MERTON COUNCIL

Business Plan
2016 / 2020

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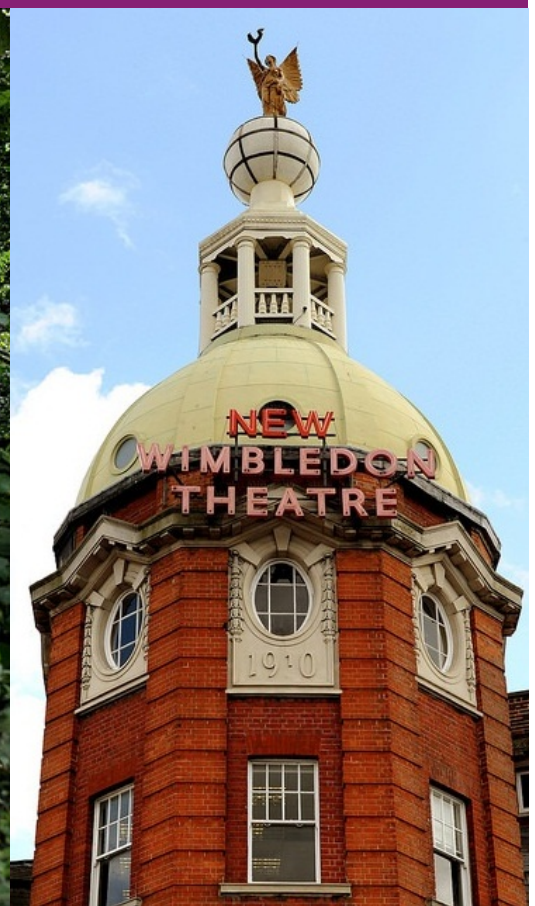
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INTRODUCTION

Welcome to Merton Council's Business Plan for 2016/20, which brings together financial information in the form of the council's budget and the Medium Term Financial Strategy, along with the service planning of all of the council's operational services over the next four years. Although it is a four year plan, it will be refreshed every year to ensure we are on target and to take account of changing needs and priorities.

As the work of the council encompasses such a wide and diverse range of services, we have tried to include all the necessary information needed to understand what we are doing and why we are doing it. This information should give you a detailed picture of how the council will operate over the next four years. To help understand some of the more complex areas of the council's business a Glossary of Terms has been included.

The Background and Context section sets the scene for the Business Plan, with some of the key facts relating to Merton.

The Medium Term Financial Strategy incorporates details of the money the council has coming in (revenue) and the money and assets it has in place (capital) and how it will spend and invest this money over the four year planning period, through the Capital and Treasury Management Strategies.

Other key resources in place to enable the council to manage the Business Plan include how we:
- manage and develop staff, through the Workforce Strategy;
- obtain goods and services, through the Procurement Plan;
- design and develop information technology, through the IT Strategy;
- identify and manage the risks the council may face in delivering services, through the Risk Management Strategy; and
- manage and monitor performance against objectives, through the Performance Management Framework.

Each major work area in the council completes a service plan, to give a high level overview of its financial position, what it exists to do, what it hopes to achieve and how it will achieve its major work programmes over the next four years.

We appreciate that there is a huge level of detail in the plan, but hope it helps you to understand what the council is trying to achieve and how we intend to succeed. If you have any comments or questions on the content of this plan, then please contact **zoe.church@merton.gov.uk**

TRANSFORMATION STATEMENT

By 2020 Merton Council will be transformed by the fruition of a number of change projects which will maximise the use of information technology and streamline processes and service provision. Providing value for money services to our residents is at the heart of our business and we must be able to demonstrate that all of our services represent best value for money. We will do this by continuing to finding innovative solutions to maximise future efficiency.

The financial reality facing local government dominates the choices the council will make for the future of the borough. The development of the Business Plan 2016/20 is therefore based on the set of guiding strategic priorities and principles, as adopted by the council on 13 July 2011:

- Merton should continue to provide a certain level of essential services for residents. The order of priority of 'must' services should be:
  i)   Continue to provide everything that is statutory.
  ii)   Maintain services – within limits – to the vulnerable and elderly.

- After meeting these obligations Merton should do all that it can to help residents who aspire. This means we should address the following as priorities in this order:
  i)   Maintain clean streets and keep council tax low.
  ii)   Keep Merton as a good place for young people to go to school and grow up.
  iii)   Be the best it can for the local environment.
  iv)   All the rest should be open for discussion.

The financial pressures facing Merton mean we should no longer aim to be a 'place-maker' but be a 'place-shaper'. The council should be an enabler, working with partners to provide services.

Our top priority will continue to be to provide safe services of the best possible quality within financial constraints and the July 2011 principles. We will deliver services that customers want and need and, where possible, involve our customers in service specification and design.

The Authority is utilising best practice in project management/ transformation to assess the future direction of services and the required staff, process and IT development to deliver this change. Internal decision making structures have been established to maximise Authority wide assessment and development.

The Community Plan has been developed by the Merton Partnership and sets the overall direction and vision for the borough until 2019.

COMMUNITY PLAN

Merton Partnership brings together a range of key partners from the public, private and community and voluntary sectors in Merton, including the council, Clinical Commissioning Group, and Police, to co-ordinate the delivery of local services. Originally formed to deliver the stretch targets required to generate additional Local Area Agreement funding, the Partnership developed the Community Plan in 2009 setting out the overall direction and vision for the borough until 2019. The document sits above each partner's own Business Plan. The Community Plan was refreshed by the partnership in 2013.

The Merton Partnership has an Executive Board structure:

The **Merton Partnership** is chaired by the Leader of the Council. The Merton Partnership set the strategic direction of the Merton Partnership and hosts an annual themed conference.

The **Executive Board** meets bi-monthly and is chaired by the Leader of the Council. The role of the Executive Board is to operationally manage the delivery of the priorities and targets of the Merton Partnership, as set out in the Community Plan and Neighbourhood Renewal Strategy.

There are four **Thematic Subgroups** which co-ordinate the activities of relevant members of the Partnership to ensure that the strategy agreed by the Executive Board is carried out through the relevant Boards and Trusts. These thematic subgroups mirror the themes of the Community Plan:

- **Children's Trust**
  Merton's Children's Trust arrangements began development in 2005 and bring together all partners involved in services to children and families in Merton. A wide range of groups and partnerships are accountable for their performance and activities to the Children's Trust Board. The Children's Trust is designed to deliver the outcomes set out in Merton's Children & Young People Plan (CYPP) 2016-19, namely:
  - Deliver early help and improve outcomes for those subject to the effects of disadvantage
  - Safeguarding children and young people
  - Looked After Children and Care Leavers
  - Closing the gap in educational outcomes and opportunity
  - Engage and enable young people to achieve better outcomes
  - Children with special educational needs and disabilities

- **Health and Wellbeing Board**
  Health and Wellbeing Boards have been created to deliver strategic, local leadership in health and wellbeing. The work of HWBs are central to informing the commissioning of health and social care services in Merton and have a core role in encouraging joined-up services across the NHS, social care, public health and other local partners.

Merton Health and Wellbeing Board's (HWB) full statutory responsibilities have now been in place since April 2013 and a Shadow Health and Wellbeing Board has been working in Merton since 2011.

The HWB brings together the Council, Merton Clinical Commissioning Group, HealthWatch and the voluntary and community sector with a shared focus on improving the health and wellbeing in Merton. Specifically:
- Improving health outcomes
- Reducing health inequalities
- Independent living
- Supported living

- **Safer and Stronger Communities**
  The Safer and Stronger Thematic Partnership incorporates the statutory Community Safety Partnership (CSP) and is responsible for setting and overseeing the strategic direction for community safety and the community cohesion agenda in the borough, and to fulfil the statutory requirements of the CSP in Merton.

  The Community Safety Partnership has a statutory duty to undertake a strategic assessment to inform priority setting to address crime and disorder issues in the locality. Key themes are:
  - Reduce the fear of crime
  - Reduce alcohol related violence and support those who are effected by alcohol misuse
  - Reduce anti-social behaviour and the effects of serious anti-social behaviour on communities as well as supporting individuals to find positive outcomes for local disputes
  - Reduce acquisitive crime by working with our communities to ensure that they keep their valuables safe
  - Reduce repeat victimisation of domestic violence victims
  - Develop the council's local leadership role and the capacity of the community and voluntary sector
  - Empower local people to have a greater choice and influence over local decision-making and a greater role in public service delivery
  - Increase community cohesion and integration

- **Sustainable Communities and Transport**
  The Sustainable Communities and Transport thematic partnership has been established to create a more sustainable borough, one which is less reliant on fossil fuel and which reduces its negative impact on the environment and climate change in particular.

The Board promotes investment into the borough to create new jobs as well as looking to improve skills levels and the capacity of residents to benefit from these jobs and those across the region. The Board seeks to improve the condition and supply of housing including affordable housing. The Board works to promote the development of sustainable transport particularly active transport (cycling and walking) as well as public transport in and around Merton. Key themes are:

- Work to support economic growth, by increasing jobs and skills
- Work to improve the financial resilience of Merton's residents
- Work to increase the supply of housing
- Work towards carbon reduction
- Work to increase investment
- Work to improve sustainable transport provision

In addition to the four thematic partnerships, Merton Council has added the theme of

Corporate Capacity, which includes:
- Our systems for ensuring sound financial management and high standards of governance
- The effective recruitment, development and management of staff
- Having the right information and communications technology infrastructure in place to support service delivery and efficiency
- Value for money and continual review to improve processes
- Customer access, customer services and customer care
- Equalities, diversity and community cohesion
- Transparent information and service provision

NATIONAL POLICIES

The new Conservative government elected in 2015 has set out a policy direction that will have a major impact on Council services over the lifetime of this Business Plan. The Spending Review 2015 contained a number of major announcements that will affect local government and much of the detail of how these will be implemented are yet to be clarified. Key announcements included:

- Resources for local government are likely to reduce by around 30% between 2015 and 2020 according to London Councils. DCLG has experienced one of the largest cuts of any Whitehall department over this period. It should be noted that this cut is on top of a similar funding reduction between 2010 and 2015;
- The Revenue Support Grant will be phased out by 2020;
- Local authorities will be able to retain 100% of business rates by the end of this Parliament (currently 50% of business rates are retained locally split between the Mayor and London boroughs). Further detail of how this proposal will be implemented, including additional responsibilities for local government, will be consulted on in 2016;
- Devolution to the Mayor and London boroughs of some employment support and trials around some health related services;
- Further cuts to welfare benefits are likely to result in additional demand for Council services;
- Introduction of the Right to Buy for housing association tenants funded from the sale of Council housing;
- An annual 1% reduction in rents paid by social housing tenants;
- An apprenticeship levy on employers, including local authority, to fund the national apprenticeship programme.

ABOUT THE COUNCIL - An overview of the council

KEY FACTS
- The Council comprises 60 elected councillors, representing 20 wards and four political groups. The current political composition of the Council as at February 2016 is:
  - Labour: 36 councillors
  - Conservative: 20 councillors
  - Merton Park Ward Independent Residents: Three councillors
  - Liberal Democrats: One councillor
- Full Council usually meets five times a year, and is responsible for agreeing the council tax and setting the overall direction of the council.
- A Cabinet of nine Labour councillors makes the majority of decisions throughout the year, with Overview and Scrutiny arrangements to hold Cabinet to account.
- Regulatory committees are appointed by Council and carry out planning and licensing functions.
- The council had a revenue budget of £155m in 2015/16 with around 44% of this being spent on social care.
- 4,040FTE (as at Dec 15) or 5,301 headcount (as at Dec 15) employees provide a range of public services, from street cleaners and town planners to teachers and social workers, who work in the four departments, including Merton's schools:
  - Children, Schools and Families (CSF)
  - Environment and Regeneration (E&R)
  - Community and Housing (C&H)
  - Corporate Services (CS)

ABOUT THE BOROUGH

Merton is an outer London borough situated to the south west of central London. The demographics of the borough and some of its defining characteristics are listed below. Merton has a population projected in 2013 to be 202,750 persons living in nearly 79,000 occupied households. Population density tends to be higher in the west wards of the borough than in the east wards. Just over half the borough is female (50.7%) and the borough has a similar age profile to London as a whole. The GLA population projection data for 2013 shows the Merton's BAME population to be 74,650 (36.8%) At Census 2011, the percentage for BAME groups was 35.1%. This was lower than the percentage for London (40.2%).

- Predominantly suburban in character, with high levels of commuter flows in and out of central London.
- Good connections with the London transport network. The District and Northern lines both run through the borough, Tramlink provides connections between Wimbledon and Croydon via Mitcham and Morden, while numerous over ground stations and bus routes provide easy access to central London and neighbouring boroughs.
- Significant amounts of green space – 18% of the borough is open space, compared to a London average of 10%. This comprises over 65 parks and open spaces (including Wimbledon and Mitcham commons), 28 conservation areas, 11 nature reserves and 17 allotment sites.
- 124 languages are spoken in Merton's 43 primary schools, eight secondary schools (including two academies), three special schools, one Pupil Referral Unit and 11 children's centres.

- Increasing numbers of groups with particular needs, for example older people, BME communities and the increased number of young people with special educational needs or disabilities.
- Seven libraries provide internet access, summer reading schemes and homework clubs as well as traditional book, CD, DVD and video lending.
- Three leisure centres provide a wide range of facilities in Mitcham, Morden and Wimbledon.
- Merton plays host to one of the country's most famous sporting events – the Wimbledon fortnight held at the All England Lawn Tennis and Croquet Club.
- Council tax is currently set at £1,397.25 (2015/16) for a band D property (including the Greater London Authority precept), the average level for outer London boroughs.
- Merton is consistently amongst the top four safest boroughs in London which is a tribute to the excellent partnerships between the council, Metropolitan Police Service, Safer Merton Partnership and the community.

The 2015 Indices of Multiple Deprivation (IMD) show that Merton ranks as 'very low' in terms of overall social deprivation compared to other London boroughs, 7th least deprived out of the 33 London boroughs and ranked 212 out of 354 (where 1 is the most deprived) for the rest of England. This overall lack of deprivation does, however, hide stark inequalities in the borough between deprived wards in the east of the borough (Mitcham) and the more affluent wards in the west (Wimbledon). Deprivation is evident in the eastern wards of Figge's Marsh, Cricket Green, Lavender, Graveney and Ravensbury and to a lesser extent in the western wards of Trinity, Abbey and Hillside:

- The average house price for Merton in 2014 was £385,000 a increase of +16% on 2013 (£320,000). The average house price in London £365,000 (2014) an increase of +17%.
- The average median income for Merton is £31,938 (2014). When we compare house prices with average income, like most borough in London and the south east of England we can see there is a large gap between income and housing affordability.
- The GLA Pay-check 2011 dataset illustrates there are large disparities in the distribution of income within Merton. In general the west of the borough is more affluent especially Wimbledon Park, Village, and Hillside wards. These wards have a median income range of £41-£50k. By comparison many wards such as Figge's Marsh, Pollards Hill, St. Helier, and Cricket Green have a median income range of £24k-28k.
- The east of the borough has much higher levels of serious illness and early deaths from illnesses such cancer and heart disease.
- Life expectancy for men ranges from 76.5 years in Ravensbury Ward in the more deprived east to 84.6 years in Wimbledon Village in the least deprived west, a gap of 8.1 years
- Although unemployment in the borough is below the national average, it rises significantly in some of the eastern wards, and 63% of all benefit claimants live in the east of the borough.
- In three wards in the east of the borough, over a third of the population have no qualifications.
- Free school meals eligibility is rising in Merton schools (Merton average 2015, 15.7% – school census 2015).

