Visits	2	2	2	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125	Reception Cohort: 2,685 Year 0 Cohort: 2,125			
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		n/a	n/a	n/a	n/a	n/a	Prevention services	Prevention services	n/a	n/a	n/a	Estimated new births:3370	Estimated new births:3370	Estimated new births:3370	Estimated new births:3370	Estimated new births:3370	Estimated new births:3370			
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		n/a	n/a	n/a	n/a	n/a	Anticipated non financial resources	Anticipated non financial resources	n/a	n/a	n/a	1238	1238	1238	1238	1238	1238			
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		High quality data for JSNA and joint projects	High quality data for JSNA and joint projects	High quality data for JSNA and joint projects	High quality data for JSNA and joint projects	High quality data for JSNA and joint projects	Staff (FTE)	Staff (FTE)	2	2	2	14,77	14,77	14,77	14,77	14,77	14,77			
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		Performance indicator	Performance indicator	Performance indicator	Performance indicator	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)	Performance Targets (T) & Provisional Performance Targets (P)	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		Chlamydia diagnosis	Chlamydia diagnosis	Chlamydia diagnosis	Chlamydia diagnosis	Chlamydia diagnosis	2200	2200	2200	2200	2200	2200	2200	2200	2200	2200	2200	2200	2200	2200
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		Late diagnosis of HIV rate	Late diagnosis of HIV rate	Late diagnosis of HIV rate	Late diagnosis of HIV rate	Late diagnosis of HIV rate	43.2%	42%	42%	40%	38%	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		Successful completion of drug treatment (TBC)	Successful completion of drug treatment (TBC)	Successful completion of drug treatment (TBC)	Successful completion of drug treatment (TBC)	Successful completion of drug treatment (TBC)	52%	54.2%	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		Signed Memo of Understanding (MOU) with MCGG 2014-15	Signed Memo of Understanding (MOU) with MCGG 2014-15	Signed Memo of Understanding (MOU) with MCGG 2014-15	Signed Memo of Understanding (MOU) with MCGG 2014-15	Signed Memo of Understanding (MOU) with MCGG 2014-15	MOU	MOU	MOU	MOU	MOU	MOU	MOU	MOU	MOU	MOU	MOU	MOU	MOU	MOU
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		% NHS health checks uptake of those offered service	% NHS health checks uptake of those offered service	% NHS health checks uptake of those offered service	% NHS health checks uptake of those offered service	% NHS health checks uptake of those offered service	56.5%	56.5%	59%	60%	62%	64%	64%	64%	64%	64%	64%	64%	64%	64%
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		% excess weight in children age 4-5 years	% excess weight in children age 4-5 years	% excess weight in children age 4-5 years	% excess weight in children age 4-5 years	% excess weight in children age 4-5 years	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		% excess weight in children age 10 - 11 years	% excess weight in children age 10 - 11 years	% excess weight in children age 10 - 11 years	% excess weight in children age 10 - 11 years	% excess weight in children age 10 - 11 years	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		Number of successful 4-week smoking quits	Number of successful 4-week smoking quits	Number of successful 4-week smoking quits	Number of successful 4-week smoking quits	Number of successful 4-week smoking quits	790	564	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		NEW: % New birth visits undertaken in under 15 days	NEW: % New birth visits undertaken in under 15 days	NEW: % New birth visits undertaken in under 15 days	NEW: % New birth visits undertaken in under 15 days	NEW: % New birth visits undertaken in under 15 days	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.		% of participation in National Child Measurement Programme	% of participation in National Child Measurement Programme	% of participation in National Child Measurement Programme	% of participation in National Child Measurement Programme	% of participation in National Child Measurement Programme	96%	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC

DEPARTMENTAL BUDGET AND RESOURCES		2016/17 Income										2016/17 Expenditure												
Revenue E'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Revenue E'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Revenue E'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	
Expenditure	10,092	10,016	10,047	12,407	12,497	12,497	12,497	Government grants	8,722	8,722	8,722	12,407	12,497	12,497	12,497	Government grants	8,722	8,722	8,722	12,407	12,497	12,497	12,497	
Employees	993	950	985	1,142	1,142	1,142	1,142	Reimbursements	3,433	3,433	3,433	12,383	12,383	12,383	12,383	Reimbursements	3,433	3,433	3,433	12,383	12,383	12,383	12,383	
Supplies & Services	5,317	5,417	4,721	4,137	4,137	4,137	4,137	Customer & client receipts	401	401	401	309	309	309	309	Customer & client receipts	401	401	401	309	309	309	309	
3rd party payments	0	0	0	0	0	0	0	Recharges	0	0	0	0	0	0	0	Recharges	0	0	0	0	0	0	0	
Support services	110	110	172	172	172	172	172	Reserves	0	0	0	0	0	0	0	Reserves	0	0	0	0	0	0	0	
Depreciation	0	0	0	0	0	0	0	Capital Funded	365	365	365	0	0	0	0	Capital Funded	365	365	365	0	0	0	0	
Revenue E'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Capital Funded Net Budget	365	365	0	320	0	0	0	Capital Funded Net Budget	365	365	0	320	0	0	0	0
Income	8,722	8,722	8,722	12,407	12,497	12,497	12,497	Capital Budget E'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Capital Budget E'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	
Government grants	8,722	8,722	8,722	12,407	12,497	12,497	12,497	Government grants	8,722	8,722	8,722	12,407	12,497	12,497	12,497	Government grants	8,722	8,722	8,722	12,407	12,497	12,497	12,497	
Reimbursements	3,433	3,433	3,433	12,383	12,383	12,383	12,383	Reimbursements	3,433	3,433	3,433	12,383	12,383	12,383	12,383	Reimbursements	3,433	3,433	3,433	12,383	12,383	12,383	12,383	
Customer & client receipts	401	401	401	309	309	309	309	Customer & client receipts	401	401	401	309	309	309	309	Customer & client receipts	401	401	401	309	309	309	309	
Recharges	0	0	0	0	0	0	0	Recharges	0	0	0	0	0	0	0	Recharges	0	0	0	0	0	0	0	
Reserves	0	0	0	0	0	0	0	Reserves	0	0	0	0	0	0	0	Reserves	0	0	0	0	0	0	0	
Capital Funded	365	365	365	0	0	0	0	Capital Funded	365	365	365	0	0	0	0	Capital Funded	365	365	365	0	0	0	0	
Capital Budget E'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Capital Budget E'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Capital Budget E'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	



PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Public Health</b>						
Project 1	Integrated sexual health service	MAJOR PROJECTS BENEFITS				
Start date	2014-15	Select one major benefit		3	3	9
End date	2016-17					
Project 2	Embedding Chlamydia screening programme	Select one major benefit		3	2	6
Start date	2014-15					
End date	2015-16					
Project 3	Review of local HIV services	Select one major benefit		3	3	9
Start date	2014-15					
End date	2015-16					
Project 4	Integrated Health Improvement service (LiveWell)	Select one major benefit		2	1	2
Start date	2015-2016					
End date	2017-2018					
Project 5	Prevention	Select one major benefit		2	1	2
Start date	2014-15					
End date	2014-15					
Project 6	Transition of responsibility for Health Visiting Service to Local Authority	Select one major benefit		0	0	0
Start date						
End date						
Project 7	National Child Measurement Programme	Select one major benefit		0	0	0
Start date						
End date						
Project 8	NHS Health Checks	Select one major benefit		2	2	4
Start date	2013/14					
End date						
Project 9	Substance Misuse Prevention and Treatment	Select one major benefit		3	3	9
Start date	2015/16					
End date	2017/2018					
Project 10	Support to Merton Clinical Commissioning Group	Select one major benefit		0	0	0
Start date						
End date						



# Corporate Services



PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Customer Contact programme	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	2	2	4
Start date	01/04/2013				
End date	31/09/2016				
<b>Project 2</b>	<b>Project Title:</b> Electronic document and records management system	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	3	2	6
Start date	01/04/2013				
End date	31/07/2016				
<b>Project 3</b>	<b>Project Title:</b> Social Care Information System	Procure and implement a Social Care Information system to support adults social and children and families integrated care.	1	3	3
Start date	01/06/2014				
End date	30/03/2016				
<b>Project 4</b>	<b>Project Title:</b> Data Labelling System	Introduce technology to automatically and retrospectively assess and protectively mark (for security) all Council data and to provide the facility to protectively mark all documents and emails for security going forward.	2	1	2
Start date	01/06/2014				
End date	TBC				
<b>Project 5</b>	<b>Project Title:</b> SCIS Phase 2	Expand the new SCIS solution into other business areas and develop integration with EDRMS and Customer Contact solutions.	1	2	2
Start date	01/04/2016				
End date	TBC				
<b>Project 6</b>	<b>Project Title:</b> EAMS	Reprocure and implement the council's Asset Management solution and ensure end-to-end channel shift is achieved.	1	2	2
Start date	01/01/2015				
End date	TBC				
<b>Project 7</b>	<b>Project Title:</b> MADI	Cleansing and geocoding the council's geospatial data and establishing arrangements for the ongoing maintenance of data.	1	2	2
Start date	01/07/2015				
End date	31/09/16				
<b>Project 8</b>	<b>Project Title:</b>	Select one major benefit			0
Start date					
End date					
<b>Project 9</b>	<b>Project Title:</b>	Select one major benefit			0
Start date					
End date					
<b>Project 10</b>	<b>Project Title:</b>	Select one major benefit			0
Start date					
End date					



PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> 2013/17 Implement individual electoral registration	Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.		3	3	9
Start date	01/04/2013	Project Details:				
End date	31/12/2016					
<b>Project 2</b>	<b>Project Title:</b> 2013/17 Administer statutory elections, referendums and ballots.	Administer GLA elections in 2016, and European Referendum before the end of 2017, plus Wimbledon BID ballot in 2016, together with any other referendums and ballots that may be required.		3	3	9
Start date	01/04/2013	Project Details:				
End date	31/03/2017					
<b>Project 3</b>	<b>Project Title:</b> Committee report workflow	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as well as sign off by Directors and Cabinet Members. 2015/16 rolled out to Cabinet and Council. 2016/17 rollout to other committees.		2	1	2
Start date	01/06/2014	Project Details:				
End date	01/10/2017					
<b>Project 4</b>	<b>Project Title:</b> Scrutiny Improvement Programme	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the Overview and Scrutiny Commission each year when it receives the Annual Member Survey.		2	1	2
Start date	01/04/2014	Project Details:				
End date	31/03/2018					
<b>Project 5</b>	<b>Project Title:</b> LLC service delivery	Review of LLC service delivery, dependent on national directive		3	1	3
Start date	01/04/2014	Project Details:				
End date	31/03/2016					
<b>Project 6</b>	<b>Project Title:</b>	Select one major benefit				0
Start date		Project Details:				
End date						
<b>Project 7</b>	<b>Project Title:</b>	Select one major benefit				0
Start date		Project Details:				
End date						
<b>Project 8</b>	<b>Project Title:</b>	Select one major benefit				0
Start date		Project Details:				
End date						