CORPORATE STRATEGIES

The council has many corporate and service-specific strategies and plans that support the work not only of the council, but also the Merton Partnership and Thematic Partnerships. These strategies and plans draw heavily on the aims set out in the Merton Community Plan, but also reflect central Government policy changes, sub-regional policies (e.g. set by the Mayor of London), new legislative requirements and short term changes to local priorities. The following list is not exhaustive but shows the diversity of strategies and plans currently in place.

- Adult Treatment Plan
- Air Quality Action Plan
- Anti-Social Behaviour Strategy
- Asset Management Plan
- Autism Strategy
- Capital Programme
- Care Leavers Strategy
- Carers Strategy
- Children and Young Peoples' Plan
- Civil Contingencies Plan
- Climate Change Strategy
- Commercial and Trading Standards Delivery
- Community Plan
- Core Planning Strategy
- Corporate Procurement Strategy
- Culture and Sport Framework Customer Contact Strategy
- Crime and Disorder (partnership plan)
- Dementia Strategy
- Early Intervention and Prevention Strategy
- East Merton and Mitcham
- Equalities Strategy
- Neighbourhood Renewal Strategy
- Economic Development Strategy
- Employment and Skills Action Plan
- Ethnic Minority Housing Strategy
- Gypsy and Traveller Strategy
- Heritage Strategy
- Homelessness Strategy
- Housing Strategy
- ICT Policy
- Tenancy Strategy
- Information Governance Policy
- Local Development Framework
- Local Implementation Plan
- Local Transport Plan

- Looked After Children's Strategy
- Looked After Children's Placement Sufficiency Statement
- Medium Term Financial Strategy
- Older People's Housing Strategy
- Open Spaces Strategy
- Performance Management Framework
- Risk Management Strategy
- Road Safety Plan
- Safeguarding Adults Policy
- Safeguarding Children's Board Annual Plan
- School Improvement Strategy
- Social Inclusion Strategy
- Special Educational Needs and Inclusion Strategy, including ASD Strategy
- Treasury Management Strategy
- Unitary Development Plan
- Voluntary Sector Strategy
- Waste Management Plan
- Workforce Strategy

Section A

Financial Resources

A) MEDIUM TERM FINANCIAL STRATEGY 2016/20

Contained in the body of the Cabinet Report

A) CAPITAL STRATEGY

Contained in Section 4 of the Cabinet Report

A) TREASURY MANAGEMENT POLICY STATEMENT

Contained in Section 5 of the Cabinet Report

Section B

Other Key Resources

B. WORKFORCE STRATEGY

The workforce strategy will be reviewed again following the completion of the Target Operating Model development process within the council. A refreshed draft will be ready in 2017 and in the meantime we will continue to deliver the actions identified in the current strategy. However some information has been updated.

1. INTRODUCTION

Welcome to Merton's Workforce strategy, which outlines our aims for the period 2014 – 2018 and shows how we will support, engage with and develop our workforce, so they are equipped to meet the challenges of continuing to deliver high quality services to our customers and local communities.

The people, who work for, work with, volunteer with, and wish to work for Merton Council, are vital for us to reach our goals. All of our achievements as a council, and the excellent services we deliver to our public, are reliant on us having a suitably skilled, able and equipped workforce, who demonstrates our values and behaviours. Our MJ Award for the Best Achieving Council in 2013 is testament to the commitment and professionalism of our people. This strategy aims to build on the success and dedication of the current workforce, and ensure that we have the structures and resources to meet the challenges of the future.

Through our Merton 2015 programme we have already begun to transform the way we work and what we do - successfully delivering savings and new approaches to the services we offer our residents, while maintaining customer satisfaction. In order to achieve further changes, council departments have designed Target Operating Models which are focussed on providing the highest quality services to the public, operating with efficiency and accountability.

The workforce strategy will underpin the delivery of these Target Operating Models. Our workforce is at the heart of everything we do, and this strategy ensures that we have the right staff in the right place, with the right skills and tools to enable the transformation of council services to meet future challenges. This means in some areas the council will diminish in size and in other areas it may expand, depending upon the needs of that service to operate efficiently
and effective for our residents.

The strategy has been developed in consultation with staff from across the council, harnessing their knowledge and experience to identify the measures and actions that will enable Merton Council to meet its aspirations and continue to provide our public with high-quality services, environment and facilities.

The strategy shows how departments, managers and human resources will jointly contribute towards achieving our organisational priorities, and addresses four key areas:

- Workforce planning
- Recruitment and retention
- Organisational and workforce development
- Morale, health and wellbeing

Through the action plans and outcome measures that we are proposing, we believe that we will equip Merton Council with the modern and dynamic workforce that is needed to take on the challenges of delivering excellent public services for years to come.

Ged Curran
Chief Executive

2. BACKGROUND

Merton Council is undergoing a period of sustained and conscious transformation in order to best respond to the changing environment (especially financial) and customer expectations. We are working together to shape services and the organisation to ensure a successful future for our residents and staff.

2.1 Key Council priorities

The key priorities for the borough are captured within the Community Plan, developed by the Merton Partnership. The Plan sets the overall long-term direction and vision for the borough to
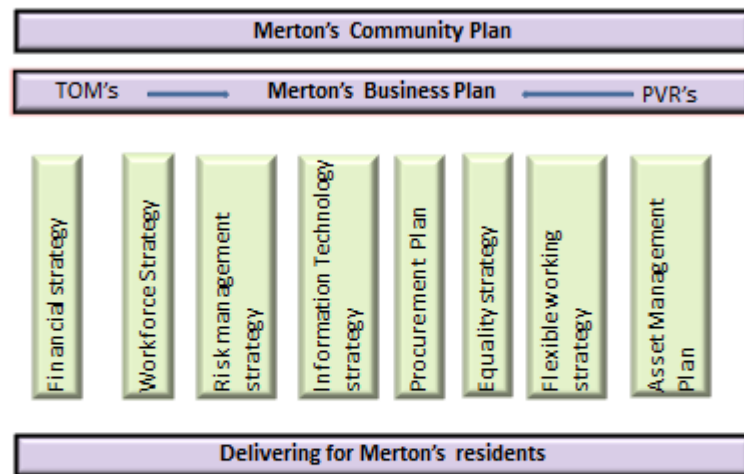
2019.

The Community Plan identified the first four priority areas, with Corporate Capacity having been added by the Council.

- Children and Young People – Better opportunities for youngsters
- Health and Well Being – A healthy and fulfilling life
- Sustainable Communities and Transport – Keeping Merton moving
- Safer and Stronger – Being safe and strong
- Corporate Capacity

The theme of Corporate Capacity encompasses the effective recruitment, development and management of staff. This Workforce Strategy outlines how we will transform the Council's workforce and be fit for purpose in 2018.

2.2 How the Council has changed in the last 3 years

We take a proactive approach to planning for our future. Since 2010 our transformation programme Merton 2015 has delivered savings of £70 million, or one third of our budget. It is to our employees' credit that through this time we have maintained high levels of resident satisfaction.

We are particularly proud of winning over 40 industry awards across a range of sectors and having achieved the MJ Award for the Best Achieving Council in 2013 against the backdrop of such a challenging financial environment.

Continued delivery of quality and value for money services for our residents has been achieved through reviewing our service delivery models and developing innovative solutions, including shared services, partnership working and the development of volunteering in the borough. Continuous improvement is at the heart of our approach and we have introduced lean methodology to drive out waste from our processes and now work in a highly focused and lean operation.

Our employees have shown themselves equal to the challenges, and as we plan the future shape of our services and organisation, we are laying the foundations to ensure that the workforce continues to enable the Council to best serve our residents.

3. HIGH LEVEL SHAPE OF THE WORKFORCE

Merton Council has a workforce of 2,003 people in 1,787 full-time equivalent posts, with an additional 3,307 (2,253 FTE) Schools employees, not including casual staff.

We work across five Departments: Environment and Regeneration (30%), Children, Schools and Families (25%), Community and Housing (25%), Corporate Services (20%) and the Chief Executive's Department. We work over a number of sites across the Borough, and we have recently undertaken a project to move more colleagues to the Civic Centre to free up premises space.

Within Schools (68.55%) of employees work part-time, outside of the Schools we mainly work full time (74.43%).

While some groups are unevenly represented across pay levels, there are no significant discrepancies in pay by protected characteristics.

The Council has a pay ratio of 1:12 between the lowest and highest paid employees, well within the ratio level of 1:20 that was established for the Hutton Fair Pay Review (March 2011), with the Council positioned in the bottom quartile for senior pay for the 32 London boroughs.

The decision has been taken to implement the London Living Wage, increasing the salary of the lowest paid staff to £9.15 per hour from 1 April 2015. We are working on calculating the full

value of the pay and benefits package to be able to accurately communicate the reward for working at the Council.

Agency workers are a key part of our workforce plan providing resource and business-critical skills as and when it is needed, with agency workers making up 5.6% of our workforce in 2013. Through the workforce planning element of this strategy, agency use will be reviewed and reconfigured to provide best value for money and consistent service delivery, while maintaining the agility of the workforce.

We have a diverse workforce, the majority, 60% are female (88% in Schools) and 5.84% are disabled, which compares positively to the London Councils' median of 4.6% but this ratio is only 1.03% in Schools. A quarter of our workforce (23.26%) are from a Black, Asian and Minority Ethnic (BAME) background, which compares favourably to our 23% target.

However, only 5.8% of employees are from the Asian or Asian British community. In Schools there are 15% BAME employees, and 6.4% of an Asian or Asian British background, in both groups somewhat lower than the London Councils' median of 7.6%. Of more concern is the fact that within the resident community 35% are of Black, Asian and Minority Ethnic background as 18% of the community is of Asian background (2011 Census).

As is characteristic of local government, we have a mature workforce as 60.6 % of us are over the age of 45, while only 17.6% are 16-34, but only 2.21% are 16-24 of age. In recent years the numbers of younger workers have increased due to the rollout of apprenticeships.

Our turnover rate is traditionally very low with natural turnover (resignations) in 2013 at 5.5% with full staff turnover at 14.37% annually, which compares favourably with other London boroughs. In some areas however it is agreed that some turnover may actually be beneficial to service delivery and could be achieved through transformation.

In 2013 we recruited to 254 posts and the time to hire, from identification of a vacancy to the post being filled, is now at 90 days, having recently been reduced through a recruitment process review and the implementation of an applicant tracking system in April 2013.

Merton has a consistently higher than expected rate of sickness, with an average of 9.29 days per person lost to sickness, which compares unfavourably to the London Councils' average of less than 8, which is also our own target. Particularly high levels of sickness are present in Environment and Regeneration (12 days) and Community and Housing (11 days). Within these Departments, the high areas for sickness absence are Street Scene and Waste, and Access and Assessment and Direct Provision respectively. In these areas sickness is more prevalent due to the nature of the work which includes more physically demanding roles and work with vulnerable residents.

Merton Council performs well overall on analysis of our workforce data against information from London local government organisations as well as recommendations for good practice.

The following areas have been identified as requiring action through the Strategy:

- o   Communicating the full value of the pay and benefits package
- o   Spans of control (e.g. who has responsibility for what)
- o   The review of agency use as part of workforce planning: reducing costs, while maintaining flexibility and sufficient resource

o   Representation of the Asian community within the workforce
o   Ageing workforce – succession planning and talent management
o   Sickness absence – managing a reduction in the number of days lost to sickness

4. STRATEGY

4.1 The Council's strategic direction

We are rightly proud of our achievements over the past years, including the MJ Award for Best Achieving Council 2013, which is testament to the quality of dedication of our workforce.

We are committed to continue making Merton a great place for people to live, work and learn. The Council provides high quality services and we work with the community to enhance resident satisfaction. In the face of the economic climate, we set out to provide excellent value for money and continue to challenge the way we deliver our services to improve outcomes for our residents. We aim to do this by finding innovative solutions to maximise future efficiency. Our customers must be at the heart of our service planning. We will deliver services that customers want and need and involve our customers in service specification and design.

We are continuously reviewing and updating our delivery models and are at the forefront of new developments, such as partnership working including shared services and flexible working. The financial pressures facing Merton mean we will now take on the role of 'place-shaper' whereby the Council should be an enabler, working with partners to provide services.

By 2015 the core Merton Council workforce will be smaller than it was in 2010. However, some service areas may remain unchanged others have experience growth in this time, for example through becoming the hosts of shared services or expanding our volunteering schemes. We want to employ people who are resilient, ambitious, disciplined in thought and action, people who can take us from 'good to great'. We will reward and celebrate great individuals and team performance, but not tolerate sustained poor performance.

We build on the principles of the disciplined people, disciplined thought and disciplined action to take Merton Council from 'Good to Great' (Collins 2006). We work to a clear direction with high ambition, a strong vision and shared values. The Council has a strong leadership at its helm, setting high expectations and driving continuous performance improvement.

4.2 Model for achieving the strategy

Since 2010 we have been working on a major transformation programme **Merton 2015**, which will radically transform our services by 2015 to meet resource constraints, while still delivering quality and value for money services for our residents.

To set the future vision for the Council and its services, we work on developing a Target Operating Model (TOM). TOM documents set a vision for each of the departments and detail the shape of our future business model, covering all aspects of the organisation, including: services, processes, structures, people and technology.

Through this process, the Departments have identified the main developments we will have to make to best deliver our services in the future. These include:

- o Strategic modernisation of service delivery, including review of direct service delivery and management e.g. reduction in resources, externalisation / remodelling of services, changes to terms and conditions;
- o Workforce that meets the demands of the future working environment, managing flexible working, more agile and responsive workforce, adaptability e.g. appropriate agency usage, review of the skill mix and spans of control;
- o Workforce demographics, knowledge transfer and new approaches e.g. partnership working, apprenticeships and the use of volunteers;
- o New and improved skills, responding to legislative changes, competency / behaviour based approach for staff management, leadership and management skills to embed a performance approach and quality assurance e.g. technical management skills, such as workforce mapping, and people management skills e.g. performance management conversations and effective staff engagement;
- o 'Good to Great' principles of disciplined people, thought and action. Effective management of performance, capability and sickness, in policy as well as practice;
- o Morale and engagement, further enhancing commitment to the organisation, clarifying what the Council expects of us and what we can expect of the Council. Effectively managing the impact of changes on the workforce;
- o Ensuring that supporting resources and the relevant infrastructure are available, e.g. IT systems, and management information;

Additional programmes that have been designed to identify how we can provide better value for money services e.g service reviews, including Public Value Reviews, Target Operating Models and lean processes will have an impact on how we work. The reviews look to reduce costs while maintaining the quality of services and we apply the Lean methodology to best utilise our resources.

Through the Customer Contact Programme we are exploring better, cheaper contact with customers maximising the use of innovative technology to make it easier for us to do business, for customers to report service requests and for us to keep them informed of progress. This will require staff to implement and learn new systems and new ways of working to achieve this change.

The Flexible Working Programme will provide us with greater flexibility for staff and save time and money by making better use of technology.

5. KEY WORKFORCE PRIORITIES FOR THE FUTURE

We have identified four priorities for workforce transformation to support the realisation of the Council's plans for the future:

- o   Workforce planning
- o   Recruitment and retention
- o   Organisational and workforce development
- o   Morale, health and wellbeing

To understand and define the priorities, key requirements and the corresponding actions, we triangulated statistical and comparative workforce data, departmental information through discussions with DMTs and information in the TOMs, to establish the future position of the Organisational and People Layers and associated requirements, and undertook a series of employee engagement focus groups.

What we want to achieve, why this is a priority, what actions we will take and who will be responsible to lead each action are outlined in the following sections and in the accompanying action plan in Appendices B and C in more detail.

Merton Council has a diverse workforce, but there is more work to ensure it is done to be fully representative of the resident community. As these changes can take time and are not fully within the Council's control, we will work to develop awareness and skills to enable employees – particularly those delivering services on the front line – to effectively work with diverse communities.

The Council's structure, its terms and conditions and therefore its workforce reflect the traditional local authority model and are fairly rigid. While much development is already underway, we will need to carry out significant further work to modernise the organisation, its service delivery and workforce. A key element of this modernisation will be embedding a flexible approach to work, which is a newly introduced concept to the organisation. Flexible working will require new skills of managers, better performance management practice and a more outcomes based and accountability-driven approach from staff.

Highly responsive workforce planning is a new concept to some areas of the business, therefore skills to be able to do this successfully need to be developed. We will offer managers the support to accurately determine future workforce need, both in terms of employee numbers, volunteers and skills requirements. Once demand is determined, we will need an agile workforce, where employees are multi-skilled, and able to deploy their specialist skills in a range of settings.

In recent years, we have reduced management costs to minimise the number of front line job losses. We need to ensure that we have appropriate management spans of control and flexible and lean organisational structures. In 2009 Merton had 1.46 managers to direct reports. In 2012, our ratio of managers to staff was 1:6. We should aspire to develop Merton to reach the optimum span of control structure of 1:8 according to the Deloitte report to maximise efficiency and continue to reduce headcount, where it is safe and reasonable to do so. It is recognised that in some service areas, notably social care, direct practice with children has appropriate ratios, as governed by our regulators.

These transformation changes are having a significant impact on staff, which we need to proactively manage. We want everyone to feel supported to embrace these changes and will

need to provide effective change management practice, engagement and communication activities, building on recent successes in this arena e.g. shared legal services reorganisation.

In order to maintain commitment to the organisation and positive morale, we will have to communicate a new 'psychological contract' (what we can expect of the Council and what it can expect of us). We can no longer offer a job for life, or, with flatter structures, necessarily a progression through the ranks, but can provide opportunities for on-going development of skills on the job and in formal training, leading to increased professional confidence and competence and better employability for the future.

5.1   Workforce planning

The Council has effective mechanisms for successful workforce planning. The shape of the workforce reflects service delivery models and supports the organisation to achieve its business objectives and outcomes.

What we want to achieve

- Correct alignment of workforce size, skills base, and behavioural competencies to future business models
- An agile workforce, which is responsive to changing needs
- A workforce which is representative of and sensitive to the community which is serves

Why this is a priority

The workforce is truly our most important asset, and one of the largest resources, as most Council services are delivered directly by our staff. The composition of Merton's current workforce requires some changes to ensure our continued success, meet future requirements and to better reflect our communities. We need to be able to accurately predict the shape of the workforce we will need to deliver our strategic plans and our services.

Actions

- Based on departmental TOMs, design the future shape of the workforce to best match its service delivery plans and financial context;
- Determine organisational structures, which support future delivery models - determine the desired combination of directly employed staff, shared services, externalised work, agency workers and volunteers, as well as appropriate spans of control for each service area;
- Review and action requirements to reflect legislative and regulatory changes as they emerge (e.g. Care Bill, BSF and Children and Families Act);
- Manage the transition from the current to the future structure;
- Establish on-going monitoring for workforce arrangements through accurate and relevant management information for decision-making e.g. workforce, equality, productivity and financial data;

Key outcomes

- A new workforce structure is in place supporting future service plans
- Appropriate organisational structures, including spans of control, are designed and implemented for each service area, reflecting best practice and local requirements

- Enhanced service delivery – as reported through the residents' survey - through improved workforce planning practice, including better training needs analysis
- Review and consideration of modernised terms and conditions

5.2 Recruitment and retention

The organisation has a clear and effective recruitment and retention focus and plan of key workforce skills and behaviours. This includes succession planning, and managing turnover.

What we want to achieve

- Make Merton an employer of choice through creating all innovative and positive brand image;
- Ensure future key talent is successfully recruited retained and developed in appropriate roles within the Council to deliver effective services to residents and that capacity is built across the future workforce to implement new service delivery models;
- Establish inter-organisational collaboration to ensure that Merton's residents are served by the best people, whether within the Council or through our partners;
- Reduce recruitment and turnover costs and agency use;

Why this is a priority

We want to recruit, develop and retain talented people to enable us to deliver outstanding services to our residents. As our requirements and service delivery models change, our recruitment activity needs to evolve and respond to meet demand as cost effectively as possible. We want to attract the right people with the right skills and behaviours. We want to build leadership and strategic capacity. In specific divisions within the Council we have a high level of turnover, retention needs to be understood and stabilized.

Actions

- Implement the recommendations of the Recruitment Review 2013/14 ensuring that we optimise technological solutions, employer brand and embed the functionality of our applicant tracking system to meet hiring managers' and candidates' needs;
- Develop our employer brand, value proposition and talent wave to become an employer of choice, building on the success of recent awards;
- Analyse market trends, consider and find solutions for their impact on the current pay model, and communicate the value of the full benefits package;
- Sustain effective recruitment and retention of key staff groups, e.g. qualified social workers and children's specialist functions;
- Work to reflect our communities profile: review potential initiatives to address where the workforce is insufficiently representative of the community. In the interim, provide skills development to equip staff with knowledge and insight to effectively and sensitively work with diverse communities;
- Collaborate with strategic partners to develop a mobile and agile workforce serving the residents of Merton, develop new models, such as inter-organisational

working, partnerships and volunteering;

- Develop career paths to support the optimum organisational design, build on opportunities for in-house professional development to grow leadership and strategic capacity e.g. apprenticeships, training contracts, secondments;

Key outcomes

- Balanced workforce in terms of skills, age and experience, addressing current concerns in workforce demographics and community representation;
- Merton Council perceived to be an employer of choice, attracting high quality candidates;
- Employees are more satisfied with opportunities to develop themselves and progress their employability;
- The structure and size of the Council meets current requirements and is adaptable to future needs
- Core professional and business critical skills are retained and available within the Council
- Reduction and better targeting in the use of agency staff – reduction in agency rates in social work roles;
- Talented people are delivering our services through direct employment or other service delivery models including partnership working, shared services or volunteering;

5.3   Organisational and workforce development

The workforce is equipped with the skills, competencies and infrastructure to achieve cultural change and the desired organisational behaviours when creating and delivering new and improved service delivery models (e.g. flexible working, customer service, IT). To support this the Council will provide new skills, abilities and competencies for the workforce including learning and development of key skills for future service delivery.

What we want to achieve

- Accurate mapping future workforce function, form, skills and behaviours to alternative business delivery models
- Ensure staff work in a modern, flexible way to improve productivity and efficiency and equip them with key future skills and behaviours to enable them to do so
- Provide first class customer service to meet our residents' needs, through new service channels where appropriate
- Best practice in safeguarding is embedded in all relevant roles and activities

Why this is a priority

It is crucial for Merton's success that our workforce has the right skills, behaviours and adaptability to meet the demands of the transformation and new service delivery models. Our managers need the skills and resources to effectively lead our teams and we need to be able to respond to organisational as well as legislative changes.
The requirements on organisational and workforce development are changing, with more focused and flexible options becoming the norm.

Actions

- Engender the 'Good to Great' principles of disciplined thought and action through the organisation;
- Managers' capability development specifically on building strategic capacity through future planning, accurate workforce planning and designing spans of control
  - Train managers to strategically plan for service transformation and improvement i.e. TOM's including:
    - Train managers to map future workforce profile to business need
    - Train managers to undertake development needs analysis of the workforce to improve skills and behavioural competencies
- Develop first class customer service behaviours to meet our residents' needs, through new service channels where appropriate;
- Develop a workforce that's self-disciplined, enabled with both tools and skills to deliver excellence and held accountable for outcomes;
- Engender effective change management and communication practice to support the workforce to embrace changes and minimise the impact of changes;
- Embed the management behaviours across the organisation to support performance
  - Service inputs, outputs & outcomes – performance
  - People
  - Communication – stakeholder scanning
  - Resources – money, assets, technology
  - Change
  - Self-awareness and personal responsibility
- Maintain the golden thread of Council objectives – departmental objectives – team objectives – individual objectives to guide everyone's work;
- Provide a flexible and responsive suite of development options;
- Ensure that all statutory CPD requirements are met;
- Establish effective change management practices to support employees through the transformation;
- Prioritise learning and development spending to best support the Council's objectives and transformation;
- Leverage the opportunities for development arising from shared services and partnerships;

Key outcomes

- Correlate the development of first class workforce to deliver resident satisfaction, reflective of the 'Good to Great' culture, as measured by improvements on the Mori residents' survey;
- Employees feel supported through organisational change and report that communication was effective;
- Learning needs are effectively identified and support the organisations' overall objectives in the most cost effective way;
- Leaderships competencies are clearly demonstrated and performance improved;

- Potential future leaders have been identified, the diversity profile of the group is representative of the workforce and people are engaged on a talent management programme (Bringing on Talent Programme);
- Outcomes of learning and development activity can be clearly linked to the delivery of our priorities and key workforce objectives;
- Learning and development accessible to all staff and partners where appropriate;
- Performance of staff is increased through development of key skills and behaviours supported through honest performance appraisal conversations;
- Staff understand the Council and their own priorities and know what they need to do to achieve these;
- Staff are more satisfied with the opportunities for them to contribute to how the Council works;
- Increased customer satisfaction with effectively delivered services.

5.4 Morale, health and wellbeing

We need to ensure that the organisation understands what a healthy workforce looks like and supports staff to achieve this.

What we want to achieve

- An improved understanding of the issues underpinning workforce wellbeing, and develop actions to optimise wellbeing, productivity, engagement and attendance.
- Improved morale and employee engagement

Why this is a priority

We want to be a healthy and motivated workforce, able to meet the demands of the Council, its residents and customers. We want to understand and address the root causes of sickness and act to enhance engagement and support the wellbeing of staff and improve attendance rates.

Actions

- Carry out a research project with Public Health on the root causes of sickness absence and consider its recommendations for implementation, including the option of using the London Workplace Charter
- Improve access to data and information for managers, to help them manage sickness better – embedding an attendance and performance culture
- Provide flexible working arrangements that support employee wellbeing
- Provide policies and practices that reflect the requirement for new ways of working and service delivery
- Effectively manage the impact of changes on the workforce, including appropriate supervision, direction and support from managers
- Review employee engagement initiatives and develop ways to increase engagement and Morale

- Release the capacity of staff and managers away from bureaucratic administrative practice using innovative technological solutions such as channel migration and self service.

Key outcomes

- A healthier workforce with a reduction in number of days lost through sickness – a stretch target of moving to the upper quartile from bottom quartile, with differential targets for frontline and back office
- Employees report that they feel supported in performing their roles in a day-to-day basis and through organisational changes
- Employees are more satisfied with their work / life balance
- Flexible working practices are effectively implemented and have a positive impact on morale
- Employees are aware of available support structures and make use of these as required e.g. Employee Assistance Helpline
- We have a culture of employee engagement: Staff Attitude Survey results improving each time with a stretch target of 80% satisfaction reported in 2018
- We have a culture of improved productivity as reflected in the Mori residents' survey

B. PROCUREMENT PLAN

Section 1 - Introduction

Procurement is defined in the National Procurement Strategy as:

"The process of acquiring goods, works and services, covering both acquisition from third parties and from in-house providers. The process spans the whole cycle from identification of need, through to the end of a service contract or the end of the useful life cycle of an asset. It involves options appraisal and the critical 'make or buy' decision which may result in the provision of services in house in appropriate circumstances"

Although the definition is primarily about procurement, it also about the need to secure sustainable services, products and outcomes which meet the needs of the community we serve. Strategic procurement also encompasses collaboration, including the need to develop partnerships, consider delivery options and ensure value for money for every pound spent.

This document sets out the Council's strategic approach to procurement for the next 3 years. It is not intended to be a procurement manual; however, the principles should be applied to all procurement and commissioning, recognising that procurement must work closely with our health and social care colleagues to deliver value for money from all commissioning and procurement.

Consideration of this strategy is not optional and it should be read in conjunction with the Council's Contract Standing Orders (CSO's).

The Procurement Strategy emphasises the continuing importance of sustainable procurement being used to support wider social, economic and environmental objectives in ways that offer real long term benefits to the residents of this borough.

Cost reduction and efficiency targets will not be achieved if the Council fails to approach competition positively, taking full account of the opportunities for innovation and genuine partnerships which are available from working with others in the public, private and Voluntary, Community and Faith Sectors ("VCFS").

This strategy provides a corporate focus for procurement. It embraces the Council's commitment to strategic procurement and sets out the Council's aspirations. It is not a 'user manual'; more detail on procurement processes and issues will be found in the Contract Standing Orders and on the procurement intranet.

The strategy will contribute to delivering the long term goals of:

- ➢ The Business Plan 2016-20
- ➢ Community Plan
- ➢ Merton 2015 and beyond (good to great)

The principal means of disseminating detailed procurement guidance are the Commercial Services Team (CST), and the intranet.

Section 2 – Objectives and Benefits

The overarching objectives of this strategy are:

- To evaluate and improve current procurement practices to achieve better value for money and to ensure customer/client needs are met

- To ensure best practice examples are identified and applied consistently across the organisation.

- To align procurement activities with other strategies adopted and to ensure that corporate objectives are addressed

- To ensure that current and future procurement activities are planned, monitored, and reviewed effectively including identifying opportunities for collaboration with both private and public sector bodies and the VCFS

In taking this strategy forward, the Council expects to realise the following benefits:

➢ Demonstrate continuous improvement and achieve value for money through the efficient procurement of goods and services

➢ Encourage communication and interaction with local and national suppliers to understand their views

➢ Develop relationships between the Council, the business community and the broader voluntary sector which create mutually advantageous, flexible and long term relations

➢ More efficient procurement processes

➢ Better risk management

➢ Strategic procurement planning

➢ Effective spend analysis and measurable cash savings

➢ Proactive contract management

➢ Greater use of standard processes and templates

➢ Compliance with appropriate legislation

➢ Compliance with Contract Standing Orders

➢ Collaboration, including with other authorities, local businesses and the VCFS

➢ Greater use of the E-Tendering system

Our vision for procurement is to provide a first class service for our residents whilst we build on best practice to ensure value for money in all our procurement exercises.

Section 3 - Overview of Procurement

The London Borough of Merton spends approximately £170M each year on goods and services on behalf of Merton's residents. The range of goods and services is varied, but includes services for schools, waste collection, care services for children and adults, maintaining the highways, parks and services, encouraging business growth and major construction works.