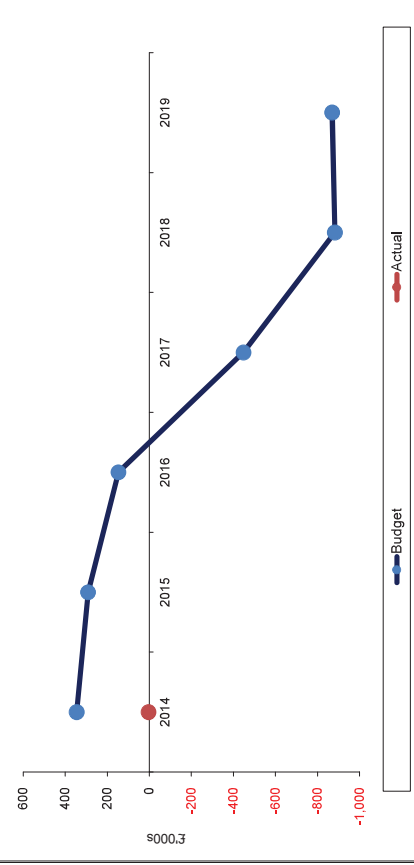




PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Customer Service review	Select one major benefit	3	2	6
Start date	01/04/2013				
End date	31/03/2015				
<b>Project 2</b>	<b>Project Title:</b> Improve access to on-line services	Select one major benefit	2	2	4
Start date	01/04/2013				
End date	31/03/2016				
<b>Project 3</b>	<b>Project Title:</b> Council Tax support scheme	Select one major benefit	2	1	2
Start date	01/04/2013				
End date	31/03/2016				
<b>Project 4</b>	<b>Project Title:</b> Implement and review Welfare Assistance Scheme	Select one major benefit	2	1	2
Start date	01/04/2013				
End date	31/03/2015				
<b>Project 5</b>	<b>Project Title:</b> Appoint a medical examiner	Select one major benefit	2	2	4
Start date	01/04/2014				
End date	31/12/2014				
<b>Project 6</b>	<b>Project Title:</b> Local Support Services	Select one major benefit	2	2	4
Start date	01/04/2014				
End date	31/03/2016				
<b>Project 7</b>	<b>Project Title:</b> Review Debt Collection Processes	Select one major benefit	3	2	6
Start date	01/06/2015				
End date	01/04/2016				
<b>Project 8</b>	<b>Project Title:</b>	Select one major benefit			0
Start date					
End date					
<b>Project 9</b>	<b>Project Title:</b>	Select one major benefit			0
Start date					
End date					
<b>Project 10</b>	<b>Project Title:</b>	Select one major benefit			0
Start date					
End date					

APPENDIX 6

Human Resources	Planning Assumptions										The corporate strategies your service contributes to
	2014/15	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2018/19	2019/20	
<p><b>Cllr Mark Allison Cabinet Member for Finance</b></p> <p><b>Enter a brief description of your main activities and objectives below</b></p> <p>1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer</p> <p>2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development</p> <p>3) Provide HR business partner support across the Council</p> <p>4) Produce HR metrics, analyse people-related problems and take appropriate actions</p> <p>5) Produce HR strategies, policy frameworks and systems to support effective people management</p> <p>6) Support and develop capacity building in Members</p>	<p><b>Anticipated demand</b></p> <p>Employees in Merton for HR, payroll, advice, L&amp;D, EAP etc</p> <p>New recruits to be appointed</p> <p>HR FTE (incl 40 apprentices in 15/16)</p> <p><b>Anticipated non financial resources</b></p> <p>Select anticipated resources</p> <p>Select anticipated resources</p> <p>Select anticipated resources</p>										<p>2014/15</p> <p>4,400</p> <p>160</p> <p>45.4</p> <p>2014/15</p> <p>4,400</p> <p>160</p> <p>83.5</p> <p>2016/17</p> <p>4,400</p> <p>160</p> <p>41.4</p> <p>2017/18</p> <p>4,200</p> <p>150</p> <p>40.4</p> <p>2018/19</p> <p>4,000</p> <p>140</p> <p>35</p> <p>2019/20</p> <p>4,000</p> <p>140</p> <p>35</p>
	<p><b>Performance indicator</b></p> <p>Time to hire</p> <p>Average number of working days lost to sickness, excluding schools</p> <p>% Appraisals completed</p> <p>% Members L&amp;D satisfaction</p>	<p><b>Performance Targets (T) &amp; Provisional Performance Targets (P)</b></p> <p>2014/15(T) 2015/16(T) 2016/17(T) 2017/18(T) 2018/19(T) 2019/20(T)</p> <p>90 90 90 88 86</p> <p>8 8 7 7 7</p> <p>98% 96% 98% 98%</p> <p>82% 83% 83%</p>									
<p><b>Revenue £'000s</b></p> <p>Final Budget 2014/15 3,473</p> <p>Actual 2014/15 2,431</p> <p>Budget 2015/16 3,442</p> <p>Budget 2016/17 3,151</p> <p>Budget 2017/18 2,855</p> <p>Budget 2018/19 2,420</p> <p>Budget 2019/20 2,434</p>	<p><b>DEPARTMENTAL BUDGET AND RESOURCES</b></p> <p>Expenditure</p> <p>Employees 2,455</p> <p>Premises 2,463</p> <p>Transport 5</p> <p>Supplies &amp; Services 282</p> <p>3rd party payments 347</p> <p>Support services 447</p> <p>Depreciation 377</p> <p>Revenue £'000s</p> <p>Final Budget 2014/15 3,128</p> <p>Actual 2014/15 3,469</p> <p>Budget 2015/16 3,151</p> <p>Budget 2016/17 3,151</p> <p>Budget 2017/18 3,303</p> <p>Budget 2018/19 3,303</p> <p>Budget 2019/20 3,303</p>										<p><b>2016/17 Income</b></p> <p>Government grants</p> <p>Reimbursements</p> <p>Customer &amp; client receipts</p> <p>Recharges</p> <p>Reserves</p> <p>Capital Funded</p>
<p><b>Income £'000s</b></p> <p>Government grants 70</p> <p>Reimbursements 569</p> <p>Customer &amp; client receipts 721</p> <p>Recharges 2,839</p> <p>Reserves 2,562</p> <p>Capital Funded 3</p> <p>Council Funded Net Budget 345</p>	<p><b>2016/17 Expenditure</b></p> <p>Employees</p> <p>Premises</p> <p>Transport</p> <p>Supplies &amp; Services</p> <p>3rd party payments</p> <p>Support services</p> <p>Depreciation</p>										<p><b>2016/17</b></p> <p>CS49 Introduction of new application tracking system 10k</p> <p>CS50 Occupational Health &amp; Employee Assistance programme 40k</p> <p>CS74 Review of L&amp;D spend 69k</p> <p>CSD32 Review of HR business support 5k</p> <p>CSD35 L&amp;D Budget 18k</p> <p>HR staffing savings deferred to 2018/19 due to HR redesign programme.</p>
<p><b>Capital Budget £'000s</b></p> <p>Final Budget 2014/15 0</p> <p>Actual 2014/15 0</p> <p>Budget 2015/16 0</p> <p>Budget 2016/17 0</p> <p>Budget 2017/18 0</p> <p>Budget 2018/19 0</p> <p>Budget 2019/20 0</p>	<p><b>Summary of major budget etc changes 2016/17</b></p> <p>CS75 Review of COT staffing 58k</p> <p>CSD30 Schools COT support (delivery of schools buy-back service) £152k</p> <p>CSD34 L&amp;D Admin Support 18k</p> <p>CSD35 L&amp;D Budget 134k</p>										<p><b>2017/18</b></p> <p>CS48 Further rationalisation of HR services 130k</p> <p>CS51 HR Transactions including COT 90k</p> <p>CS49 HR Business Partners - Further consolidation of HR advisory work 140k</p> <p>CSD17 COT Review 38k</p> <p>CSD29 Recruitment and DBS review 50k</p>

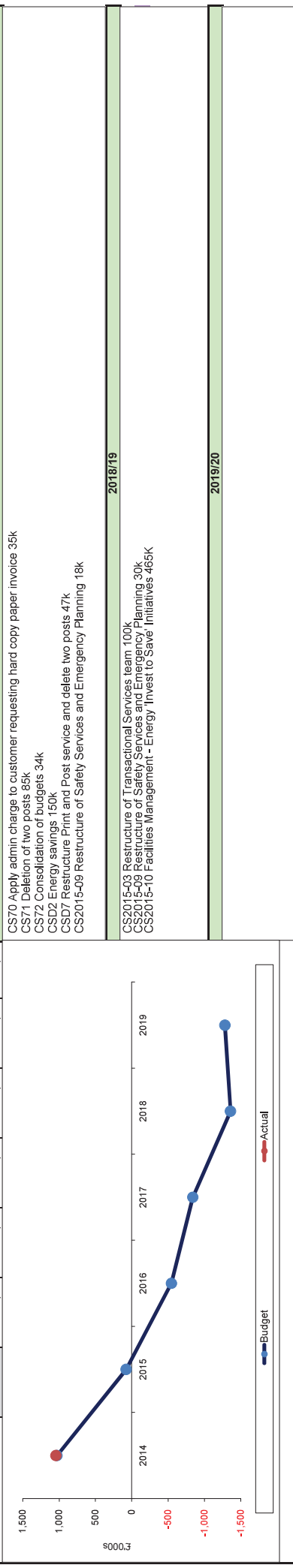


PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Likelihood	Risk Impact	Score
Occupational Health Service		Select one major benefit		3	3	9
Project 1	Project Title: Review and re-let of contract to improve cost and efficiency	Select one major benefit		3	3	9
Start date	01/04/2015					
End date	31/03/2016					
Project 2	Project Title: Employee Assistance programme	Select one major benefit		3	4	12
Start date	01/04/2015					
End date	31/03/2016					
Project 3	Project Title: Workforce Strategy	Select one major benefit		3	3	9
Start date	01/04/2014	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change		3	3	9
End date	31/03/2017					
Project 4	Project Title: Establishment and workforce	Select one major benefit		3	3	9
Start date	01/04/2015	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff		3	3	9
End date	31/03/2016					
Project 5	Project Title: Review HR policies	Select one major benefit		3	3	9
Start date		Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development		3	3	9
End date						
Project 6	Project Title: Budget savings	Select one major benefit		4	3	12
Start date		Deliver both existing and new budget savings for the HR function		4	3	12
End date						
Project 7	Project Title:	Select one major benefit				0
Start date						0
End date						
Project 8	Project Title:	Select one major benefit				0
Start date						0
End date						
Project 9	Project Title:	Select one major benefit				0
Start date						0
End date						
Project 10	Project Title:	Select one major benefit				0
Start date						0
End date						