Updated expenditure to 31st March 2015

Expenditure by Department 2014/15 (£M)

- Children's, Schools and Families: 61.8
- Communities and Housing: 50.2
- Environment and Regeneration: 30.3
- Corporate Services Department: 21.5
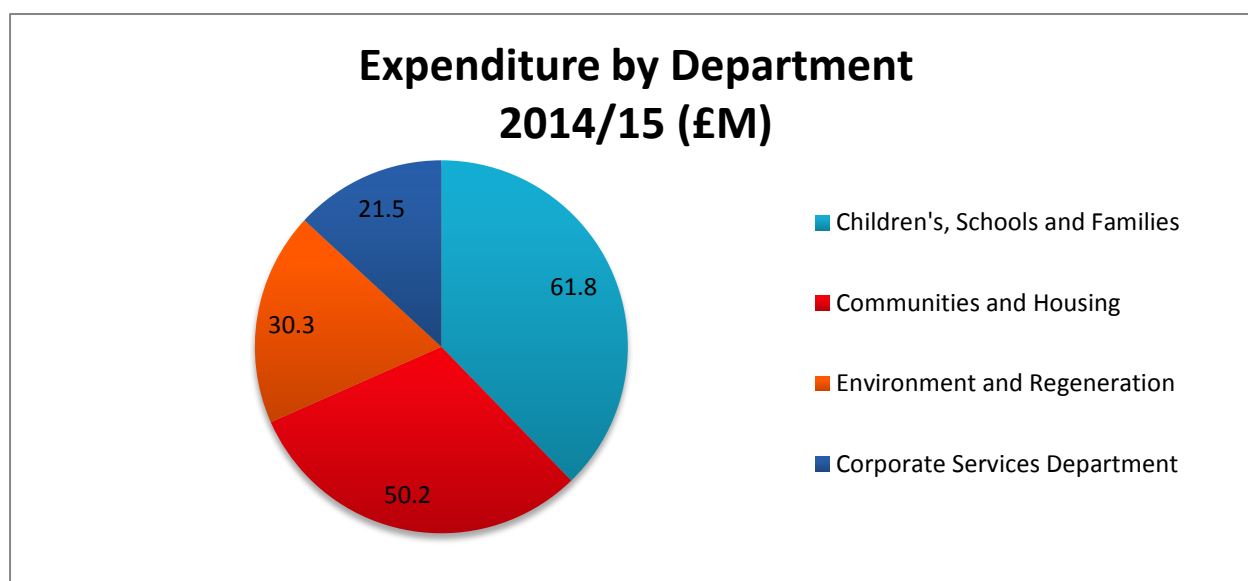
Procurement in the Council takes place across all departments and is undertaken in what is called a 'devolved' model. This means that responsible officers in the departments undertake day to day operational procurement.

CST has been set up specifically to provide procurement support, advice and guidance to the departments and responsible officers. The devolved system means that the responsibility and accountability for operational procurement decisions and actions remain firmly with each responsible officer in the departments. CST is part of the Resources division of Corporate Services department.

CST provides the following services:

- ➢ Provision of strategic commercial advice as requested
- ➢ Specific advice on EU Regulations and associated areas, including latest case law
- ➢ Benchmarking, identification and promulgation of best practice
- ➢ Involvement in high profile tender exercises as agreed
- ➢ Spend analysis and the Identification of potential savings opportunities and areas of collaboration
- ➢ Participation in key commercial exercises, such as make/buy reviews

- Maintenance of the contracts register. However, responsibility for entering information onto the contracts register and ensuring that the information is up to date and accurate, rests with the departments
- Undertaking a skills matrix and training of officers and elected members
- Engagement with partners and potential partners with the objective of streamlining the procurement process, i.e. making the Council an easier organisation with which to deal
- Providing up to date support via the intranet, toolkits, procurement guidance and advice.

Procurement is not simply about lowest price; instead it is a strategic tool to ensure that we receive best value whilst putting the needs of Merton's residents first.

Effective procurement is about managing the whole life cycle of the goods and services we procure, and also ensuring that specifications are right and fit for purpose with clear outcomes and purposes.

A number of improvements have been made, including a strengthened Procurement Board, an enhanced Contracts Register and the implementation of a new E-Tendering system. May 2013 saw the launch of the Procurement Forum, which is designed to bring together all officers who are involved in procurement and commissioning, to disseminate information from the Procurement Board, to embed best practice and to ensure that officers are kept abreast of all relevant procurement matters including changes in law. This will also be used to discuss opportunities for cross cutting and joint procurement will be investigated.

Furthermore, in January 2012 the Council adopted a new Procurement Governance and Gateway process which comprises four key elements, the Procurement Board, the Procurement Gateways, the Operational Procurement Groups and the Risk Assessment Tool. These four elements work together to enable the Procurement Board to exercise effective oversight, control and to provide direction to procurement activity Council wide.

Section 4 – Key Themes

a. Value For Money (VFM)

In the unprecedented economic climate we face, the Council will need to make substantial year on year savings for the foreseeable future. Every pound spent must deliver true value to the community, whether that is by better management of our existing contracts, proactive spend analysis, being more commercially aware, or through reviewing current services and potential delivery models.

Knowing how, where and on what our money is spent will be used to drive a supplier review to maximise savings. Furthermore, we intend to review the supply base and drive additional efficiencies by reducing the overall number of suppliers and to utilise the additional leverage obtained. This exercise will also help us to develop and shape supply markets, define the skills to develop the market and to negotiate better outcomes for the Council and service users.

> *Principal Objectives*
> - Undertake regular spend analysis of the Council's full non-pay spend with recommendations in how to identify and capture efficiencies
> - Supply base review and rationalisation
> - Make/buy reviews of services
> - Challenge specifications and assumptions around strategic contracts

b. Category Management

By grouping together products and services according to their function (e.g. care, construction, transport, professional services etc.) the Council can better manage the overall spend, whilst maximising our buying power and achieving economies of scale.

A 'Category' is an area of spend determined by known market boundaries separating different products or services. Category Management recognises that suppliers within a certain market are likely to have similarities which enable a tailored approach to procurement.

We will develop our capacity and capability in Category Management to support the major commercial decisions the Council is facing. We will add value to projects we support, bringing commercial insight and support throughout the commissioning lifecycle. Recognising this challenge we will also develop our staff through a revised professional training programme. It will also enhance their relationship and partnership building skills. This means they will spend less time involved in the administrative task of running tenders and spend more time with customers, commissioners and our major suppliers.

> **Principal Objectives**
> - ➢ Develop a suite of category strategies to drive further savings and efficiencies
> - ➢ Embed a category management approach across the Council
> - ➢ Category Management specific training programme

c. Contract Management

We will manage our major contracts more actively to drive continuous improvement in performance and efficiency and further develop contract management across the Council. We will provide greater visibility of the performance of our top contracts to help to improve the management of major suppliers and ensure they are delivering against the agreed performance standards.

By reviewing strategic contracts and adopting a more commercial approach to the management of our key contracts we will ensure that improvements and efficiencies are delivered.

We will also work with operational contract managers in departments to build on best practice and provide training in contract management techniques.

The outcome of this change will be measured by the monitoring of contract performance and by the identification of improvements in performance levels and additional efficiencies during the life of a contract. Furthermore, as we develop stronger relationships with our key suppliers, we will be recognised as their 'customer of choice' which may lead to increased market intelligence and therefore improve our opportunities for innovation in the marketplace.

Through a clear commercially led approach to contract management, we will ensure a greater focus is directed towards obtaining the required outcomes. This will include increased monitoring and management of supplier performance through robust SLA's and KPI's (including the delivery of

community benefits) and where performance is not being achieved, an action and improvement plan will be implemented.

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Principal Objectives
- ➢ Reduce non-contracted spend
- ➢ Embed contract management principles across the Council
- ➢ Hold regular performance meetings with suppliers
- ➢ Set clear and proportionate KPI and SLA targets for suppliers
- ➢ Link payment to performance (where appropriate)

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d. Partnering and Collaboration

Partnering means the creation of sustainable, collaborative relationships with suppliers in the public, private, social enterprise and voluntary sectors to deliver services; carry out major projects; or acquire supplies and equipment.

Partnerships can be beneficial and integrated in service delivery, but it needs to be recognised that this is not an easier contract style; indeed partnering agreements are likely to be more challenging than traditional contracts. A partnership agreement will therefore require careful preparation and procurement. Partnering should be considered when engaging in best value reviews of services as a potential alternative to established methods of service delivery.

When formulating our procurement strategies, we will ensure that we take account of potential opportunities afforded by partnering and collaborating. We will also look at existing framework agreements when considering any future options for procurement and where appropriate the use of any national, regional or pan London procurement arrangements that fit with the Council's strategy.

Collaboration describes the various ways in which councils and other public bodies come together to combine their buying power, to procure or commission goods, works or services jointly or to create shared services. Collaboration is a form of public partnership; its major benefits are economies of scale and accelerated learning.

We will ensure that contractors and partners have priorities which align with those of the Council and that they understand how they contribute to the Council's performance.

The Council will actively participate with other authorities and organisations where appropriate and feasible, to seek economies through joint procurement, joint commissioning, framework agreements and shared services.

> ***Principal Objectives***
> ➢ Work with other public bodies to seek joint partnering and collaboration opportunities
> ➢ Investigate the greater use of collaborative contracts
> ➢ Look to use existing framework agreements where appropriate

e. Market Management

The Council will continue to work with more diverse providers of services. In some areas there are strong markets but in others they are either small or not yet developed. The Council will make full use of all the different methods of delivery available, including joint ventures, public, private and VCFS options. Through procurement, we will support the growth of local businesses and other organisations by encouraging the use of local suppliers. While staying within the legal constraints of public sector procurement, the Council will encourage local suppliers to work with us, recognising and exploiting the ability to create a positive climate for firms based in Merton. The Council will endeavour to support a thriving local business sector, providing opportunities for suppliers to develop the capacity to win future contracts from the Council and other public sector partners.

This approach recognises that by encouraging sustainable high quality local employment, the Council is reducing the demand and thus cost of other public services. The Council will seek to encourage innovation, improve skill levels in Merton, create jobs and retain money in the local economy.

f. Supplier Relationship Management

The Council will build strong, long term, positive relationships with suppliers across all sectors, not just when actively procuring goods and services but also when considering alternative delivery models e.g. social enterprises. The Council will establish strategic relationships with suppliers to ensure that both parties are delivering against the commitments within the contract and also build upon mutual experience and knowledge to embed continuous improvement practices throughout the contracted period. Effective engagement with suppliers will also inform future specifications. This will ensure that the Council is approaching the market place with requirements which meet clearly defined needs and are commercially attractive to potential bidders.

The Council commits to making all procurement activity fair and transparent and to encourage a diverse range of potential bidders to participate.

A suite of standardised documents and contracts will be developed for use across the Council to ensure consistency and to make the procurement process more accessible to suppliers.

g. Developing People and Improving Skills

Procurement is a key activity in sourcing the skills, services and supplies required by the Council to deliver community outcomes. The officers who undertake procurement and contract management activity are vital to the successful delivery of the Councils strategic procurement objectives.

The required capacity and skills will continue to be developed in departments with support and guidance from CST.

CST will develop other ideas to encourage officer participation. These will include the offering of regular 'drop-in' sessions which will allow any topic of interest to be discussed informally. Also, specific targeted training will be developed and made available to officers/teams and divisions as required.

Regular procurement forums for all Merton responsible officers will continue to be offered. Active participation will be encouraged by the use of focus and working groups on specific topics of interest; such as toolkits, market engagement and benchmarking.

The forums will:

➢ Bring together all professionals across the Council working on procurement activity into a single forum
➢ Provide a platform for evidence sharing and best practice (both internal and external)
➢ Introduce and embed a co-ordinated and consistent Merton approach to procurement
➢ Identify savings and efficiencies opportunities

The forum is a reference group, accountable to the Procurement Board, with recommendations and updates to be fed bilaterally.

> ***Principal Objectives***
> ➢ Provide a career path for practitioners of procurement with clear roles and responsibilities
> ➢ Provide skills and training and learning & development opportunities for officers
> ➢ Ensure that procurement best practice advice is available via the Procurement Toolkit

h. Systems and Processes

Continued use of the E-Tendering system has improved compliance and at the same time it has streamlined the tendering processes.

The contracts register has received a refresh and is now part of the E-Tendering suite which is in the public domain so that any interested parties may view it. This has led to greater visibility of Council spend which will be fed into procurement and resource planning and should lead to greater opportunities for efficiency savings.

It will also make it easier for members of the public to have their requests under the Freedom of Information Act 2000 (FOI's) answered quickly and efficiently.

Ensure council and departmental rolling 1-3 year procurement plans are produced each financial year and kept up to date.

> *Principal Objectives*
> - Maintain an up to date contracts register
> - Increased use of the E-Tendering system
> - Investigating the strategic use of E-Auctions
> - Training in the use of the procurement toolkit
> - Develop a comprehensive rolling 1-3 year procurement plan

Section 5 - Governance Framework

Merton's procurement is governed by EU law, UK Law and lastly by Merton's own rules for procurement which are the Contract Standing Orders. These laws and processes are mandatory for officers of Merton to follow.

a. The Corporate Management Team

The Corporate Management Team (CMT) will continue to initiate and lead all procurement activity and endorse and support adherence to the procurement Strategy across the Council. CMT will set the strategic direction of the Council, empower officers and hold officers to account in the delivery of the strategy.

b. Contract Standing Orders

The Council will comply with the wide range of legislation, regulation and guidance which governs procurement. The Council's Contract Standing Orders for procurement have been revised in line with the latest legal and operational requirements and came into effect on 1st April 2012.

Adjustments to the existing thresholds and delegations were made and provide the ability to improve the speed and simplicity of procurement activities and authorisations. Further revisions are planned during 2016/17. Adherence to the Contract Standing Orders will be enforced to ensure the highest standards of probity and compliance, one of Merton's principles underpinning procurement activity.

c. The Procurement Board

The Procurement Board is the primary strategic agent through which procurement activity is governed. The Procurement Board is made up of senior management officers and procurement professionals and is chaired by a Director.

The main functions of the Procurement Board are:

➢ Oversee the production and management of the procurement strategy
➢ Assure that procurement is managed competently and legally
➢ Ensure changes in legislation e.g. The Social Value Act (2013) and best practice are embedded in the Councils procurement practices
➢ Assessing whether procurement is achieving best value for the Council
➢ Ensuring that staff engaged in procurement have the required skills
➢ To be responsible for the Operational Procurement Groups (OPG)

d. Departmental Management Teams

Departmental Management Teams will received regular reports from their procurement champions and ensure that the Procurement Strategy is being delivered effectively within their respective departments.

e. Operational Procurement Group

The OPG's are the operational arm of the Procurement Board, and are the means through which departmental procurement activity is planned and co-ordinated. One OPG exists for each department and the Groups co-ordinate, risk assess and manage the flow of all procurement activity. Each group is championed by a departmental procurement lead who also attends the Procurement Board.

f. Procurement Gateway process

It is a risk based approach which uses a series of minimum criteria and risk triggers to determine which procurement activities will come to the Procurement Board.

Projects will automatically come to the Procurement Board for review where:

➤ the total value is over £3m (or annual value over £750k)

➤ or the decision to award the contract is to be made by Cabinet or

➤ three or more risk triggers are assessed at amber level or greater. These include; political or reputational risk, impact of failure on service user and maturity or volatility of the market.

g. Financial Regulations and Procedures

The Financial Regulations and Procedures are the internal rules applicable to Merton's financial processes and these have also been reviewed to take account of current and recent changes in procurement practice e.g. use of Framework Agreements. Within the options appraisal carried out for each procurement project there will be included due consideration to the methods of financing the project available i.e. capital borrowing, leasing, and other alternatives.

h. Procurement Plans

These plans identify the required strategic procurement activities for a period extending 1-3 years into the future. The departmental procurement plans inform the Corporate Procurement Plan, which will encompass all major

procurements due in the following 1-3 years. This will allow for enhanced planning and scheduling, improved visibility and improved risk management for the Council's major procurement activities. The Corporate Procurement Plan is overseen by the Procurement Board.

i. Procurement Templates and Toolkits

The 'Procurement Toolkit' is available to officers via the Procurement Intranet pages and it provides specific procedural guidance and templates for procurement activity.

The Council will review and keep these up to date. It is against this procedural guidance that individual compliance will be measured to ensure best practice, legal compliance and whether there is any off contract spend.

The CST will be working with departments to improve the current toolkit and templates.

j. The Contracts Register

The Contracts Register is a Council-wide record of all contracts that the Council has entered into above the value of £10,000.

The Contracts Register is now hosted via the London Tenders Portal as part of the Council's E-Tendering system. Responsible Officers must ensure that all contracts are entered onto it and that they are kept up to date.

The Contracts Register will continue to be a key component to co-ordinate and risk manage procurement activity at the corporate level and will assist with FOI's.

k. E-Procurement

In January 2011 the Council invested in an E-Tendering system called Pro-Contract. The system provides officers and suppliers with an effective and efficient way to electronically manage tender and quote processes. The system is designed to allow staff to conduct requests for quotations and tenders online, much more quickly and also to allow potential suppliers to respond without the need to complete numerous paper forms.

We will ensure that the benefits of E-Tendering continue by the promotion and monitoring of the system. The use of the E-Tendering system was made mandatory in the new CSO's which came into effective on 1st April 2012.

Improved use of the E-Tendering system will provide corporate visibility on spend and prevent duplication of processes. Improved corporate visibility will in turn allow greater scrutiny of the management of spend across the Council.

I. Looking to the Future

We are investigating the use of E-Auctions as a way of saving additional monies.

Section 6 – Key Actions

A procurement action plan will cover the principal objectives detailed in this strategy document.

To help us achieve our vision, there are five key actions we are taking:

1. Implement our people development plan, putting in place a new programme of training, coaching and mentoring

2. Roll out stronger contract and supplier management across the Council for key contracts, identifying clear roles and responsibilities and providing professional support for service teams

3. Develop a rolling three year corporate procurement plan, incorporating robust departmental plans

4. Provide an updated procurement toolkit and templates for responsible officers

5. Increased use of partnerships and collaboration with other organisations to drive greater efficiencies

By 2016, we will have:

Delivered substantial cost savings through strategic contracting, to help meet the Council's budget targets

Developed a best-in-class service which is highly responsive to the needs of customers, and is valued by them as a strategic partner in developing their own plans

Encouraged greater levels of spend with local suppliers and have thriving relationships with local businesses and VCFS communities

Established strong partnerships with other public sector bodies to leverage best value for money

Contacting Us

Please contact us if you have any questions, comments or feedback about the Procurement Strategy:

E-mail: procurement@merton.gov.uk

Phone: 020 8545 3736

Other useful websites

Audit Commission http://www.audit-commission.gov.uk
Comprehensive Performance Assessment
http://www.audit-commission.gov.uk/cpa
Department for Communities and Local Government
http://www.communities.gov.uk
Improvement and Development Agency, (I&DeA)
http://www.idea.gov.uk
Local Government Association
http://www.lga.gov.uk
Regional Centre of Excellence
http://www.rcoe.gov.uk

B) INFORMATION TECHNOLOGY STRATEGY

The Information Technology strategy will be reviewed again following the completion of the Target Operating Model development process within the council. A refreshed draft will be ready in 2017 and in the meantime we will continue to deliver the actions identified in the current strategy.

EXECUTIVE SUMMARY

This document sets out the Council's vision – articulated as a series of strategic objectives – for its information, communication and technology infrastructure and architecture.

The development of the document is a result of a comprehensive planning and consultation exercise involving all services across the organisation. This was guided by a number of design principles that provide a broad framework within which the strategic priorities have been developed. The aim of these principles is to ensure that the management and development of IT and systems complies with necessary standards and protocols and aligns with the wider strategic direction of the council by:

- organising information and systems around customers;
- automating processes wherever possible;
- supporting joint working and shared services; and
- reducing, as far as possible, reliance on highly technical support.

Importantly, the strategy introduces a Technical Design Authority to ensure a controlled, disciplined approach to changes to the technical architecture and infrastructure. This is designed to accommodate the demands and requirements that will inevitably arise during the lifetime of this strategy but are not currently known. The role of this body will be to manage and agree any alterations that are proposed to the agreed implementation plan that supports this strategy. The terms of reference for the group are appended to this strategy (Appendix 2), and these are designed to ensure it operates in a collaborative, agile way to mitigate against the risk of unnecessary bureaucracy and business interruption,

The strategic priorities that this strategy seeks to deliver are:

- Customer focused systems
- Integrated and joined-up systems and infrastructure
- IT that is fit for purpose now and into the future
- The ability to operate from multiple locations and devices (flexible and mobile working)
- Increased self-service
- Automation where it's efficient and effective to do so
- Systems and infrastructure that are resilient, compliant and experience minimal downtime

All of these outcomes need to be delivered within an overarching strategic aim of **becoming a more efficient organisation and reducing operating costs**.

These high level outcomes shape and prioritise the activity set out in the supporting implementation plan for the strategy.

ABOUT THIS STRATEGY

This document sets out Merton's vision and strategy for its Information, Communication and Technology infrastructure and systems architecture. In developing the strategy, officers have drawn on the target operating models (TOM) and associated delivery plans developed by the Council's businesses throughout 2013/4. This ensures that Merton continues to take a business-led (and therefore customer-led) approach to the development, improvement and maintenance of its IT assets.

The strategy also reflects the more technical guiding principles and constraints that frame our IT ambitions, either because of legislative requirements or as part of our commitment to adhere to industry standards and best practice.

In striking the balance between responding to business need and managing IT assets effectively and efficiently this strategy is designed to provide a broad strategic framework for the maintenance and improvement of the Council's IT and business systems. It is supported by a more detailed implementation plan that sets out the operational tasks associated with achieving the strategy. The implementation plan will be reviewed annually; the content of the plan and progress against it will be assured and managed through Corporate Services DMT and the Merton 2015 Board. The Assistant Directors of Infrastructure & Transactions and Business Improvement will be jointly accountable for its delivery.

BUSINESS CONTEXT

As a high achieving authority, Merton is single minded in its commitment to continuous improvement. The organisation recognises that this will require IT infrastructure and systems that support excellent services and – in the context of a decreasing financial envelope – greater automation and self-service.

The financial context in which we operate requires that the organisation finds ever more efficient ways to manage and improve its IT assets. Where judicious investment is required in order to transition the organisation towards more efficient ways of working on an 'invest to save' basis, the Council allocates funding from reserves earmarked specifically for this purpose. The Merton 2015 and Capital Programme Boards manage this process, awarding funding on the basis of sound business cases and overseeing their implementation to ensure benefits are realised.

Through the development of TOMs each business has set out its future state and the role that IT will play in enabling this. It is this information that, drawn together, forms the basis of this strategy and supporting implementation plans. The activities reflect the development, improvement and maintenance of IT and business systems needed by services in order to achieve their stated ambitions.

In addition, the strategy incorporates the activity that will be required to deliver cross-cutting transformational projects and programmes of change and improvement. The most notable of these are:

- Flexible Working – a programme of coordinated activity designed to introduce modern working practices that make the most effective and efficient use of office space and officer time.

- Customer Contact – a three-year programme that will enable and drive channel shift, the transition of customer interaction to cheaper (usually online) channels and self-service wherever possible.
- Mobile working – the integration of systems and introduction of mobile devices and mobile-enabled systems so that officers can work from any location.
- SCIS – the re-procurement of the Council's social care information system.
- Financial systems – the re-procurement of the Council's financial information management systems.

STRATEGIC DESIGN PRINCIPLES

As this strategy has already acknowledged, Merton must be judicious in its management and development of IT and systems – changes to our infrastructure and architecture have cost implications beyond the initial investment as they will require support and maintenance. In addition, there are a suite of technical standards and protocols with which the Council needs to comply.

To ensure that all of these factors are taken into account, the organisation has adopted an holistic approach to developing this strategy. Businesses have worked with target operating models to clarify and articulate their current and future IT needs; but to help frame their thinking and ensure development proposals are realistic a series of design principles have been applied to the process. These will continue to inform our IT development:

- IT systems must be customer centric and support the Council's customer contact strategy.

- IT systems should consolidate information around the citizen, reduce reliance on paper and provide automated workflows wherever possible.

- IT systems must support social inclusion and be user friendly.

- IT systems must improve information use and sharing with Merton partners, where appropriate, and comply with the Information Strategy.

- IT systems will maximise use of configuration to ensure they are readily upgradable and supported by the vendor.

- IT systems and Service delivery will be designed with shared function/service in mind.

- All IT developments, improvements and technology purchases will be controlled and well managed (through the Technical Design Authority) to ensure technology compliance and maximum value is achieved.

STRATEGIC PRIORITIES

Drawing on the TOMs and transformation delivery plans of the organisation, as well as developments in the world of IT, legislative requirements and industry good practice, we have developed a set of strategic priorities that clarify where scarce resources will be focused over the life of the strategy.

These are the high level outcomes this strategy aims to deliver:

- Customer focused systems
- Integrated and joined-up systems and infrastructure
- IT that is fit for purpose now and into the future
- The ability to operate from multiple locations and devices (flexible and mobile working)
- Increased self-service
- Automation where it's efficient and effective to do so
- Systems and infrastructure that are resilient, compliant and experience minimal downtime

All of these outcomes need to be delivered within an overarching strategic aim of **becoming a more efficient organisation and reducing operating costs**.

These high level outcomes shape and prioritise the activity set out in the supporting implementation plan for the strategy. The following objectives set out in more detail how each will be achieved.

Customer focused systems
- Council systems that support the Customer Contact Strategy and programme, enabling a customer centric approach, with information consolidated around the service users.
- Support social inclusion by maximising access to IT resources by members of the community and community groups, and by providing user-friendly systems, systems that cater for a wide range of needs in support of the Digital Inclusion Strategy.
- Support the customer contact strategy by providing a consistent customer experience through a variety of channels.
- Customer data stored consistently across various systems.
- System and IT infrastructure enhancements and implementation informed by business need (which in turn articulates customer need).
- Where feasible and beneficial, maximise the benefits of mobile working by gathering multi-agency data at each interaction thereby reducing multiple contacts with customers.

Integrated and joined-up systems and infrastructure
- System integration wherever possible and beneficial.
- Actively consider the potential for joint working with partnering boroughs and agencies in all IT decisions.
- Improved – through IT systems/infrastructure – information use and sharing with Merton partners.
- IT infrastructure and systems that support, enable and promote shared services.

- Support business transformation through end- to-end integration of processes, consolidated customer data bases and exploiting e-enabling services and improved service delivery within the council.
- Create and maintain a 'single version of the truth' with appropriate arrangements in place to improve and maintain primary data sources that feed secondary sets with minimal manual intervention.
- Maximise existing investments.

Fit for purpose now and into the future
- Create a clear vision and target operating model for the IT infrastructure and systems architecture that is based on businesses' plans for the future.
- Create and maintain IT infrastructure and systems that support business agility.
- Lead and promote business change through innovation and technology.
- Actively maintain good market intelligence and scan for new opportunities.

Operating from multiple locations and devices
- Provide business solutions and IT infrastructure that support the flexible working programme and accommodation strategy through mobile and home working.
- Documents available electronically at point of use; reduced reliance on paper.
- Telephone systems and printing follow the worker.

Increased self service
- Introduce and improve the functionality of web-enabled services and systems.
- Better use and quality of geospatial data.
- Support stronger clienting of the IT service by businesses by raising IT skills.

Systems and infrastructure that are resilient, compliant and experience minimal downtime
- Establish and maintain a programme for effective disaster recovery.
- Develop and regularly test business continuity plans.
- Achieve and maintain compliancy with PSN, N3 and CJSM regulations.
- Manage and monitor 'downtime' that is as close to zero as possible.
- Introduce, develop and maintain change control mechanisms.

CHANGE MANAGEMENT
A key factor in delivering this strategy will be the introduction and maintenance of effective change management mechanisms. As the Council increases its reliance on technology through programmes such as Customer Contact and Flexible Working but also seeks, in parallel, to reduce the cost of maintaining and supporting systems and IT infrastructure, establishing effective governance and control of IT assets will become even more important. The uncontrolled and ungoverned development of systems and IT infrastructure risks not only confusing and disrupting the system and IT architectures, but also carries a cost implication: improvements will be inefficient where technical support and maintenance

resource implications have not been correctly understood. This could, in the longer term, counteract business benefit/efficiencies if not properly planned for.

It is therefore important that explicit arrangements are put in place that guarantee that appropriate discipline will be consistently applied to the development of the organisation's system architecture and IT infrastructure. Whilst this strategy and implementation plan provides a route map for investment over the coming four years, it cannot be expected that the requirements of the organisation will remain static over its lifetime. New business demands are likely to emerge that are not currently understood, or are driven by changes in policy or statutory frameworks. For this reason, this strategy incorporates the introduction of a **Technical Design Authority**. The role of this body will be to manage and agree any alterations that are proposed to the agreed implementation plan that supports this strategy.

It will govern and manage development of the Council's systems and IT and ensure changes and improvements are compliant with not only necessary technical and security standards, but also Council strategy, i.e. rationalisation and integration of systems, reduction in support overheads etc. This will ensure that there is full collaboration and consultation on any significant proposal to amend the Council's technology architecture (outside those improvements and activities already agreed as part of this strategy and implementation plan).

The terms of reference for the group are appended to this strategy (Appendix 2). The first task of this group will be to develop – in conjunction with departments – a 'scheme of delegation' that clarifies the practical scope of the board and define the level of change that needs to be referred to the board and that which can be dealt with locally. This will mitigate against the risk of unnecessary bureaucracy and business interruption.

OPERATIONAL DELIVERY

The core delivery plans for the Infrastructure and Transactions and Business Improvement divisions will incorporate activity required for the routine maintenance of the Council's IT infrastructure and systems. This strategy and supporting implementation plan captures the activity over and above this core offer, relating to improvements outside those that are routinely expected. For each of these, a business case has been prepared to secure investment from earmarked reserves. This will enable the necessary resources to ensure timely and effective delivery to be made available.

Prioritisation and sequencing of the programme will be managed through Merton 2015 Board to ensure that it takes account of pan-organisation imperatives and priorities. Regular reports on progress and resource management will be submitted to the Merton 2015 Board, in addition to Corporate Services DMT.

A series of Service Level Agreements will sit alongside the strategy and set out agreed metrics and service standards to enable departments to assure and monitor delivery.

BUSINESS CONTINUITY

Business continuity will be assured through the deployment of four planned maintenance windows per year. These will allow crucial system and infrastructure updates and improvements to be made with minimum impact on service provision.

It will also be enhanced through the provision of suitable Wide Area Network (WAN) links to the designated Business Continuity centre; and we will ensure that connectivity to Business Critical systems is maintained in the event that we were no longer able to occupy the Civic Centre.

We will continue to ensure that the remote access infrastructure is available with diverse internet routes.

Business continuity plans will be routinely reviewed and tested.

DISASTER RECOVERY

The Council's IT infrastructure and business systems underpin many of the Council's critical activities. In the event that an incident occurred that interrupted the availability of IT and systems – for example a fire, or borough emergency that affected the Civic Centre – it would be essential that systems were restored as quickly as possible. This is particularly true given the potential for some systems to support civic recovery.

In order to ensure this is the case, we will complete Phase 1 Disaster Recovery arrangements, which include the identification of the Council's core business critical IT systems and the relocation of hardware to the new Disaster Recovery facility located at London Borough of Wandsworth. We will also review departmental IT Disaster Recovery plans and provide some critical challenge to ensure that they are robust and fit for purpose.

Utilising agreed planned maintenance periods we will undertake regular testing of Disaster Recovery arrangements including operational infrastructure, hardware and emergency backup systems to ensure that they are fully operational.

We will develop phase 2 Disaster Recovery arrangements including the procurement of new Active/Active Storage Area Network equipment (SAN) and install the new infrastructure and equipment at the Civic centre and Wandsworth sites.

Finally, we will properly map and document the new Disaster Recovery processes and produce an operational maintenance manual.

All of these activities – along with timescales – are included in the Implementation Plan that supports this strategy.