Infrastructure and Transmissions		Anticipated demand		Planning Assumptions					The Corporate strategies your APPEALS 6	
Cllr Mark Allison Cabinet Member for Finance		Enter a brief description of your main activities and objectives below		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
<p><b>Infrastructure &amp; Transmissions Division (I&amp;T)</b> is a support service made up of five functions which are:-</p> <p><b>IT Service Delivery</b> - ITSD 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>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 LBH. 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 to the Council and its members under the Health and Safety at Work Act 1974. The Management of Health and Safety at Work Regulations 1989, The Civil Contingencies Act 2004 and all other regulations.</p> <p><b>Client Financial Affairs</b> - Act as court appointed deputy's 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>		Repairs & Maintenance of Corporate Buildings (Revenue)	800,000	780,000	740,000	740,000	700,000	700,000	700,000	
		IT Service Calls	25,700	27,900	26,500	22,500	22,500	22,500	22,500	
		Health & Safety Statutory Inspections	60	60	60	60	60	60	60	
		Transactions requested by departments	130,000	120,000	115,000	110,000	105,000	105,000	105,000	
		Number of Client Affairs cases being managed	N/A	220	250	250	250	250	250	
		<b>Anticipated non financial resources</b>								
		FM (FTE)	36.9	31.9	28.9	28.9	24.9	24.9	24.9	
		Transactional Services (FTE)	14.7	13.3	13.3	10.3	10.3	10.3	10.3	
		IT Service Delivery (FTE)	32.8	32	30	28	25	25	25	
		Safety Services (FTE)	5.5	5.5	5	4.5	3.5	3.5	3.5	
		Client Financial Affairs (FTE)	N/A	6	7	7	7	7	7	
		<b>Performance indicator</b>								
		CO2 emissions corporate buildings (tonnes)	4,100	4,000	3,900	3,800	3,800	3,800	3,800	
		Customer Satisfaction - IT incident resolution	90%	90%	90%	90%	90%	90%	90%	
		First time fix rate for IT Service Desk	64%	68%	70%	72%	75%	75%	75%	
		Health and Safety workplace inspections completed on time	60	60	60	60	60	60	60	
		Income - External Fees	225,000	235,000	285,000	320,000	320,000	320,000	320,000	
		Invoices paid within 30 days from invoice date (Carrefirst)	93%	95%	95%	95%	95%	95%	95%	
		Invoices paid within 30 days of receipt by LBH	93%	95%	95%	95%	95%	95%	95%	
		Number of staff working from Civic Centre	1,275	1,400	1,400	1,400	1,400	1,400	1,400	
		Repairs & Maintenance ratio of Reactive to Planned	40/60	30/70	30/70	30/70	30/70	30/70	30/70	
		New referrals processed within 21 days	N/A	90%	92%	93%	94%	95%	95%	
		Client Post Office account maintenance ratio	N/A	0	0	0	0	0	0	

DEPARTMENTAL BUDGET AND RESOURCES		Final Budget		Budget		Budget		Budget	
		2014/15	2014/15	2015/16	2015/16	2016/17	2016/17	2017/18	2017/18
Revenue £'000s		12,858	14,098	12,238	11,361	10,843	10,919	11,361	10,919
Expenditure		3,023	4,344	3,655	3,228	3,229	3,229	3,543	3,228
Employees		2,669	2,718	2,645	2,491	1,945	1,979	2,375	1,979
Premises		35	30	36	31	31	31	31	31
Transport		2,914	3,068	2,812	2,551	2,500	2,626	2,547	2,551
Supplies & Services		206	40	210	161	164	167	164	167
3rd party payments		875	1,631	837	837	837	837	837	837
Support services		2,336	2,236	2,045	2,045	2,045	2,045	2,045	2,045
Depreciation		77	77	77	77	77	77	77	77
Government grants		20	20	20	20	20	20	20	20
Reimbursements		2,315	2,810	2,406	2,446	2,446	2,446	2,446	2,446
Customer & client receipts		9,514	10,225	9,755	9,755	9,755	9,755	9,755	9,755
Reserves									
Capital Funded									
Council Funded Net Budget		1,029	1,043	77	(848)	(839)	(1,282)	(839)	(1,282)
Capital Budget £'000s									
Information Technology			1,155	848	1,525	2,021	785	1,230	1,230
Facilities Management			1,016	710	1,246	2,700	1,450	1,075	1,075
Invest to Save			221	1,073	1,300	300	300	300	300

Summary of major budget etc changes		2016/17		2017/18		2018/19		2019/20	
Information Technology		1,155	848	1,525	2,021	785	1,230	1,230	1,230
Facilities Management		1,016	710	1,246	2,700	1,450	1,075	1,075	1,075
Invest to Save		221	1,073	1,300	300	300	300	300	300



Infrastructure and Transactions

APPENDIX 6

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
		Improved efficiency (savings)		Likelihood	Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.	Improved efficiency (savings)		3	2	6
Start date	01/11/2014					
End date	31/03/2017					
<b>Project 2</b>	<b>Project Title:</b> Digital Archiving of existing paper records	Improved efficiency (savings)		1	2	2
Start date	01/06/2014					
End date	31/03/2018					
<b>Project 3</b>	<b>Project Title:</b> Upgrading of IT Disaster Recovery Arrangements	Risk reduction and compliance		2	3	6
Start date	01/12/2013					
End date	31/03/2016					
<b>Project 4</b>	<b>Project Title:</b> Flexible Working Programme	Improved efficiency (savings)		2	2	4
Start date	01/04/2012					
End date	31/03/2016					
<b>Project 5</b>	<b>Project Title:</b> Refurbishment of 4 main passenger lifts at Civic Centre	Risk reduction and compliance		1	2	2
Start date	01/01/2014					
End date	30/06/2016					
<b>Project 6</b>	<b>Project Title:</b> Energy "Invest to Save" Initiatives	Improved efficiency (savings)		1	1	1
Start date	01/04/2007					
End date	01/04/2018					
<b>Project 7</b>	<b>Project Title:</b> Process review of Accounts Payable and Receivable functions	Improved efficiency (savings)		1	2	2
Start date	01/04/2015					
End date	31/03/2017					
<b>Project 8</b>	<b>Project Title:</b> Continuation of work on the Locations Layer of the Corporate TOM	Risk reduction and compliance		2	2	4
Start date	01/10/2015					
End date	31/03/2016					
<b>Project 9</b>	<b>Project Title:</b> Online Safety Inspection system	Risk reduction and compliance		2	2	4
Start date	01/04/2016					
End date	31/03/2017					
<b>Project 10</b>	<b>Project Title:</b> Select one major benefit	Select one major benefit				0
Start date						
End date						



PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Likelihood	Risk Impact	Score
<b>Resources</b>						
Evaluation of future funding levels						
Project 1	Project Title: 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.	Risk reduction and compliance		2	2	4
Start date	01/04/2015					
End date	31/03/2020					
Project 2	Project Title: Financial systems re-engineering programme	Improved effectiveness				6
Start date	01/08/2013			2	3	
End date	30/09/2016					
Project 3	Project Title: Develop and implement whole life costing for capital projects	Improved effectiveness				6
Start date	01/09/2014			3	2	
End date	31/03/2016					
Project 4	Project Title: Improve joint finance and business planning	Improved effectiveness				4
Start date	01/04/2016			2	2	
End date	31/03/2020					
Project 5	Project Title: Evaluation of different models of funding the capital programme	Improved effectiveness				4
Start date	01/07/2014			2	2	
End date	31/03/2016					
Project 6	Project Title: Capital Review	Improved effectiveness				4
Start date	01/04/2014			2	2	
End date	31/03/2015					
Project 7	Project Title: Recharge Review	Select one major benefit				6
Start date	01/04/2015			3	2	
End date	31/03/2016					
Project 8	Project Title: Infrastructure Assets Accounting	Improved effectiveness				2
Start date	31/03/2014			1	2	
End date	31/03/2016					
Project 9	Project Title: Pilot Early closure of Accounts	Improved effectiveness				3
Start date	01/07/2015			1	3	
End date	31/07/2018					





PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Likelihood	Risk Impact	Score
<p><b>Project 1</b>                      Shared service</p>		<p>Select one major benefit</p>				
Start date	01/04/2014	<p>To embed the newly expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings</p>		2	2	4
End date	31/03/2016					
<p><b>Project 2</b>                      Smarter Working</p>		<p>Select one major benefit</p>				
Start date	01/04/2014	<p>To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service</p>		2	1	2
End date	31/03/2016					
<p><b>Project 3</b>                      Delivering Savings</p>		<p>Select one major benefit</p>				
Start date	01/04/2015	<p>To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond</p>		2	2	4
End date	31/03/2018					
<p><b>Project 4</b>                      Future Model</p>		<p>Select one major benefit</p>				
Start date	01/04/2015	<p>To consider whether the practice needs to apply to become an Alternative Business Structure in order to deliver legal services to council services provided by external third parties.</p>		2	2	4
End date	31/03/2016					
<p><b>Project 5</b>                      Future Model</p>		<p>Select one major benefit</p>				
Start date	01/04/2015	<p>To evaluate the impact on the shared service of Richmond entering into a partnership with Wandsworth, including the potential expansion of the shared legal service to incorporate Wandsworth Legal Services</p>		3	2	6
End date	31/03/2016					
<p><b>Project 6</b>                      Future Model</p>		<p>Select one major benefit</p>				
Start date		<p>To consider the impact on the service of all shared service and alternative delivery models entered into by Merton and partner authorities.</p>		3	2	6
End date						
<p><b>Project 7</b></p>		<p>Select one major benefit</p>				
Start date						0
End date						
<p><b>Project 8</b></p>		<p>Select one major benefit</p>				
Start date						0
End date						
<p><b>Project 9</b></p>		<p>Select one major benefit</p>				
Start date						0
End date						
<p><b>Project 10</b></p>		<p>Select one major benefit</p>				
Start date						0
End date						

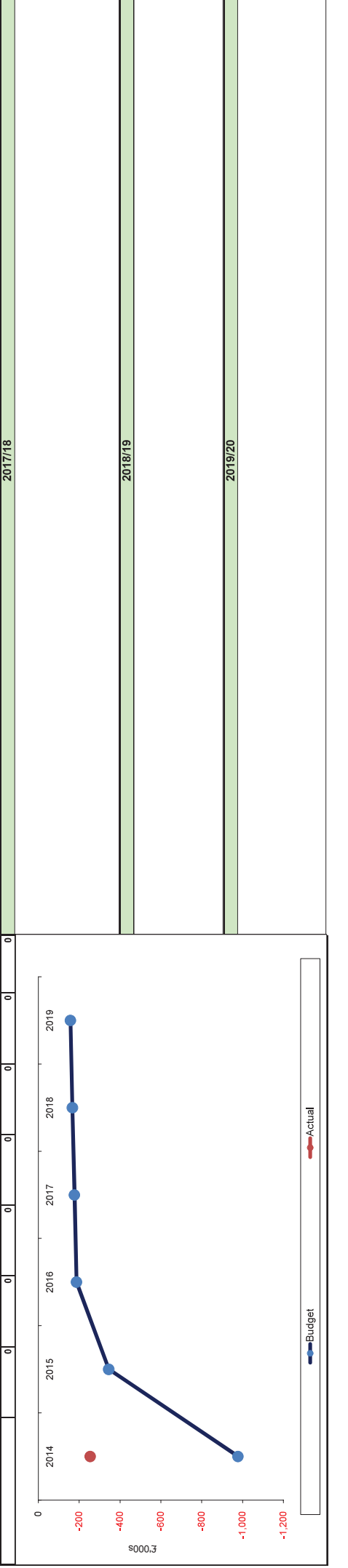


# Environment & Regeneration

Commercial Services (Waste Operations)		Planning Assumptions										Anticipated demand																			
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2014/15	2015/16																		
<p><b>Commercial Waste &amp; Recycling, Collection &amp; Disposal</b> directly from local businesses. Under government legislation the council has a duty to arrange for the collection of commercial waste when requested to do so. The Act defines commercial waste as: "waste from premises used wholly or mainly for the purposes of a trade or business or the purposes of sport, recreation or entertainment".</p> <p><b>Pest Control Service.</b> Legislation requires that local authorities undertake enforcement for the purposes of controlling rats and mice. Owners / tenants have discretion on pest control providers. Merton is able to offer its residents and businesses a good quality, competitively priced service using fully qualified officers.</p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>-to make both services more efficient, cost effective and competitive in the commercial market</li> <li>-be more reactive to seasonal demands</li> <li>-become competitive in both commercial waste and pest control, looking at the marketing of the services and pricing structure.</li> <li>TOM - to be completed</li> </ul>																															
<p><b>Performance Targets (T) &amp; Provisional Performance Targets (P)</b></p> <table border="1"> <thead> <tr> <th>2014/15(T)</th> <th>2015/16(T)</th> <th>2016/17(P)</th> <th>2017/18(P)</th> <th>2018/19(P)</th> <th>2019/20(P)</th> </tr> </thead> <tbody> <tr> <td>£1.5m</td> <td>£1.2m</td> <td>£1.25m</td> <td>£1.3m</td> <td>£1.35m</td> <td>£1.3m</td> </tr> <tr> <td>85</td> <td>87</td> <td>89</td> <td>91</td> <td>91</td> <td>91</td> </tr> </tbody> </table>														2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	£1.5m	£1.2m	£1.25m	£1.3m	£1.35m	£1.3m	85	87	89	91	91	91
2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)																										
£1.5m	£1.2m	£1.25m	£1.3m	£1.35m	£1.3m																										
85	87	89	91	91	91																										
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Indicator type	Reporting cycle	Polarity																													
Business critical	Monthly	High																													
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<p><b>service contributes to</b></p> <table border="1"> <thead> <tr> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> <th>2019/20</th> </tr> </thead> <tbody> <tr> <td>1183</td> <td>1000</td> <td>1100</td> <td>1200</td> <td>1300</td> <td>1300</td> </tr> <tr> <td>993</td> <td>600</td> <td>700</td> <td>800</td> <td>800</td> <td>800</td> </tr> </tbody> </table> <p>Waste Management Plan Climate Change Strategy Medium Term Financial Strategy</p>														2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	1183	1000	1100	1200	1300	1300	993	600	700	800	800	800
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20																										
1183	1000	1100	1200	1300	1300																										
993	600	700	800	800	800																										

DEPARTMENTAL BUDGET AND RESOURCES															
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Expenditure	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Employees	360	240	367	367	367	367	367	367	367	367	367	367	367	367	367
Premises	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
Transport	128	97	128	140	142	144	146	146	146	146	146	146	146	146	146
Supplies & Services	258	439	262	463	490	498	505	505	505	505	505	505	505	505	505
3rd party payments	172	176	153	153	153	153	153	153	153	153	153	153	153	153	153
Transfer payments	0	11	11	11	11	11	11	11	11	11	11	11	11	11	11
Support services	0	11	11	11	11	11	11	11	11	11	11	11	11	11	11
Depreciation	0	11	11	11	11	11	11	11	11	11	11	11	11	11	11
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Income	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Government grants	1,975	1,277	1,332	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
Reimbursements	0	0	7	0	0	0	0	0	0	0	0	0	0	0	0
Customer & client receipts	1,975	1,277	1,325	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
Recharges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>(978)</b>	<b>(254)</b>	<b>(345)</b>	<b>(187)</b>	<b>(177)</b>	<b>(167)</b>	<b>(167)</b>	<b>(167)</b>	<b>(167)</b>	<b>(167)</b>	<b>(167)</b>	<b>(167)</b>	<b>(167)</b>	<b>(167)</b>	<b>(167)</b>

Summary of major budget etc. changes 2016/17													
2016/17	2017/18	2018/19	2019/20										
E&R33 = (£75k)													



**APREMIUM**  
strategies your

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

APPENDIX 6  
Risk

Commercial Services (Waste Operations)

PROJECT DESCRIPTION

MAJOR PROJECT BENEFIT

Likelihood

Impact

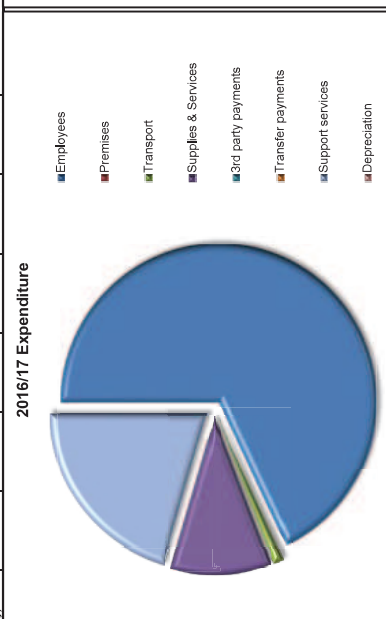
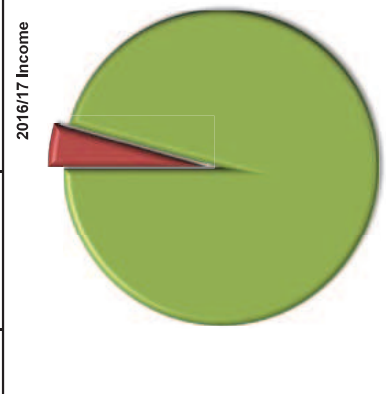
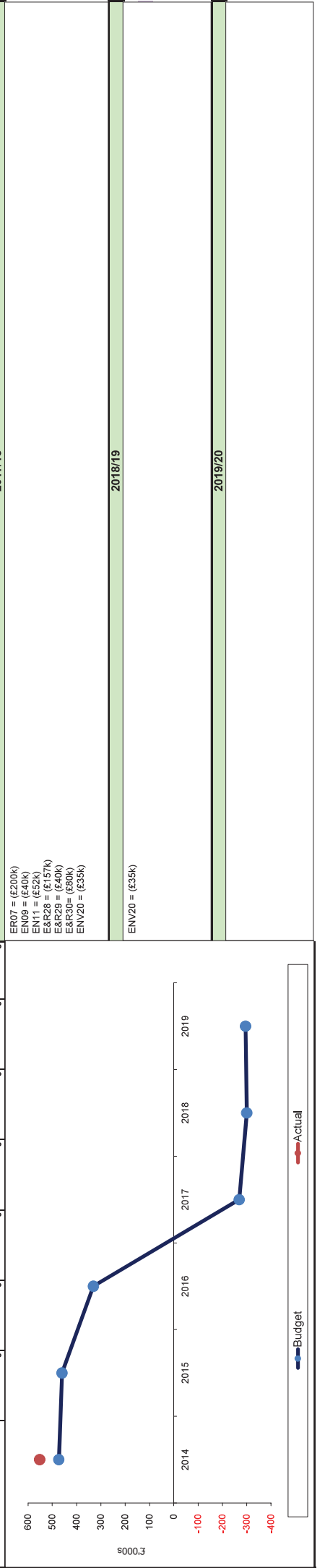
Score

Project 1		Project Title: Project Details:	Likelihood	Impact	Score
Start date	End date				
					0
<b>Project 2</b>		Project Title: Project Details:	3	2	6
Start date	End date				
2014-15	2016-17	Improved effectiveness			
<b>Project 3</b>		Project Title: Project Details:	0	0	0
Start date	End date				
		Select one major benefit			
<b>Project 4</b>		Project Title: Project Details:	0	0	0
Start date	End date				
		Select one major benefit			
<b>Project 5</b>		Project Title: Project Details:			0
Start date	End date				
		Select one major benefit			
<b>Project 6</b>		Project Title: Project Details:			0
Start date	End date				
		Select one major benefit			
<b>Project 7</b>		Project Title: Project Details:			0
Start date	End date				
		Select one major benefit			
<b>Project 8</b>		Project Title: Project Details:			0
Start date	End date				
		Select one major outcome			
<b>Project 9</b>		Project Title: Project Details:			0
Start date	End date				
		Select one major outcome			
<b>Project 10</b>		Project Title: Project Details:			0
Start date	End date				
		Select one major outcome			