APPENDICES:
1. Implementation plan
2. Technical Design Authority terms of reference

RELATED DOCUMENTS

Information Technology (IT) Policy (November 2013)

Social Media Protocol

Information Strategy

List of Agreed Schemes in the IT Implementation Plan

Project Name	Brief Description	Comment as at w/c 01/02/2016
System improvements and implementations - AGREED and RESOURCED		
In-Cab - specification devt and requirements gathering	Exercise to establish business requirements for functionality currently delivered through Confirm (street scene, asset mgt & waste mgt)	Completed, cost prohibitive and scaled down into EAMS project
(EAMS) - Environmental Asset Management system - specification devt and requirements gathering	Exercise to establish business requirements for functionality currently delivered through Confirm (street scene, asset mgt & waste mgt)	Completed and finalised and submitted to tender portal.
(EAMS) - Asset Management - procurement and implementation	Project to procure and implement new Environmental Asset Management System (EAMS).	Delayed, re-publish Tender documents early 2016
Customer Contact	Implement new transactional website, content management system, customer account functionality and customer relationship management system	Work in progress
EDRMS	Implement replacement EDRMS (to replace SMART)	As above
Implement room booking system (internal)	Room and Space management system	Completed
(SCIS) - Social Care Information System	Implement replacement system (replacing CareFirst)	Implementation in progress due to go live for both Adults and Children early 2016.
Inspire	Scope and initiate work to achieve new European INSPIRE standard for metadata for geospatial info.	Mostly completed and published.
Data labelling	Implementation of new system to categorise and label data for increased information security	Re-scoping in progress
(FIS) -Financial Systems Re-Engineer	Procure and implement replacement financial management information system	Procurement completed, New vendor on-board, implementation in progress
Implement phone system call control liberty system	Implement Liberty Parking Services	Completed

Project Name	Brief Description	Comment
Implement Planet Press	Implement new system for automated payment letters and printing	Completed for initial scope, further opportunities for automation to be investigated.
Automated Council Tax forms	Implement (pilot) new revenue and benefits ePayment portal solution to automate Council Tax payments	Completed
ANPR - Specification	A consultant to write the specification and provide expert advice and support in respect of the project to procure new ANPR CCTV cameras to be used for traffic enforcement.	Completed
GIS requirements review	A consultant to assess and prioritise the GIS requirements of the Authority.	Completed
Pop Up Libraries		Completed
NHS Number as URN	To introduce the NHS number as the URN within our Social Care System. Already under way and in CareFirst action plan	New connector to be implemented within the SCIS project - delayed due in future release (Jan 2016)
Tree Survey Remote Solution	Provision of remote survey solution for tree survey work **(underway).**	IT hope to provide short-term solution (awaiting information from supplier), Confirm replacement will address in the longer term. This has been superceded by EAMS
Schools Admissions System	Procurement exercise and implementation of new schools admissions system (Currently Impulse system) as current contracts expire - No shared service, so use of Framework.	Implementation complete. Went live on 30th September 2015
Mapping and Data Improvement	Geocode and integrate a range of datasets into the GIS database - prioritised by business benefit.	In progress, procurement completed - Survey company started.

Project Name	Brief Description	Comment
Firmstep e-forms	Develop and implement a range of new eForms (using existing system) to provide automation for businesses pending replacement eForm solution becoming available through Customer Contact programme.	Work started on prioritised basis - Accident reporting completed, resource constraints may delay further work.
Libraries Self Service Machines	To replace the current self-service kiosks in libraries	Tender completed - implementation started
ANPR - Implementation	Following successful trial, Implement automatic number plate recognition system. Now to be combined with CCTV maintenance contract.	Delayed but now back in progress.
Library system Enhancements	A series of enhancements included within the LLC (London Libraries Consortium) development plan.	Relevant projects relate various TOM highlighted potential enhancements
ePayments re-procurement and implementation	Civica icon epayments contract expires 31st March 2016, Re-procure and implement new solution by 31st March 2016.	Procurement completed, implementation in progress.
Infrastructure improvements and implementations - AGREED		
Replace all photocopier / printers	Replace all MFD on floors and print room and install integrated system	Some issues with the print to print room software, software now tested in I&T planning taking place for full rollout
Replace corporate Storage Area Network and backup solution	Replace SAN and Backup to near zero downtime	Completed
Replace desktop devices	Replacement desktop devices	All XP machines removed, continuous replacement program replacement in progress
Replace out of warranty servers	Replace out of warranty servers	Servers are replaced as required
Replace UPS batteries	replace UPS batteries	Completed

Project Name	Brief Description	Comment
Renew Citrix licences	purchase more VDI licences	Works being discussed
Replace Core switches	Replace core network switches	Works being discussed
Retender Prism asset management system	Retender Asset management, patch management and deploy	have soft market tested, specification now being written for procurement start end of November, tender evaluation nearly completed
Purchase of additional tokens	Purchase additional tokens for remote working	Completed
Purchase of additional tapes	Purchase additional tapes for network backups	Completed
Replacement of lobby screens	Purchase replacement screens for lift lobby	Completed
Replace edge Network switches	replace Network edge switches	Works being discussed
RE-cable sites network cabling	Recable sites with new cabling	New fibre cable ordered and we are waiting on implementation
Proxy server replacement		
Infoblox replacement	Replace DHCP / DNS infoblox	Completed
Replace flukes	Replace flukes used for network testing	
Replace Netscaler remote access		Completed
Spam Filters	replace email spam filters	Works in progress
Upgrade PABX		
Replace VOIP phones		
Replace BTS call logging	Replace telephone call logging system	
Replace Voicemail System		Replacement system being tested
Replace internet packet shaper		
Replace Wifi	Replace corporate Wifi system	
Shared connection part of LOGO cloud	Enable computer use from other SW5 boroughs	
Replace NOF PC's	Replace Publix access terminals	
Consolidate Network management and Server management software		

Project Name	Brief Description	Comment
Replace PTC scheduling software		
Retender Source One email archiving		
Renew Microsoft Enterprise agreement		Annual renewal
Replace MASCOTT system with new product includes telephony and data		Procurement stopped being retendered
Re-open Dolliffe Close	A project to re-provide Merton IT infrastructure into Doliffe Close to enable the use of that site by the Supported Living team. Work is already underway	Completed
Marine College	Implement Marine College at Wimbledon Park.	Completed

Technical Design Authority

Terms of Reference

January 2016

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1. Purpose

The Technical Design Authority (TDA) is the strategic body which ensures that an appropriate level of governance and control is applied to changes or improvements in the council's IT infrastructure or systems. Its role is to facilitate appropriate challenge, assurance and support to ensure all proposals for major upgrades, or new systems, modules, or services, are fit for purpose.

The Technical Design Authority will;
- govern and manage the IT systems architecture and IT infrastructure for the London Borough of Merton;
- maintain and lead on supporting IT policies and standards;
- agree and manage changes to the IT Strategy and Implementation Plan; incorporating changes and development to the systems architecture and IT infrastructure for the council such that it complies with strategic objectives, relevant legislation, appropriate quality standards, and good practice;
- oversee changes to, and development of, the systems architecture and IT infrastructure for the council set out within the IT Strategy and Implementation Plan in order to ensure that these are well managed and meet agreed business objectives;
- implement and maintain a scheme of delegation that allows for effective and timely decisions on changes to the IT Strategy and Implementation Plan at a level proportionate to their significance and impact;
- review its Terms of Reference annually.

2. Functions

The overarching objective of the TDA is to ensure that the appropriate level of discipline and control is applied to changes or improvements to the council's IT infrastructure and systems.

The ultimate aim is to enhance IT performance and flexibility and ensure that the council's technology is fit for purpose, the likelihood and predictability of success is increased, and the likelihood and cost of non-conformance is decreased.

This is to be achieved by ensuring that all proposed significant changes are approved by the TDA prior to funding being allocated or implementation agreed.

This extends to technical aspects of wider transformation and improvement projects and programmes commissioned across the council.

The TDA defines significant change as;
- any new system, module or se

- any major upgrade to current infrastructure or;
- any major system upgrades, enhancements or configuration.

The scope of the TDA does not extend to routine maintenance and upgrades, nor any activity already agreed as part of the IT Strategy and Implementation Plan.

The TDA operates closely with the Continuous Improvement Team and Business Partners to ensure that it is engaged at appropriate gateways in the project / programme cycle, and provides advice, guidance, and support to projects / programmes, and services to enable benefits to be secured through well managed and disciplined technical improvements.

In considering proposed amendments and alterations to the systems architecture and infrastructure, the TDA will consider;
- selection and design of technology for systems development / maintenance and production operations;
- alignment of proposals with the council's strategic direction, including the IT Strategy, Information Strategy, and corresponding enterprise architecture principles, architectures and roadmaps;
- guidance and advice on leading practices, industry standards and conventions and frameworks and methods;
- technical risks and mitigation strategies;
- integration with existing systems and infrastructure so that the overall solution meets a combined set of user requirements;
- impacts on existing infrastructure capacity and systems;
- software licensing impacts (where relevant);
- data integrity and quality and, specifically, alignment with agreed master datasets;
- future support requirements and the capacity of the council to respond to these;
- feasibility in relation to costs, resources, impacts and business benefits;
- design to meet technical goals in relation to compatibility, usability, security, reliability, maintainability, reusability, supportability and recoverability in operations;
- implementation plans to increase the likelihood of success, e.g. project / programme management that complies with MAP, scheduled user testing, etc.;
- ability to meet business continuity and disaster recovery arrangements of the council.

The TDA will also regularly review the relevant council policies and standards to ensure they are fit for purpose.

3. Membership

The membership of the TDA will be drawn from Corporate Services to ensure the appropriate level of technical expertise.
The Board will be considered quorate if the Chair (or their delegate) plus four other members, including the Head of IT Systems and Head of IT Delivery (or their delegates), are present.

The table below outlines the TDA membership and expected roles.

Post	Role in the TDA
Director of Corporate Services	Chair
Assistant Director of Infrastructure and Transactions	Ensure proposals align with strategic direction of the organisation in relation to IT Infrastructure
Assistant Director of Business Improvement	Ensure proposals align with strategic direction of the organisation in relation to transformation and change and IT systems
Head of IT Service Delivery	Ensure proposals align with IT strategy in relation to operational management of IT Infrastructure
Head of IT Systems	Ensure proposals align with IT strategy in relation to operational management of IT Systems Architecture
Head of Continuous Improvement	Ensure proposals align with the Merton Improvement Portfolio and Merton Approach to Projects (MAP) methodology
Head of Information Governance	Ensure proposals align with the council's data protection and information governance policies

Business Partners are considered optional attendees unless their Department is bringing a proposal to the TDA, in which case their attendance is mandated. The Business Partners will support the Department in the preparation and delivery of their proposal for the TDA. They will ensure business interests are represented in technical decisions.

Additional temporary members will be invited to join the board for individual meetings where a particular item requires their expert input. These will usually be Heads of Profession for a given area or subject.

The TDA will always seek to reach a decision on any proposal through consensus and collaboration; looking to reach a conclusion that is in the best interests of the organisation as a whole as well as the service seeking to introduce change. In the event that such a decision cannot be reached then the TDA will escalate the decision to the Merton Improvement Board or CMT as appropriate, providing all necessary information to ensure a swift resolution can be achieved.

4. Board support

The Continuous Improvement Team will organise and service all TDA meetings. This will include scheduling meetings and circulation of documentation, maintaining an online document library, keeping a decision log and minutes of all meetings, and monitoring

actions arising from the meeting, including escalating issues / out of date actions to Merton Improvement Board as required.

Each meeting will adopt the following broad format:
- A representative from the relevant business area, preferably the owner of the proposed initiative / project, will present their proposal, including any options appraisal undertaken, the anticipated business benefits, and the overarching plan.
- Board members will ask questions and clarify the proposal as required.
- The Board will reach a decision on the proposal which may be to;
  a) approve as currently set out;
  b) approve subject to certain amendments or additions;
  c) refer it for further development on the basis of guidance provided by the board, or;
  d) reject the proposal altogether with a clear rationale for the decision.

5. Accountability

The TDA will report all decisions to the Merton Improvement Board (MIB) on a monthly basis. In addition, the TDA may escalate issues and risks to MIB as required.

The TDA will work in conjunction with the other established change control mechanisms within the organisation as follows:

Governance	Role	Relationship to TDA
Departmental Management Teams (DMT)	Business leadership and management; agree, prioritise and resource transformational activity.	Refer requests / proposals for significant system / IT changes to the TDA for advice prior to approval.
Senior Management Teams (SMT)	Manage discrete business functions, propose, prioritise and manage transformational activity.	Consult the TDA on proposals for significant system / IT changes for advice prior to approval.
Merton Improvement Board (MIB)	Oversees cross cutting transformation and secures assurance on quality and progress against delivery.	Refer requests / proposals for significant system / IT changes to the TDA for advice prior to approval.
Capital Programme Board	Oversees, determines and directs activity (projects and programmes) undertaken as part of the council's capital programme.	Refer requests / proposals for significant system / IT changes to the TDA for advice prior to approval.
Carefirst Programme Board	Oversees and directs significant change to the Carefirst System, ensuring this is driven and takes	Significant improvements to be referred to the TDA for consultation.

Governance	Role	Relationship to TDA
	full account of business need.	
Adults and Children's Departmental Information Groups	Manages and controls change to the Carefirst system at the operational level, ensuring this is driven by and takes full account of business need.	N/A

6. Meetings

TDA meetings will be scheduled every two months for routine agenda items and non-urgent requests. Additional reactive meetings will be held as required in order to respond in a timely manner to more urgent change and improvement requests that cannot wait until the next scheduled meeting. In the case of such urgent requests a meeting will be convened and a decision reached (subject to sufficient information being made available to the Board) **within seven working days**.

Requests are to be submitted via email to the Continuous Improvement Team (continuous.improvement@merton.gov.uk) and DMTs must approve any proposals / requests arising from their department prior to submission to the TDA.

The Board will meet every eight weeks on the fourth Tuesday of the month.

7. Extraordinary Meetings

The Board may arrange occasional meeting to address specific themes or topics.

Section C

Risk Management

C. RISK MANAGEMENT STRATEGY

Policy Statement

Merton's policy is to manage our risks by identifying, assessing and controlling them, with the aim of eliminating or reducing them to acceptable levels whilst being mindful that some risks will always exist and will never be eliminated.

The council recognises its responsibility to risk management by supporting a structured, systematic and focussed approach to risk management through the approval of our risk management strategy.

The effective management of risk is at the core of our approach to delivering cost effective and efficient services as well as sound corporate governance and is a continuous and evolving process, running through our strategies and service delivery arrangements. As risk is very much concerned with our objectives, the management of it will be closely linked to the creation of our strategic, service, project and partnership objectives and plans.

Our risk management process will be continuous and will support internal and external change. The risk management process will be fully integrated with the normal business management processes across the authority.

Merton's aims and objectives in relation to risk management are to:

- Establish and maintain a robust framework and procedures for the identification, analysis, assessment and management of risk, including reporting and recording.
- Minimise the council's exposure to unacceptable levels of risk, minimise injury, damage, loss and inconvenience to staff, residents and service users.
- Integrate risk management into the day to day activities of staff and the culture of the organisation, raising awareness of the importance and need for risk management.
- Assign clear roles and responsibilities for councillors and officers responsible for risk management
- Ensure consistent application of our methodology across all of our activities, including partnerships and projects.
- Effectively manage the total cost of risk.

We will achieve this by:

- Having a clear and concise risk management strategy which underpins our approach and responsibilities to risk
- Incorporating risk management into business planning, project management and service delivery
- Monitoring risk on a regular basis through the Corporate Risk Management Group (CRMG)
- Reporting on risk on a regular basis to the Corporate Management Team (CMT), Cabinet and General Purposes Committee

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Risk Management Strategy

The process of identifying and evaluating risks is known as risk assessment. By understanding the risks we face, we are better able to actively recognise where uncertainty surrounding events or outcomes exists, and identify measures which can be taken to protect the council, its staff, residents, customers and assets from these risks.