Development and Building Control		Planning Assumptions										APD ENV20 strategies your service contributes to			
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		Anticipated demand		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20	Local Development Framework		
Enter a brief description of your main activities and objectives below		Enforcement cases		750	780	800	800	800	800	800	800	800	Local Development Framework		
Building Control		Planning applications (economy dependant)		2500	2600	2700	2800	2800	2850	2800	2800	2850	Local Development Framework		
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 register safety notices and also sports grounds.		BC applications (economy dependant)		1700	1750	1750	1800	1800	1800	1800	1800	1800	Economic Development Strategy		
Development Control		Tree applications		620	640	660	670	670	670	670	670	670	Local Development Framework		
Development Control		Pre applications		105	110	115	120	125	130	120	125	130	Housing Strategy		
Development Control		Planning performance agreements		3	7	12	14	16	18	14	16	18	Local Development Framework		
Development Control		Prior approvals (permitted development)		580	600	620	640	640	640	640	640	640	Local Development Framework		
Development Control		Anticipated non financial resources		37	36	29	25	25	25	25	25	25	Local Development Framework		
Development Control		Staff (FTE)		29	36	29	25	25	25	25	25	25	Local Development Framework		
Development Control		Performance indicator		Performance Targets (T) & Provisional Performance Targets (P)		2014/15(T) 2015/16(T) 2016/17(P) 2017/18(P) 2018/19(P) 2019/20(P)		2014/15(T) 2015/16(T) 2016/17(P) 2017/18(P) 2018/19(P) 2019/20(P)		2014/15(T) 2015/16(T) 2016/17(P) 2017/18(P) 2018/19(P) 2019/20(P)		Indicator type		Main impact if indicator not met	
Development Control		% Major applications processed within 13 weeks		60	55	55	55	55	55	High	Monthly	Quality	Quality	Reduced customer service	
Development Control		% Minor applications processed within 8 weeks		65	60	60	60	60	60	High	Monthly	Quality	Quality	Reduced customer service	
Development Control		% Other applications processed within 8 weeks		81	81	82	82	82	82	High	Monthly	Quality	Quality	Reduced customer service	
Development Control		Volume of Planning applications Total		4300	4350	4400	4450	4500	4560	High	Monthly	Quality	Quality	Reduced customer service	
Development Control		% appeals lost		35	35	35	35	35	35	Low	Quarterly	Perception	Perception	Reputational risk	
Development Control		Income (Development and Building Control)		£2.01m	£2.05m	£2.11m	£2.11m	£2.11	£2.11	High	Monthly	Business critical	Business critical	Loss of income	
Development Control		% Market share retained by LA (BC)		65	60	60	60	60	60	High	Monthly	Perception	Perception	Loss of income	
Development Control		% enforcement site visits within 15 days		75	75	50	40	30	30	High	Quarterly	Quality	Quality	Reduced service delivery	
Development Control		Number of enforcement cases closed		600	600	300	300	300	300	High	Quarterly	Quality	Quality	Reduced service delivery	
Development Control		Backlog of enforcement cases		775	750	900	1200	1500	1800	High	Quarterly	Output	Output	Reduced service delivery	
Development Control		% satisfied with Planning (annual resident survey)		29	29	30	31	32	30	High	Annual	Perception	Perception	Reputational risk	

DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17
Expenditure	2,428	2,669	2,371	2,387	1,912	1,916	1,921	2,428	2,669	2,371	2,387
Employees	1,564	1,794	1,564	1,625	1,146	1,146	1,146	1,564	1,794	1,564	1,625
Premises	2	2	2	2	2	2	2	2	2	2	2
Transport	34	21	32	23	26	26	27	34	21	32	23
Supplies & Services	365	299	281	245	248	252	256	365	299	281	245
3rd party payments	2	2	2	2	0	0	0	2	2	2	2
Transfer payments	431	454	490	490	490	490	490	431	454	490	490
Depreciation	2	2	2	2	2	2	2	2	2	2	2
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17
Income	1,955	2,017	1,911	2,056	2,181	2,216	2,216	1,955	2,017	1,911	2,056
Government grants	96	112	49	88	88	88	88	96	112	49	88
Reimbursements	1,859	1,905	1,862	1,968	2,093	2,128	2,128	1,859	1,905	1,862	1,968
Customer & client receipts											
Recharges											
Reserves											
Capital Funded	473	552	460	331	(269)	(300)	(295)	473	552	460	331

Summary of major budget etc. changes											
2016/17											
ER07 = (£200k)											
EN09 = (£40k)											
EN11 = (£62k)											
ER20 = (£157k)											
ER22 = (£10k)											
ER23 = (£80k)											
ENV20 = (£35k)											
ENV20 = (£35k)											
ER07 = (£200k)											
EN09 = (£40k)											
EN11 = (£62k)											
ER20 = (£157k)											
ER22 = (£10k)											
ER23 = (£80k)											
ENV20 = (£35k)											
ENV20 = (£35k)											



2016/17 Income

- Government grants
- Reimbursements
- Customer & client receipts
- Recharges
- Reserves
- Capital Funded

2016/17 Expenditure

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

2017/18

2018/19

2019/20

2017/18

2018/19

2019/20

2017/18

2018/19

2019/20

Development and Building Control

APPENDIX 6  
Risk

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Impact	Score
<b>Commercialisation of Building Control</b>					
Project 1	Project Title: This is to ensure Building Control is more commercially aware in a more competitive market.	Improved efficiency (savings)	6	2	12
Start date	2013-14				
End date	2016-17				
<b>Mobile/Home working</b>					
Project 2	Project Title: This is introducing mobile and home working to the teams.	Improved efficiency (savings)	2	2	4
Start date	2014-15				
End date	2016-17				
<b>Improving the development management processes</b>					
Project 3	Project Title: As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improved effectiveness	2	2	4
Start date	2014-3				
End date	2016-17				
<b>developing eforms and M3 capability and e-payments</b>					
Project 4	Project Title: Enforcement eforms , BC eforms and DC e-payments	Improved customer experience	4	1	4
Start date	2014-5				
End date	2016-17				
<b>Section review</b>					
Project 5	Project Title: Section review looking the structure and interaction with other services	Efficiencies and savings	3	2	6
Start date	2014-15				
End date	2016-17				
<b>Shared services review with other LA's (part of TOM)</b>					
Project 6	Project Title: Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Select one major benefit	2	2	4
Start date	2014/15				
End date	2016-17				
<b>Lean review of pre-application process (part of TOM)</b>					
Project 7	Project Title: To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	Select one major benefit	6	1	6
Start date	2014/15				
End date	2016-17				
<b>Re-procurement of M3 or equivalent IT system</b>					
Project 8	Project Title: Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	Select one major benefit	3	1	3
Start date	2014/15				
End date	2016-17				
<b>Further develop Planning Performance agreements potential</b>					
Project 9	Project Title: Ensure cost neutral or better: staffing levels to ensure this can be delivered	Select one major benefit	1	2	2
Start date					
End date					
<b>Project 10</b>					
Project Title:	Select one major benefit				
Project Details:					
Start date					
End date					





PROJECT DESCRIPTION			MAJOR PROJECT BENEFITS			Likelihood	Impact	Score
<b>Project 1</b>			<b>Local Plan: Estate Regeneration</b>					
Start date	2014/15	Project Title:	Working with Circle Merton Priority 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 coordinate investment in regenerating Pollards Hill.			3	2	6
End date	2024/25	Project Details:						
<b>Project 2</b>			<b>Rediscover Mitcham</b>					
Start date	2012-13	Project Title:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage c£2.5m)			2	2	4
End date	2016-17	Project Details:						
<b>Project 3</b>			<b>Connecting Colliers Wood / South Wimbledon Planning Framework</b>					
Start date	2014-15	Project Title:	Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public realm, new homes and town centre re-designation) Stage 1: delivery c£2.5m investment in 'Connecting Colliers Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+			4	1	4
End date	2019-20	Project Details:						
<b>Project 4</b>			<b>Wimbledon Stadium</b>					
Start date	2011-12	Project Title:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>			3	1	3
End date	2016-17	Project Details:						
<b>Project 5</b>			<b>Climate Change Strategy &amp; Action Plan</b>					
Start date	2014-15	Project Title:	Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the creation of a revolving invest-to-save investment fund. Other projects include Air Quality, Greening Businesses, PV roll-out and District Heat & Power feasibility			2	2	4
End date	2018-19	Project Details:						
<b>Project 6</b>			<b>futureWimbledon &amp; Crossrail 2</b>					
Start date	2014-15	Project Title:	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) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)			2	2	4
End date	2022-23	Project Details:						
<b>Project 7</b>			<b>Morden Town Centre Regeneration</b>					
Start date	2011/12	Project Title:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18			3	2	6
End date	2019/2020	Project Details:						
<b>Project 8</b>			<b>Economic Development Strategy and Action Plans</b>					
Start date	2012-13	Project Title:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business Support Service, Merton Micro Loan and Business Loan Fund.			2	1	2
End date	2016-17	Project Details:						
<b>Project 9</b>			<b>Smarter travel: road safety</b>					
Start date	2013-14	Project Title:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.			2	2	4
End date	2016-17	Project Details:						
<b>Project 10</b>			<b>Borough Cycling Initiatives</b>					
Start date	2014-15	Project Title:	TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)			2	1	2
End date	2024-26	Project Details:						



PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Likelihood	Impact	Score
<b>Project 1</b>	<b>Morden Leisure Centre</b>					
Start date	2014	Project Title:	Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools. Decommission and demolish the existing Morden Park Pools and reinstate the land to fit in with the Morden Park landscape	Improved customer experience	4	2
End date	2018	Project Details:				8
<b>Project 2</b>		Project Title:	<b>Leisure Centres Contract</b>	Improved efficiency (savings)		
Start date	2016	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre	Improved effectiveness	2	2
End date	2018	Project Title:	<b>Deliver a Wimbledon Park Masterplan</b>			
<b>Project 3</b>		Project Title:	<b>Implement the Wimbledon Park Lake De-silting Plans</b>	Improved sustainability		
Start date	2015	Project Details:	Develop a strategic masterplan for Wimbledon Park that takes account of all of the landscape, ecology and heritage matters as well as defining a sustainable and financially viable future for sports, culture, leisure, play facilities and ancillary facilities, etc. within the park.		2	2
End date	2017	Project Title:	<b>Following the outcomes of the Wimbledon Park &amp; Lake Masterplan for the required improvements and solutions for the lake. Procure and implement the solutions</b>			4
<b>Project 4</b>		Project Title:	<b>Customer Contact Programme - Online Leisure &amp; Cultural Bookings &amp; Payment System &amp; Other Service Technological Requirements</b>	Improved customer experience		
Start date	2015	Project Details:	Work with Corporate IT on the Customer Contact Programme to deliver, improve & implement the replacement online booking & payment system for pitch, halls, pavilions, courses, events and activities in line with the whole council approach. Implement other corporate technological solutions and work with corporate IT to meet customer and service needs within that provision. Ensure service / customer needs are appropriately embedded in new ways of working.		2	2
End date	2016-17	Project Title:	<b>Commercialisation of Culture &amp; Sport Activities, Projects and Programmes</b>	Improved efficiency (savings)		
<b>Project 5</b>		Project Title:	<b>Community Use in the East of the Borough</b>	Improved customer experience		
Start date	2014	Project Details:	Continue the commercialisation and development of the Merton Active Plus programme to generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. development team to cover two distinct strands of commercial and community activities.		2	2
End date	2016-17	Project Title:	<b>Work with leisure facility providers and schools to increase the size, scope and usage of their sports and leisure facilities to provide wider community leisure benefits and use. Deliver the Sports Blast Programme</b>			4
<b>Project 6</b>		Project Title:	<b>Increasing participation &amp; engagement in the arts, culture, sport, physical activity and well-being activities</b>	Improved customer experience		
Start date	2014	Project Details:	Develop and deliver, with and through partners, joint community projects and programmes in the east of the borough in accordance with the Culture & Sport Framework		2	2
End date	2017	Project Title:	<b>Develop the boroughs involvement in major sporting, arts &amp; cultural events</b>	Improved customer experience		
<b>Project 7</b>		Project Title:	<b>Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and required</b>		2	2
Start date	2012	Project Details:				4
End date	2018-19	Project Title:	<b>External Funding &amp; Inward Investment Opportunities</b>	Improved effectiveness		
<b>Project 8</b>		Project Title:	<b>Seek out partnership working and funding opportunities that deliver against the Cultural Framework, as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre, facilities at Wimbledon Park, etc.</b>		2	2
Start date	2013	Project Details:				4
End date	2018-19	Project Title:				