This strategy provides a structured approach to identifying emerging risks as well as assessing and managing current risks. It also incorporates a process for regularly reviewing and updating identified risks.

This strategy will be reviewed on an annual basis, and updated where required.

What is risk?

Risk is the threat that an event or action may adversely affect an organisation's ability to achieve its objectives and successfully execute its strategies. A risk can be a threat, obstacle, barrier, concern, problem or event that may prevent us fulfilling our objectives.

Our risk management processes also include the assessment of Issues. Issues are current problems, questions, outstanding items, tasks or a request that exists in the immediate present. There is a strong element of fact surrounding it. An issue becomes a risk when the issue cannot be addressed and could continue or get worse.

Definition of Risk Management

Organisations exist to achieve their ambitions, aims and objectives. Risk Management is the process by which organisations methodically address and identify the risks that may prevent them from achieving these ambitions, aims and objectives. The intention is to achieve sustained benefit within each of their activities, and across the portfolio of all their activities.

Ultimately, risk management is about creating a better understanding of the most important problems facing organisations.

Risk is also implicit in the decisions all organisations take; how those decisions are taken will affect how successful they are in achieving their objectives. Decision making is, in turn, an integral part of the day to day existence and is particularly significant in times of change. Risk management therefore is a key component in the management of change and helps to support effective decision making.

We endeavour to identify all risks facing the council and to monitor, manage and mitigate (where possible) all those risks which are deemed to be high (scored Amber or Red). Risks are monitored via Departmental Risk Registers, and key crosscutting risks to the council are also placed on the Key Strategic Risk Register (KSRR).

The benefits of risk management

In addition to the business and service benefits of our approach, we are required to undertake risk management because it forms part of the Annual Governance Statement. We must, therefore, demonstrate that we have a systematic strategy, framework and process for managing risk.

However, the council recognises that the benefits of risk management far outweigh the requirement to undertake the activity and such benefits include:

- Stronger ability to achieve our ambitions, aims and objectives as key risks are managed.
- Better decision making as we are more aware of risk.
- Ability to take advantage of opportunities because we understand the risks attached to them.
- Better governance and the ability to demonstrate it to our stakeholders.
- Reduction in failure, loss, damage and injury caused by risk
- Improvement in our ability to adapt to change
- Improvement in our corporate governance
- Compliance with statutory and regulatory requirements

Organisational awareness of risk and risk management
Ensuring that there is a strong organisational awareness of risk management will be achieved through training sessions, reviews, departmental meetings, briefings and staff bulletins which will take place on a regular basis. Each department has an assigned Risk Champion who will offer guidance to staff where required. The risk management intranet page will be regularly reviewed and staff will be signposted to the information they need to pro-actively identify and manage risk ie the Risk Management Toolkit and other guidance.

Risk Appetite
The council recognises that its risk appetite to achieve the corporate priorities identified within its business plan could be described in general as an "informed and cautious" approach. Where significant risk arises, we will take effective control action to reduce these risks to an acceptable level.

It is also recognised that a higher level of risk may need to be accepted, for example to support innovation in service delivery. To offset this there are areas where the council will maintain a very cautious approach for example in matters of compliance with the law, and public confidence in the council, supporting the overall "informed and cautious" position on risk.

How does risk management integrate with other policies?
Risk management links closely with Health and Safety, Business Continuity, Emergency Planning and Insurance; by ensuring close links we can enhance our resilience. Generally, a single issue or risk will fall into only one of these categories; however some may fall into two or more. As Business Continuity is a way of mitigating risk, its link with risk management is key to ensuring the continuous delivery of services which are important to the community.
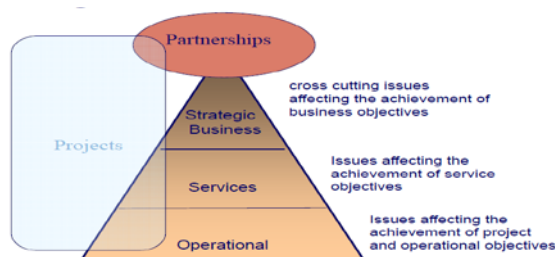
Risk management in projects

Risk management is a key part of the ongoing management of projects and partnerships and is clearly defined in Merton's Approach to Projects (MAP).

Risk management in partnerships

The council is involved in a wide range of partnerships to achieve our ambitions, aims and objectives. It is vital we assess the risks to achievement within our key partnerships, and ensure that they are monitored regularly.

Our methodology for assessing and monitoring risks has been adopted by our key partnerships in order to ensure consistent scoring, and effective integration into our risk management system.

Risk management and financial planning

Risk management is an important part of financial planning. As part of the budget setting process a robust risk assessment is completed, and then reviewed on a regular basis.

Corporate approach to risk management

In order to formalise and structure risk management, it is recognised there is an obvious and clear link with the business planning process and therefore risk management sits within the Business Planning team. The overall council Business Plan, incorporating the individual service plans, sets out what a team, division, department, or the council as a whole, want to achieve within a specific time frame, as shown below.

Merton Performance Management Framework

Community plan

Council Business Plan
(4 year rolling)

Service Plans

Team Plans

Individual work programmes / appraisal objectives
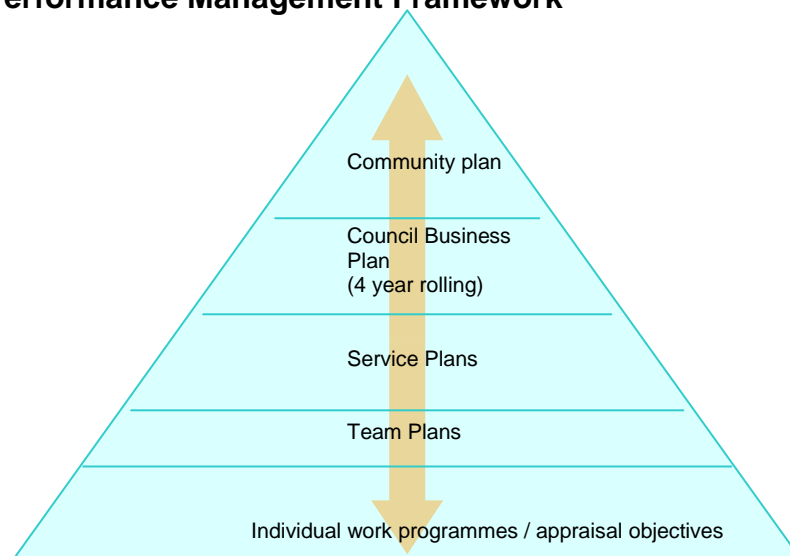
- CMT is ultimately accountable for delivering the council's Business Plan therefore they are responsible for monitoring and reviewing the KSRR.
- DMTs are responsible for their own services' risk registers.
- Divisions or teams are responsible for their own risk registers, if applicable.

It is important that risks identified and assessed at an operational level can be escalated to a departmental or corporate level. However, because a risk may have a great impact on a team it does not necessarily follow that it may have the same impact on the department, or the organisation as a whole.

Ultimately, it is the respective management team which decides if a risk is an appropriate inclusion on its risk register.

Scoring Risk
In conjunction with this strategy, more detailed guidance will be issued to assist officers in identifying risks and issues, and the scoring, managing and reporting of those risks identified.

When determining a score for service level risks, definitions of likelihood and impact of risk (Service Level) should be used in conjunction with the matrix below. Therefore, if the likelihood of a risk is 4, significant, (occurs or likely to occur more than 25%, and up to 50% of the time) and the impact is 3, critical, (service provision - service suspended short term) – then the risk rating will be 12 (4x3) which is amber.

Defining the Likelihood of Risk

Classification	Definition
6 - Very High	Occurs or likely to occur more than 90% of the time
5 - High	Occurs or likely to occur more than 50%, and up to 90% of the time
4 - Significant	Occurs or likely to occur more than 25%, and up to 50% of the time
3 - Possible	Occurs or likely to occur more than 5% and up to 25% of the time
2 - Low	Occurs or likely to occur more than 1% and up to 5% of the time
1 - Almost Impossible	Occurs or likely to occur up to 1% of the time

Defining the Impact of Risk (Service Level)

Categories	1 Marginal	2 Significant	3 Critical	4 Catastrophic
Financial Impact - FI	Up to 15% gross budget or turnover	Over 15% and up to 50% of gross budget or turnover	Over 50% and up to 75% of gross budget or turnover	Over 75% of gross budget or turnover
Service Provision - SP	Reduced service	Significant reduction	Service suspended short term	Service suspended long term / statutory duties not delivered
Health and Safety - HS	Broken bones / illness	Major illness / threat not life threatening	Loss of life / major illness	Major loss of life / large scale illness (pandemic)
Objectives - O	Objectives of one service area not met	Departmental objectives not met	Corporate objectives not met	Statutory objectives not met
Reputation - R	Adverse local media lead story short term	Adverse local media story long term. Adverse national publicity short term.	Adverse national publicity longer term	Remembered for years

Risk Matrix

Likelihood

6	=	Very High
5	=	High
4	=	Significant
3	=	Possible
2	=	Low
1	=	Almost Impossible

Likelihood

	1	2	3	4
6	6	12	18	24
5	5	10	15	20
4	4	8	12	16
3	3	6	9	12
2	2	4	6	8
1	1	2	3	4
	1	**2**	**3**	**4**

Impact

Impact

4	=	Catastrophic
3	=	Critical
2	=	Significant
1	=	Marginal

Reporting and escalating risks

All risks on individual service risk registers are reviewed at Departmental Managers Team (DMT) meetings with particular attention given to red or increasing amber risks.

Risks are also checked for any cross cutting implications. If the risk is high scoring and/or could have an impact across the organisation, then it must be rescored using the Defining the Impact of Risk (corporate level) criteria below, prior to inclusion on the Key Strategic Risk Register.

Defining the Impact of Risk (Corporate Level)

Categories	1 Marginal	2 Significant	3 Critical	4 Catastrophic
Financial Impact - FI	Up to £2.5m per annum or up to £10m one off	£2.5m up to £5m per annum or up to £20m one off	£5m up to £7.5m per annum or up to £30m one off	£7.5m up to £10m per annum or above £30m one off
Service Provision - SP	Reduced service	Significant reduction	Service suspended short term	Service suspended long term / statutory duties not delivered
Health and Safety - HS	Broken bones / illness	Major illness / threat not life threatening	Loss of life / major illness	Major loss of life / large scale illness (pandemic)
Objectives - O	Objectives of one service area not met	Departmental objectives not met	Corporate objectives not met	Statutory objectives not met
Reputation - R	Adverse local media lead story short term	Adverse local media story long term. Adverse national publicity short term.	Adverse national publicity longer term	Remembered for years

Monitoring and Managing

During the year, new risks will arise that have not previously been considered and there may be changes to existing risks. Therefore the risk registers need to be regularly managed, with risk owners re-assessing their risks, re-scoring them if appropriate, and providing sufficient narrative in respect of the Control Measures they have in place (ie the actions which they are taking to mitigate against the risk). The reviews of risk registers should be managed by exception. The reporting cycle as detailed below, takes place during April, July, October and January.

1st week	2nd week	4th week
DMT – review operational service risks and propose KSRs as per the definitions of likelihood and impact for crosscutting risks	Corporate Risk Management Group (CRMG) – review service risks and proposed KSRs	CMT – identify and review KSRs

All risks are reviewed according to the quarterly cycle shown above, with a particular focus upon red risks, and also upon amber risks which have increased their risk score since the previous quarterly review.

There are no rigid guidelines for dropping risks from the registers because clear parameters are not always possible. Removal of any risks from the registers must be approved by DMTs and then CRMG. A decision is sometimes taken to keep a low-scoring risk in view on the basis that its status might change over a short period, or so that those with an assurance role can be confident that mitigation against a risk can be sustained.

A flowchart showing how service, departmental, corporate and partnership risks are escalated and reported is shown on the final page of this Strategy.

Roles, Responsibilities and Governance

Councillors

Elected councillors are responsible for governing the delivery of services to the local community. Councillors have a responsibility to understand the key risks the council faces and will be made aware of how these risks are being managed through the annual business planning process. All Councillors will have a responsibility to consider the risks associated with the decisions they undertake and will be informed of these risks in the plans and reports submitted to them.

Chief Executive and CMT

The Chief Executive and CMT are ultimately accountable in ensuring that risk management is fully embedded in the council's business planning and monitoring processes as well as having overall accountability and responsibility for leading the delivery of the council's Risk Management Strategy and Framework. CMT will take a leading role in the risk management process, ensuring that risk management is communicated, understood and implemented by Councillors, managers and staff. CMT will also play an important role in establishing a supportive culture.

CMT will submit an annual report on risk to the General Purposes Committee and Cabinet.

Directors
Each Director is accountable for proper monitoring of their departmental risk register, action plans and the embedding of risk management into the business planning process of their directorate. They will need to be actively involved in the risk management process within their department and CMT, including nominating an appropriate Risk Champion for their department. Directors are also accountable and responsible for leading the delivery of the council's Risk Management Framework in their respective Directorate.

Section 151 Officer / Internal Audit
The Section 151 officer and Internal Audit will be responsible for carrying out independent reviews of the risk management strategy and processes. They will provide assurance and give an independent and objective opinion to the council on the adequacy of its risk management strategy, control procedures and governance.

An annual Audit Plan, based on a reasonable evaluation of risk, will be carried out and an annual assurance statement will be provided to the council based upon work undertaken in the previous year. The section 151 officer will chair the CRMG group.

Risk Champions
Risk champions will work with their Director, Heads of Service, Managers and Team Leaders to ensure the RM Strategy and Framework is embedded in the Directorate and departmental planning, performance, project and partnership management, offering support and challenge. They will also represent their directorate at CRMG meetings.

Risk Champions will ensure that risks are identified, assessed and scored correctly by the Risk Owners, offering advice and guidance where appropriate. They will also challenge risk scores where they do not appear to be reasonable, or where they contradict the Control Measures narrative or the corporate Risk Scoring Guidance.

All Risk Champions will receive appropriate training to ensure that they can perform their role effectively. Training needs will be regularly evaluated.

Service Managers
Managers have a responsibility not only for the risks for which they are the risk owner, but are also accountable for those risks, within their service, which are owned / managed by others.

They are required to maintain an awareness of risk and ensure that any risks they identify are captured by the risk management process, understanding and responding to the key risks which could significantly impact on the achievement of their service and/or team objectives. Managers should encourage staff to be open about risk so that appropriate mitigation actions and control measures can be agreed.

Risk Owners

Risk owners are responsible for identifying and implementing appropriate actions which will mitigate against risks they own and reduce these risks to an level acceptable to the organisation. They are required to regularly review the effectiveness of their control measures and provide a formal update to DMTs and CRMG on a quarterly basis as part of the risk review cycle.

Individual Employees

Individual employees need to have an understanding of risks and consider risk management as part of their everyday activities, identifying risks deriving from their everyday work, processes and environment. Risks which could impact on service delivery, the achievement of objectives, or their own or others' wellbeing must be identified and actively managed, with mitigating actions in place where appropriate.

Business Planning team

The business planning team is responsible for ensuring that risk management is embedded throughout the council, as well facilitating and supporting the risk management process and supporting risk owners.

The team will ensure risk management documentation and intranet pages remain up to date and relevant, as well as updating the KSRR with emerging risks, new risks and updating existing risks.

In addition the Business Planning team will ensure risk is part of the annual service planning process, facilitate the CRMG meetings, and submit strategic updates and reports on risk management to CMT, Cabinet, Audit and Assurance Committee etc. as required.