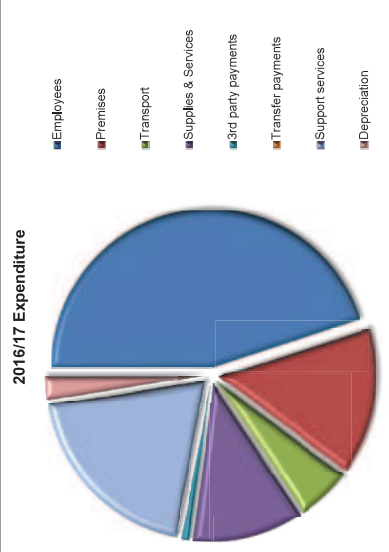
Parking

APPENDIX 6  
Risk

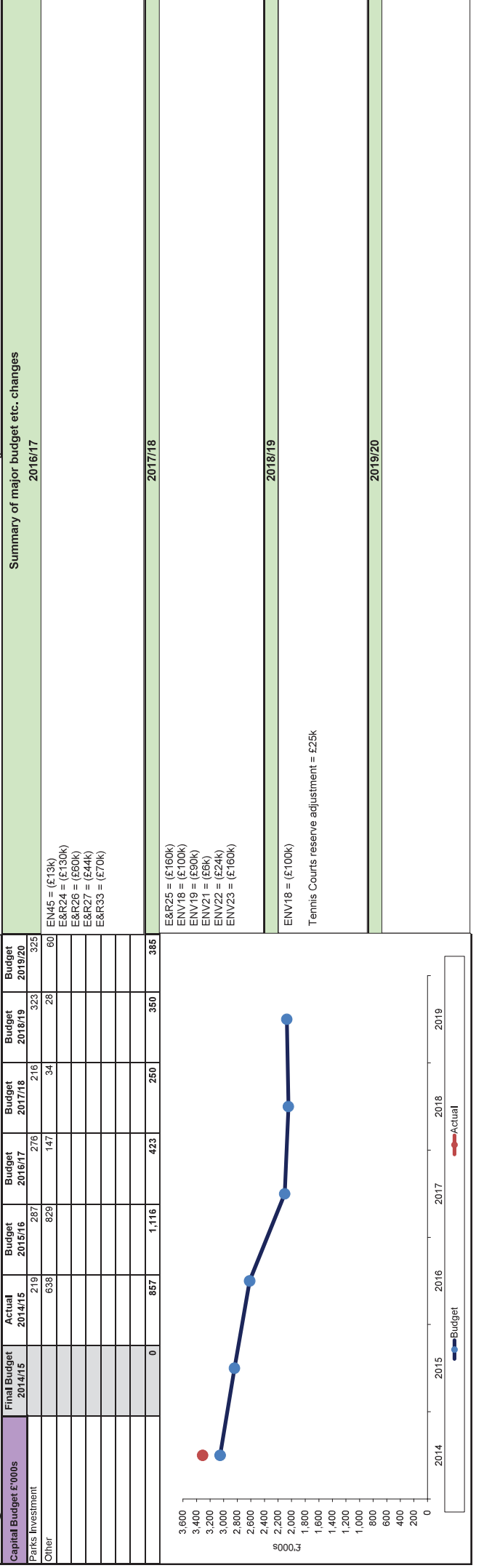
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Impact	Score
<b>Project 1</b>	<b>Project Title:</b>	Tackling Traffic Congestion	2	2	4
Start date	<b>2014-15</b>				
End date	<b>2016-17</b>	Replace the existing Bus Lane and Moving Traffic enforcement cameras and back office system with an Automatic Number Plate Recognition (ANPR) to enable unmanned enforcement of the above type of enforcement contraventions.			
<b>Project 2</b>	<b>Project Title:</b>	Cashless parking	1	1	1
Start date	<b>2013-14</b>				
End date	<b>2016-17</b>	Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.			
<b>Project 3</b>	<b>Project Title:</b>				
Start date					
End date					
<b>Project 4</b>	<b>Project Title:</b>				
Start date					
End date					
<b>Project 5</b>	<b>Project Title:</b>				
Start date					
End date					
<b>Project 6</b>	<b>Project Title:</b>				
Start date					
End date					
<b>Project 7</b>	<b>Project Title:</b>				
Start date					
End date					
<b>Project 8</b>	<b>Project Title:</b>				
Start date					
End date					
<b>Project 9</b>	<b>Project Title:</b>				
Start date					
End date					
<b>Project 10</b>	<b>Project Title:</b>				
Start date					
End date					

		Planning Assumptions					Anticipated demand						
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Increased sports pitch demand (Total number of bookings)		1%	1%	1%	1%	1%	1%	50,000	55,000	55,000	60,000	60,000	60,000
Attendance at major community outdoor events (No. of people)		205	210	215	220	240	260	205	210	215	220	240	260
Number of funerals at LBM cemeteries		70.75	71.85	67.85	64.85	64.85	64.85	70.75	71.85	67.85	64.85	64.85	64.85
Staff (FTE)		12	12	12	10	10	10	12	12	12	10	10	10
Staff accommodation units (No. of mess rooms/sidepods)		19	19	19	18	17	16	19	19	19	18	17	16
Transport vehicles													
Performance indicator		Performance Targets (T) & Provisional Performance Targets (P)					Indicator type						
Residents % satisfaction with parks & green spaces		71	73	74	75	76	77	71	73	74	75	76	77
Young peoples % satisfaction with parks & green spaces		72	72	73	74	75	76	72	72	73	74	75	76
Total LBM cemeteries income £		536,000	583,000	589,000	588,000	604,000	622,000	536,000	583,000	589,000	588,000	604,000	622,000
Total outdoor events income £		316,000	328,000	341,000	351,000	362,000	373,000	316,000	328,000	341,000	351,000	362,000	373,000
Number of Green Flags		5	5	5	5	6	7	5	5	5	5	6	7
Number of outdoor events in parks		130	130	130	130	130	130	130	130	130	130	130	130
Volunteer input in parks management (No. of groups)		30	35	35	40	45	50	30	35	35	40	45	50

Performance indicator		Performance Targets (T) & Provisional Performance Targets (P)					Indicator type					Main impact if indicator not met					
		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)										
Residents % satisfaction with parks & green spaces		71	73	74	75	76	77	High					Perception				
Young peoples % satisfaction with parks & green spaces		72	72	73	74	75	76	High					Biennial				
Total LBM cemeteries income £		536,000	583,000	589,000	588,000	604,000	622,000	High					Business critical				
Total outdoor events income £		316,000	328,000	341,000	351,000	362,000	373,000	High					Business critical				
Number of Green Flags		5	5	5	5	6	7	High					Annual				
Number of outdoor events in parks		130	130	130	130	130	130	High					Perception				
Volunteer input in parks management (No. of groups)		30	35	35	40	45	50	High					Quarterly				



DEPARTMENTAL BUDGET AND RESOURCES																					
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget			Budget			Budget												
			2015/16	2016/17	2017/18	2018/19	2019/20	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20								
Expenditure	5,000	4,812	4,952	4,626	4,673	4,695															
Employees	2,273	2,415	2,231	2,045	2,045	2,045															
Premises	731	815	640	693	727	736															
Transport	246	265	274	255	259	263															
Supplies & Services	497	487	494	563	497	506	514														
3rd party payments	32	48	32	40	38	39															
Transfer payments	869	944	983	983	983	983															
Support services	326	326	115	115	115	115															
Depreciation	1,949	1,972	2,335	2,525	2,625	2,625															
Income	60	22	60	8	8	8															
Government grants	97	257	81	161	251	251															
Reimbursements	1,792	1,713	1,833	2,166	2,266	2,366															
Customer & client receipts																					
Recharges																					
Reserves																					
Capital Funded	3,051	3,008	2,840	2,817	2,101	2,048	2,070														
Council Funded																					



PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Likelihood	Impact	Score
<b>Project 1</b>		<b>Management of parks &amp; open spaces</b>				
Start date	2012-13	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering in parks		2	2	4
End date	2017-18					
<b>Project 2</b>		<b>Management of bowling greens</b>				
Start date	2012-13	Review and transformation of the current bowls provisions in Merton		2	2	4
End date	2017-18					
<b>Project 3</b>		<b>Commercialisation of grounds and sports services</b>				
Start date	2012-13	Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor events		2	2	4
End date	2018-19					
<b>Project 4</b>		<b>Service Delivery Models</b>				
Start date	2014-15	Support & input to South London Waste Partnership Phase C procurement exercise (Lot 2)		3	2	6
End date	2016-17					
<b>Project 5</b>		<b>Development of new sporting hub at Joseph Hood Rec</b>				
Start date	2012-13	Production and implementation of a new masterplan for Joseph Hood Recreation Ground		3	2	6
End date	2017-18					
<b>Project 6</b>		<b>New pavilion &amp; facilities at Dundonald Rec</b>				
Start date	2014-15	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)		2	2	4
End date	2016-17					
<b>Project 7</b>		<b>Management of paddling pools</b>				
Start date	2013-14	Investment in new water play facilities.		2	2	4
End date	2016-17					





PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Likelihood	Impact	Score
Project 1 West Barnes Library		Infrastructure renewal				
Start date	2012-13			2	2	4
End date	on going					
Project 2 P4/Broadway Car Park		Improved efficiency (savings)				
Start date	2012-13			1	2	2
End date	on going					
Project 3		Select one major benefit				
Start date						
End date						
Project 4		Select one major benefit				
Start date						
End date						
Project 5		Select one major benefit				
Start date						
End date						
Project 6		Select one major benefit				
Start date						
End date						
Project 7		Select one major benefit				
Start date						
End date						
Project 8		Select one major benefit				
Start date						
End date						
Project 9		Select one major benefit				
Start date						
End date						
Project 10		Select one major benefit				
Start date						
End date						

Regulatory Services Partnership Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below Provide statutory environmental health, trading standards and licensing functions across those councils that make up the Regulatory Services Partnership (currently LB Merton and LB Richmond). Deliver savings and efficiencies by:	Planning Assumptions											
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
reducing overheads	1535	1751	1756	1762	1767	1770	1535	1751	1756	1762	1767	1770
generating additional income	6250	6500	6760	7030	7030	7030	6250	6500	6760	7030	7030	7030
attracting new business	1870	1880	1890	1900	1900	1900	1870	1880	1890	1900	1900	1900
rationalising ICT systems												
Transform the service by:												
demand management	28	29	29	29	29	29	28	29	29	29	29	29
streamlining business processes												
implementing new ways of working												

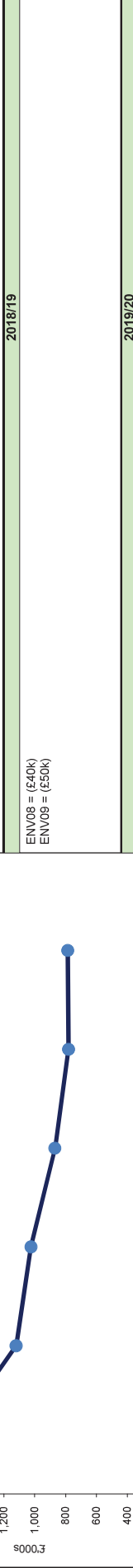
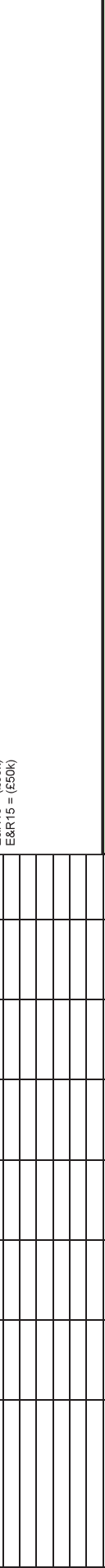
Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)										Indicator type	Reporting cycle	Polarity	Main impact if indicator not met		
	2014/15(T)	2015/16(T)	2016/17(T)	2017/18(T)	2018/19(T)	2019/20(T)	2014/15(P)	2015/16(P)	2016/17(P)	2017/18(P)					2018/19(P)	2019/20(P)
% service requests replied in 5 working days	85	90	95	96	96	96	85	90	95	96	96	96	Perception	Monthly	High	Reduced customer service
Income generation by EHTSL	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	Outcome	Monthly	High	Loss of income
% of category A,B & C food premises inspected	95	96	97	98	98	98	95	96	97	98	98	98	Business critical	Annual	High	Government intervention
No. of underage sales test purchases	220	100	100	100	100	100	220	100	100	100	100	100	Business critical	Quarterly	High	Anti social behaviour
Pollution exceedances for nitrogen oxide and PM10s	NEW	A/W data					NEW	A/W data					Business critical	Quarterly	High	Reduced enforcement
% licensing apps processed within 21 days.	95	96	96	96	96	96	95	96	96	96	96	96	Business critical	Quarterly	High	Reputational risk
% of food premises rated 2* or above (to be removed?)	92	94	95	96	96	96	92	94	95	96	96	96	Outcome	Quarterly	High	Reputational risk
Number of planning consultations received	NEW	A/W data					NEW	A/W data					Business critical	Quarterly	High	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES

Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	2,668	2,751	2,579	2,672	2,667	2,629	2,634	Income	1,087	1,183	1,459	1,648	1,793	1,848	1,848
Employees	1,839	1,938	2,049	2,058	2,058	2,018	2,018	Government grants	7	7	7	7	7	7	7
Premises	45	34	39	39	40	40	41	Reimbursements	746	791	1,115	1,254	1,354	1,354	1,354
Transport	280	260	138	138	130	131	133	Customer & client receipts	344	393	344	444	444	494	494
Supplies & Services	131	127	103	103	105	106	108	Recharges							
3rd party payments	371	392	334	334	334	334	334	Reserves							
Transfer payments								Capital Funded	1,569	1,568	1,120	1,024	869	781	786
Support services								Council Funded							
Depreciation															
Capital Funded															
Council Funded Net Budget	1,569	1,568	1,120	1,024	869	781	786								

Summary of major budget etc. changes 2016/17

E&R13 = (£50k)  
E&R15 = (£50k)



Year	Final Budget	Actual
2014/15	1,569	1,568
2015/16	1,120	1,120
2016/17	1,024	1,024
2017/18	869	869
2018/19	781	781
2019/20	786	786

APPENDIX 6

Regulatory Services Partnership

PROJECT DESCRIPTION

MAJOR PROJECT BENEFITS

Likelihood Impact Score

Project 1		Project Title: Project Details:	Likelihood	Impact	Score
Start date	End date				
2016-17	2017-18	Expansion of shared 'regulatory' service Potential expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth in 2017.	3	2	6
<b>Project 2</b>					
2015-16		Work with Public Health England to deliver 'Healthy Catering Commitment' Public Health have funded a 1 year fixed term contract for an Environmental Health Officer to deliver this project	2	1	2
2016-17					
<b>Project 3</b>					
2015-16		Rationalisation of administration and licensing teams Rationalisation of the Merton and Richmond administration and licensing teams to improve business processes, generate efficiencies and improve the outcomes for customers	2	1	2
2016-17					
<b>Project 4</b>					
2014-15		Procurement of a new ICT case management system Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth	3	2	6
2016-17					
<b>Project 5</b>					
2013-14		Investigation of contaminated land at Marlowe Square Assess outcomes of wide scale soil sampling activities and develop action plan for treatment/remediation as necessary to reduce the risk of harm to local residents	5	2	10
2016-17					
<b>Project 6</b>					
2014-15		Design and implement a joint Merton/Richmond budget Design and implement a joint revenue (income & expenditure) budget on a 50/50 costs apportionment model	2	1	2
2016-17					
<b>Project 7</b>					
		Project Title: Project Details:			0
<b>Project 8</b>					
		Project Title: Project Details:			0
<b>Project 9</b>					
		Project Title: Project Details:			0
<b>Project 10</b>					
		Project Title: Project Details:			0

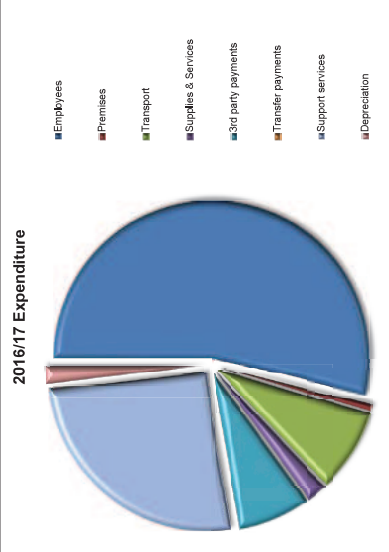


PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS		Likelihood	Impact	Score
<b>Project 1</b> Project Title: Restructure of Safer Merton Project Details: Comprehensive restructure of entire service including priorities, location etc.		Improved efficiency (savings)		4	1	4
Start date	01/04/2015					
End date	31/12/2015					
<b>Project 2</b> Project Title: Review of IOM partnership working Project Details: Comprehensive review of stakeholder relationship		Improved effectiveness		4	1	4
Start date	01/01/2016					
End date	31/03/2016					
<b>Project 3</b> Project Title: Project Details:		Select one major benefit				
Start date						
End date						
<b>Project 4</b> Project Title: Project Details:		Select one major benefit				
Start date						
End date						
<b>Project 5</b> Project Title: Project Details:		Select one major benefit				
Start date						
End date						
<b>Project 6</b> Project Title: Project Details:		Select one major benefit				
Start date						
End date						
<b>Project 7</b> Project Title: Project Details:		Select one major benefit				
Start date						
End date						
<b>Project 8</b> Project Title: Project Details:		Select one major benefit				
Start date						
End date						
<b>Project 9</b> Project Title: Project Details:		Select one major benefit				
Start date						
End date						
<b>Project 10</b> Project Title: Project Details:		Select one major benefit				
Start date						
End date						

2014/15	Planning Assumptions				2017/18	2018/19	2019/20
	2014/15	2015/16	2016/17	2017/18			
208,822	211,569	214,229	216,806	218,000	220,000	220,000	
81,000	81,400	81,800	82,100	82,400	85,000	85,000	
375	375	375	375	375	375	375	
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20	
127	127	116	99	99	99	99	
26	26	26	26	26	26	26	

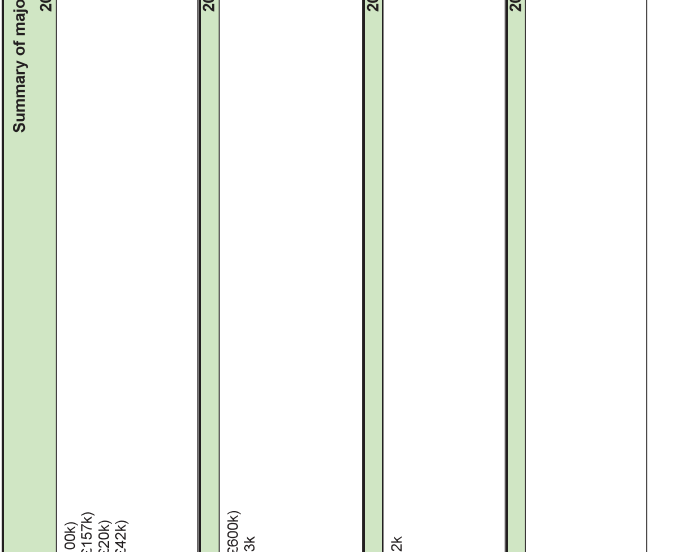
2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)
60	56	57	58	59	59
7.5	9.5	9	8.5	8	8
12	15	14.5	14	13.5	13.5
5.0	5.5	5.5	5.5	5.5	5.5
14.00	13.50	13.00	12.5	12	12
3200	3700	3600	3500	3400	3400
10	15	14	13	12	12
1	1	1	1	1	1
New	65%	68%	70%	72%	72%

Performance indicator	2017/18	2018/19	2019/20	Indicator type	Reporting cycle	Polarity	Main impact if indicator not met
% Residents satisfied with street cleanliness	High	High	High	Perception	Annual	High	Reputational risk
% Sites surveyed below standard for litter	Low	Low	Low	Perception	Quarterly	Low	Reputational risk
% Sites surveyed below standard for Dfstribus	Low	Low	Low	Perception	Quarterly	Low	Reputational risk
% Sites surveyed below standard for graffiti	Low	Low	Low	Perception	Quarterly	Low	Reputational risk
% Sites surveyed below standard for weeds	Low	Low	Low	Perception	Quarterly	Low	Reputational risk
Number of fly tips reported	Low	Low	Low	Outcome	Monthly	Low	Reputational risk
Days lost through sickness per FTE	Low	Low	Low	Outcome	Quarterly	Low	Increased costs
% Sites surveyed below standard for flyposting	Low	Low	Low	Perception	Quarterly	Low	Reputational risk
% of FPNs issued that have been paid	High	High	High	Output	Monthly	High	Loss of income



Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
<b>Expenditure</b>	<b>5,535</b>	<b>5,680</b>	<b>5,944</b>	<b>5,604</b>	<b>5,021</b>	<b>5,036</b>	<b>5,052</b>
Employees	3,270	3,351	3,289	3,008	2,513	2,513	2,513
Premises	271	351	371	36	31	31	32
Transport	482	474	482	481	409	416	423
Supplies & Services	160	160	160	117	99	101	103
3rd party payments	428	365	435	421	428	434	440
Transfer payments	1,168	1,197	1,447	1,447	1,447	1,447	1,447
Support services	0	0	94	94	94	94	94
Depreciation	0	0	0	0	0	0	0
<b>Revenue £'000s</b>	<b>452</b>	<b>587</b>	<b>452</b>	<b>472</b>	<b>469</b>	<b>467</b>	<b>467</b>
Government grants	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Customer & client receipts	452	587	452	472	469	467	467
Recharges	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>5,083</b>	<b>4,993</b>	<b>5,492</b>	<b>5,132</b>	<b>4,552</b>	<b>4,569</b>	<b>4,586</b>

Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0

Street Cleaning

APPENDIX 6  
Risk

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Likelihood	Impact	Score
<b>Project 1</b>	<b>Introduce mobile working</b>  This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.	Project Title:	Improved effectiveness	2	2	4
Start date 2014-15		Project Details:				
End date 2016-17						
<b>Project 2</b>	<b>Introduce timed commercial waste collections in town centres</b>  Introduce time banded waste collections in town centres starting with Wimbledon and Morden town centre now completed. We are expanding this to include Mitcham Town centre in the future.	Project Title:	Improved customer experience	2	2	4
Start date 2013-14		Project Details:				
End date 2016-17						
<b>Project 3</b>	<b>Review Street Cleansing equipment</b>  Review of Mechanicals sweeping resource with a view to consider more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) has been completed- 5 in operation across the borough.	Project Title:	Improved effectiveness	2	2	4
Start date 2014-15		Project Details:				
End date 2016-17						
<b>Project 4</b>	<b>Increase Enforcement Capacity</b>  Procurement is currently in progress with the aim of securing a two year contract for additional enforcement capacity for littering and dog fouling offences. OJEU issued Oct 2015.	Project Title:	Improved reputation	3	1	4
Start date 2014-15		Project Details:				
End date 2016-17						
<b>Project 5</b>	<b>Improved efficiency (savings)</b>  Improved efficiency (savings)	Project Title:	Improved efficiency (savings)			
Start date		Project Details:				
End date						
<b>Project 6</b>	<b>Improved effectiveness</b>  Improved effectiveness	Project Title:	Improved effectiveness			
Start date		Project Details:				
End date						
<b>Project 7</b>	<b>Improved effectiveness</b>  Improved effectiveness	Project Title:	Improved effectiveness			
Start date		Project Details:				
End date						
<b>Project 8</b>	<b>Select one major benefit</b>  Select one major benefit	Project Title:	Select one major benefit			
Start date		Project Details:				
End date						
<b>Project 9</b>		Project Title:				
Start date		Project Details:				
End date						

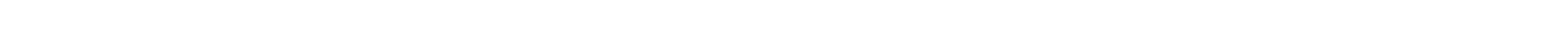


Traffic & Highways		Planning Assumptions					2019/20	
2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
12,673	12,673	12,673	12,673	12,673	12,673	12,673	12,673	12,673
16,640	16,710	16,710	16,710	16,710	16,710	16,710	16,710	16,710
363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km
18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
37	27	27	26	26	26	26	26	26

Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)					Indicator type	Reporting cycle	Polarity	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)				
Avg days taken to repair out of light Lamp Columns	3	3	3	3	3	Quality	Quarterly	Low	Reduced customer service
% response to Emergency Callouts (within 2 hrs)	100	100	100	100	100	High	Monthly	High	Increased costs
% Streetworks permitting determined	98	98	98	98	98	High	Monthly	High	Loss of income
% Streetworks inspections completed	35	37	38	38	38	High	Quarterly	High	Loss of income
% jobs completed where no Fixed Penalty Notice issued	98	93	93	93	93	High	Monthly	High	Reduced customer service
% of Condition Surveys completed on time	92%	95%	95%	95%	95%	High	Annual	High	Increased costs
Carriageway Condition - Unclassified Roads non principal	21%	20%	19%	19%	19%	Low	Annual	Low	Increased costs
Footway condition - Defectiveness Condition Indicator	21%	20%	19%	19%	19%	Low	Annual	Low	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES										
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	2016/17	2017/18	2018/19
Expenditure	12,363	11,866	11,895	11,412	11,163	11,113	11,162	11,162	11,162	11,162
Employees	1,819	1,333	1,336	1,136	1,136	1,136	1,136	1,136	1,136	1,136
Premises	702	707	732	685	546	555	565	565	565	565
Transport	128	128	128	113	113	114	114	114	114	114
Supplies & Services	263	169	252	191	194	193	201	201	201	201
3rd party payments	2,277	2,447	2,414	2,225	2,140	2,075	2,110	2,110	2,110	2,110
Transfer payments	1,259	917	1,385	1,385	1,385	1,385	1,385	1,385	1,385	1,385
Support services	5,915	5,951	5,951	5,651	5,651	5,651	5,651	5,651	5,651	5,651
Depreciation	3,104	2,140	2,307	2,261	2,316	2,316	2,316	2,316	2,316	2,316
Income	280	243	219	10	10	10	10	10	10	10
Government grants	834	389	362	348	348	348	348	348	348	348
Reimbursements	1,493	1,477	1,229	1,406	1,461	1,461	1,461	1,461	1,461	1,461
Customer client receipts	497	31	497	497	497	497	497	497	497	497
Recharges										
Reserves										
Capital funded	9,259	9,726	9,588	9,151	8,847	8,797	8,846	8,846	8,846	8,846

Summary of major budget etc. changes 2016/17										
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	2016/17	2017/18	2018/19
Highways Gen Planned Works	511	484	419	419	419	422	427	427	427	427
Footways Planned Works	1,002	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Street Lighting	421	600	462	290	290	509	290	290	290	290
Street Scene	59	191	60	60	60	60	60	60	60	60
Highways Planned Road Works	1,757	1,500	1,500	1,500	1,500	1,500	1,250	1,250	1,250	1,250
Transport For London	1,906	2,834	1,754	1,845	1,865	TBA	TBA	TBA	TBA	TBA
	0	5,655	6,609	5,195	5,114	5,356	3,027	3,027	3,027	3,027



PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Impact	Score
<b>Project 1</b>	<b>Project Title:</b> Flood and Water Management Schemes	Select one major benefit			
Start date 2013-14	<b>Project Details:</b> Development and adoption of Local Flood Risk Management Strategy.		1	1	1
End date 2016-17					
<b>Project 2</b>	<b>Project Title:</b> Delivery of Mitcham Town Centre scheme	Improved reputation			
Start date 2013-14	<b>Project Details:</b> Major improvement to road network around Mitcham Town Centre		4	3	12
End date 2016					
<b>Project 3</b>	<b>Project Title:</b>	Select one major benefit			
Start date	<b>Project Details:</b>				0
End date					
<b>Project 4</b>	<b>Project Title:</b>	Select one major benefit			
Start date	<b>Project Details:</b>				4
End date					
<b>Project 5</b>	<b>Project Title:</b> On-line self Service System	Improved effectiveness			
Start date 2015-16	<b>Project Details:</b> Move to on-line self service system		2	2	4
End date 2016-17					
<b>Project 6</b>	<b>Project Title:</b> 4 Year work Programme	Improved reputation			
Start date 2015-16	<b>Project Details:</b> Development and delivery of a 4 year Capital funded work programme across the borough		2	1	3
End date 2019-20					
<b>Project 7</b>	<b>Project Title:</b> Street Lighting Investment - Conversion to LED	Improved sustainability			
Start date 2015-16	<b>Project Details:</b> Conversion to LED to generate energy saving targets and reduce on-going maintenance costs		2	2	4
End date 2018-19					
<b>Project 8</b>	<b>Project Title:</b>	Select one major benefit			
Start date	<b>Project Details:</b>		2	2	4
End date					
<b>Project 9</b>	<b>Project Title:</b>	Select one major benefit			
Start date	<b>Project Details:</b>				
End date					
<b>Project 10</b>	<b>Project Title:</b>	Select one major benefit			
Start date	<b>Project Details:</b>				
End date					



PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Impact	Score
<b>Project 1</b>	Project Title: New Joint Passenger Transport Framework	Select one major benefit			
Start date 2015-16	Project Details: Joint Passenger Transport Framework with neighbouring boroughs Sutton and Kingston.		2	2	4
End date 2019-20					
<b>Project 2</b>	Project Title: <b>Benchmarking - Internal Services</b>	Select one major benefit			
Start date 2014-15	Project Details: To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments		2	2	4
End date 2016-17					
<b>Project 3</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 4</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 5</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 6</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 7</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 8</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 9</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					
<b>Project 10</b>	Project Title:	Select one major benefit			
Start date	Project Details:				0
End date					



Waste Management

APPENDIX 6  
Risk

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Impact	Score
<b>Project 1</b>	<p><b>South London waste partnership (phase B)</b></p> <p>The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness. Interim service commencing on 1 April 2014. A rolling 3 month plan to be developed covering Communications, Construction and Operational plans for the construction period and commissioning of new facility.</p>	Improved efficiency (savings)	2	4	8
Start date 2012-13					
End date 2016-17					
<b>Project 2</b>	<p><b>Mobile technology including GPS and in cab monitors</b></p> <p>Procurement and introduction of the GPS, driver behavioural management, route optimisation system. This project has been delayed as planned to introduce during 2014-15. Will not start to be implemented until 2015-16, planned savings have been deferred. Revised specification and service requirements amended.</p>	Improved efficiency (savings)	3	2	6
Start date 2014-15					
End date 2016-17					
<b>Project 3</b>					0
Start date					
End date					
<b>Project 4</b>	<p><b>LWARB efficiency review of Domestic waste collections</b></p> <p>Review of existing service to ensure we have the most efficient service and consider options for the future, Phase one completed need to agree if we move forward with phase 2.</p>	Improved efficiency (savings)	2	2	4
Start date 2014-15					
End date 2016-17					
<b>Project 5</b>	<p><b>South London waste partnership (phase C)</b></p> <p>The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection. - On schedule for contract award December 2016 with contract start date of April 17.</p>	Improved efficiency (savings)	3	2	6
Start date 2014-15					
End date 2017-18					
<b>Project 6</b>		Improved effectiveness			0
Start date					
End date					
<b>Project 7</b>		Improved effectiveness			0
Start date					
End date					
<b>Project 8</b>		Improved efficiency (savings)			0
Start date					
End date					
<b>Project 10</b>		Select one major benefit			0
Start date					
End date					