Corporate Risk Management Group

The Corporate Risk Management Group will provide strategic direction and leadership to ensure our risk strategy is maintained and updated and that risks are appropriately identified and managed within the organisation. It will provide a forum for the detailed discussion and monitoring of organisational risks for the benefit of the council, its staff and the wider community.

CRMG will strive to ensure that the risk management framework is embedded within the council's overall strategic and operational policies, practices and processes in a consistent and standardised manner.

In addition it will provide assurance that all risk systems and processes are operating effectively to minimise the Council's overall exposure to risk. The headline departmental risks and planned mitigation activity reported by each department will be discussed by CRMG on a quarterly basis. CRMG will then report its conclusions and recommendations for discussion at CMT.

Cabinet

Cabinet will receive reports on the risk management strategy to determine whether corporate risks are being actively managed. They are responsible for agreeing the strategy on an annual basis, or when significant changes are made, and to report to full Council on the adequacy of the risk management framework.

General Purposes Committee
To provide an independent oversight of the adequacy of the risk management framework and the associated control environment. The committee will receive an annual review of internal controls and be satisfied it properly reflects the risk environment and any actions required to improve it. Reports will also be provided regarding the KSRR in order that the committee can determine whether strategic risks are being actively managed.

On an annual basis, the committee will review and recommend the adoption of the risk management strategy to cabinet, or if significant changes are identified, to request a revision.

Risk management in committee reports
When a report is submitted to a committee the author is required to complete a section on Risk Management and Health and Safety Implications. The committee should be informed of any significant risks involved in taking a recommended course of action, or if it decides not to follow the recommended course of action. The risk assessment should follow the corporate risk management procedures and be scored using the risk matrix. The report should also give details of any control measures (either proposed or existing) to manage any significant risks identified. Where appropriate, reference should be made to any existing risk(s).
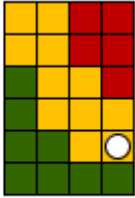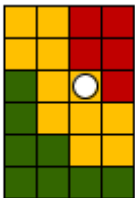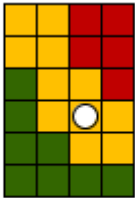
Report authors are advised to consult with the Business Planning team or their departmental Risk Champion, for further advice and to propose any risks to be considered for inclusion in the departmental or KSRR.
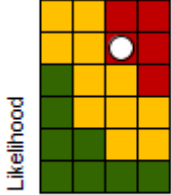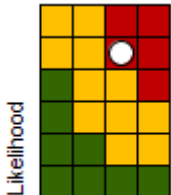
Attached are Merton Council's Key Strategic Risks and Issues Registers as at December 2015.

Risk Register ~ Key Strategic Risks ~ December 2015
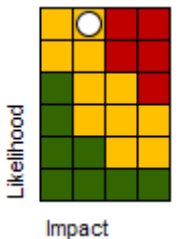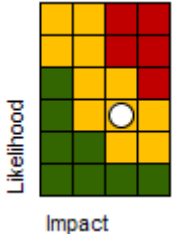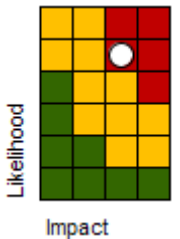
Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History		Impact code	Control Measures in place	Date of comments
Sophie Ellis	BI18 / KSR68 Inability to deliver TOM's across the organisation	Key Strategic Risk	Inadequate delivery planning for TOM's across the organisation. Unanticipated changes in delivery context including additional financial reductions.	Ambition set out in TOM is not achieved.		4	14-Dec-2015	O	1. Delivery planning coordinated through Prog Office and M2015. Likelihood reduced as delivery arrangements now embedded. 2. Business Partners leading on departmental delivery assurance. 3. Savings proposals for 17/9 to articulate TOM impact.	26 Mar 2015
						4	17-Sep-2015			
						6	24-Jun-2015			
						6	26-Mar-2015			
Yvette Stanley	CSF01 / KSR35 Safeguarding children	Key Strategic Risk	Potential for less effective inter-agency working. Changing expectations & updated regulatory framework. Ongoing budget pressures across all agencies could undermine Merton Model.	Child protection & safeguarding issues including possible child death or serious harm. Possible increase for high cost interventions.		12	21-Dec-2015	R	LSCB Business Plan & refreshed CYPP. Reconstituted CYP partnership board. Strengthened MSCB governance.	14 Oct 2015
						12	08-Oct-2015			
						12	06-Jul-2015			
						12	10-Apr-2015			
Kris Witherington	CS17 / KSR74 Failure to consult in general	Key Strategic Risk	Failure to adequately consult over changes to Council services and policies, and/or the design and implementation of projects etc	Inadequate consultation carries the risk of increasingly robust scrutiny and challenge, including Judicial Reviews.		6	21-Jan-2016	R, FI	The standards expected for consultation are described in the Community Engagement Strategy ("Get Involved") which was agreed by the Merton Partnership in 2010 and refreshed in 2014. All Council consultations should be listed on the Council's online consultation database, having been approved by the Consultation and Community Engagement Team. Support for services is available including training around the need for consultation, design, and legal obligations.	21 Jan 2016

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History		Impact code	Control Measures in place	Date of comments
Charles Baker; Cormac Stokes	ER112 / KSR73 NEW KSR - Waste disposal overarching risk (sub risks ER 113 to ER 117)	Key Strategic Risk	1. Increase in waste disposal costs 2. Increase of waste to landfill 3. Construction work at Beddington Lane Sub-risks ER113 to ER117 provide additional detail to this overarching risk	1. Increased costs for waste disposal 2. Operational difficulties 3. Performance may be affected (more landfill, less recycling and more missed bins) 4. Political fallout		12 △ 15-Dec-2015	12 △ 06-Oct-2015	Fi/Rep/P/ Op	The increase in disposal cost is being monitored closely and strategy being developed to address all areas of known risk. Waste profiling will need to be revisited following preferred bidder of the Phase C procurement (Q3 2016). The preferred solution will have a direct impact on the level of commercial and domestic waste requiring disposal through our Phase A &B contracts with Viridor.	18 Dec 2015
Paul McGarry; James McGinlay	ER118 NEW KSR Impact of Crossrail 2	Key Strategic Risk	Impact on councils income, commercial activity in Wimbledon Town centre and Weir Road	1. Financial impact on council and services 2. Economic impact on Wimbledon Town Centre and the borough (potential loss of businesses and jobs) 3. Council reputation		12 △ 08-Jan-2016		F	Addition of this risk onto the Key Strategic Risk Register agreed at CRMG on 13 January 2016 and approved by CMT on 26 Jan 2016. Awaiting consultation response. Working with Crossrail 2 at a senior level. Production and delivery of Wimbledon Town Centre masterplan	27 Jan 2016
Kim Brown	HR09 / KSR42 Single status	Key Strategic Risk	Post single status challenge	Cost of settlement; cost of litigation & resources to contest; impact on staff morale; reputational & political impact		6 △ 15-Dec-2015		R	Discussions are currently being undertaken with the unions to finalise any outstanding allowances and mitigate any further risk. Risks are mitigated through COT3 signings with staff concerned. Some further work outstanding on allowances in C&H and E&R in particular. An equality impact assessment will also be conducted between September and December 2015 in order to manage risk further. The risk rating remains as before.	26 Oct 2015

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History		Impact code	Control Measures in place	Date of comments
						6	17-Sep-2015			
						6	23-Jun-2015			
						6	14-Apr-2015			
Mark Humphries	IT03 /KSR48 IT Systems	Key Strategic Risk	Major disruption in the civic centre causing 6th floor data centre to become unusable	IT failure leading to unavailability of IT services impacting on organisational service delivery.		8	08-Dec-2015	SP	Testing of new IT Disaster Recovery arrangements were due to be tested in September but unfortunately this was delayed and has now been rescheduled for completion in March 2016. (Comment revised 04/12/15 and direction of travel adjusted due to the delayed testing)	08 Dec 2015
						8	17-Sep-2015			
						8	17-Jun-2015			
						8	23-Mar-2015			
Caroline Holland	MPF11 / KSR72 Failure to procure replacement investment managers in good time and so not improving Fund performance	Key Strategic Risk	Failure to procure replacement investment managers within appropriate timescales resulting in failure to improve performance of investments.	Investment performance does not improve, investment performance falls, fund may fail to meet its investment and funding objectives in the short and medium term.		12	11-Dec-2015	FI, R	Corporate Services DMT agreed on 23-09-15 that there should be an over-arching Pensions risk on the Key Strategic Risk Register centred upon the failure to procure. The wording of the risk is being reviewed by the Interim Treasury and Insurance Manager. The scoring of this risk has also been re-assessed. Existing control measures: Engage manager with complementing strategies. Passive investments.	22 Oct 2015
						12	02-Oct-2015			
						16	24-Jul-2015			
Paul Dale; Caroline Holland	RE02 / KSR49 Developing corporate Business Plan & setting a balanced budget for 16/20 & beyond	Key Strategic Risk	Reduced budgets may impact negatively on service delivery levels	Impact on service provision, reputation, staff morale & internal & external customers satisfaction		9	14-Dec-2015	FI	Risk has been updated to reflect Business Planning Period 16-20, and a timetable is in place.	21 Sep 2015
						9	21-Sep-2015			
						9	19-Jun-2015			
						9	07-Apr-2015			

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History		Impact code	Control Measures in place	Date of comments
Simon Williams	RE03 / KSR21 Failure to adhere to Public Contract Regulations 2006 and Contract Standing Orders	Key Strategic Risk	Lack of awareness in some areas that procurement is a tightly regulated area of council activity.	Impact on strategy and time for procurement exercises. Adverse budget and service implications if not carried out correctly in accordance with regulations and standing orders such as legal challenges and slower identification, capture and delivery of savings.	Likelihood / Impact	15	14-Dec-2015	R	New EU Procurement Regulations came into force in February 2015 and while these affect social care areas primarily, there are implications for all Council procurement. Training and guidance for all officers engaged in procurement has already begun. Comprehensive departmental procurement plans are in place and reviewed regularly by Procurement Board. The risk rating has increased as there were delays in providing a substantial proportion of exemption reports in Community & Housing. However C&H is finalising the development of a commissioning plan, which includes a strategy for processing and prioritising these exemptions. This will be reviewed by the project's board and the Procurement Board.	15 Dec 2015
						15	21-Sep-2015			
						15	01-Jul-2015			
						12	19-Jun-2015			
Caroline Holland	RE16 / KSR61 Failure to deliver 2014-18 Savings Programme	Key Strategic Risk	Savings of £19m have been agreed for the period 2014/15 to 2018/19, the period of budget decisions required by this council. There is a budget gap of £21m after this.	Non achievement of any significant saving would adversely impact on the authorities ability to balance its budget in the medium to long term if larger than the contingency.	Likelihood / Impact	15	14-Dec-2015	F	A significant part of the 2014/15 programmed savings were not achieved which had a very detrimental effect upon the savings for the forthcoming year. It is imperative that future years' savings are delivered, and that monitoring is put in place to ensure this. Greater emphasis needs to be placed upon the delivery and monitoring of savings for 2014/15 and 2015/16 as part of the monthly monitoring report.	03 Jul 2015
						15	21-Sep-2015			
						15	01-Jul-2015			
						10	19-Jun-2015			

Issues Register ~ Key Strategic Issues ~ December 2015

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History		Impact code	Control Measures in place	Date of comments
Yvette Stanley	CSF04 / KSR55 Changing Borough Demographics	Key Strategic Issue	Increases in both the total population in the borough, including in particular families with young children, & also in the mix of the population with respect to ethnicity, disability & deprivation.	Additional demand for services for children with special educational needs & disabilities, as well as pressure for growth in children's social care & child protection interventions including support for families with no recourse to public funds.		12 △	21-Dec-2015	O	CSF Service Plans identify current control measures, these include reviewing eligibility criteria and consistently managing demand. Specifically to address this there is SENDIS Improvement plan in place which is regularly reviewed with clear actions set out.	14 Oct 2015
						12 △	08-Oct-2015			
						12 △	06-Jul-2015			
						12 △	30-Mar-2015			
Paul Ballatt; Yvette Stanley	CSF05 / KSR34 School places	Key Strategic Issue	Although primary numbers are now expected to plateau, the increase in birth-rate & numbers of children reaching secondary puts continued pressure on special school places.	Lack of land availability for secondary expansion prevents LA delivering in the major growth years, resulting in insufficient capacity to meet demand.		9 △	21-Dec-2015	R	CSP Service Plan and recent council paper outlines recommendations to address this. Secondary and special school places strategy in place - working with EFA.	26 Oct 2015
						9 △	08-Oct-2015			
						9 △	06-Jul-2015			
						9 △	30-Mar-2015			
Children, Schools & Families	CSF06 / KSR56 CS&F funding changes, budget savings & resource management	Key Strategic Issue	Continued uncertainty regarding changes to funding regimes & external grants, & concurrent additional statutory duties & demographic pressures. Changes to national funding formula for DSG expected from 2016/17 onwards, & the impact of any maintained schools becoming academies. Funding associated with C&F Act, & detailed requirements for CYP with SEND remain uncertain, as do youth justice and adoption changes. Demand on "no recourse to public	Impact on ability to provide statutory services, possibility of undermining the Merton Model, causing additional spend pressures in targeted services. Low staff morale, difficulties in managing the impact of the Workforce Management Strategy. Time & effort required to manage change & meet expectations of members & central government may lead to failures in the management of ongoing operational work.		15 ⬡	21-Dec-2015	FI	Monitor Government proposals, consultation response & implications fed into budget & MTFS. Budget savings identified & analysed for impact including equality assessments, TOM & Service Planning work. All CSF Divisional Service Plans, School Improvement Strategy, NRTPF Working Group Strategy Plan, and Children and Family Act Implementation Plan. Likelihood - still waiting on national changes being announced. NRTPF demand management plan in place. TOMS and MTFS savings all progressing.	14 Oct 2015
						15 ⬡	08-Oct-2015			
						15 ⬡	06-Jul-2015			
						15 ⬡	30-Mar-2015			

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History		Impact code	Control Measures in place	Date of comments
			funds" cases is increasing. Requirement to make significant savings over the next 3-4 years. Need to balance competing & increasing demands at a time of contracting resources & extensive change.							
Paul Ballatt	CSF09 / KSR62 Recommissioning Early Intervention and Prevention (Partnership)	Key Strategic Issue	Likely reduction in contracting with local third sector leads to reputational & political risk.	Destabilisation of the Local Strategic Partnership & Children's Trust Board partnership arrangements.		10	21-Dec-2015	R	CSP Service Plan highlights area of high risk and continuation of commissioned services.	08 Oct 2015
						10	08-Oct-2015			
						10	06-Jul-2015			
						10	30-Mar-2015			
Kim Brown	HR13 / KSR44 Change to staff terms & conditions	Key Strategic Issue	Impact of review of T&Cs & ongoing staffing reductions	Impact on staff morale, recruitment & sickness - this will also lead to more financial implications.		8	15-Dec-2015	SP	T & C's To be reviewed as part of the new workforce strategy and options to be considered in line with the TOM refresh. Support for staff and services going through change is available as part of the ongoing learning and development offer.	15 Dec 2015
						8	17-Sep-2015			
						8	23-Jun-2015			
						8	23-Mar-2015			
Yvette Stanley; Evereth Willis	RE11 / KSR53 Failure to comply with equalities duties	Key Strategic Issue	Failure to evidence how equalities implications have been considered in developing new policy, designing services & decision making	Reputational impact for council, risk of judicial review & litigation, negative impact on service users and loss of savings.		9	14-Dec-2015	O/R/FI/SP	Equality Analysis has been incorporated into the budget process and the equalities impact assessment of savings proposals are systematically undertaken.	21 Sep 2015
						9	21-Sep-2015			
						9	01-Jul-2015			
						9	19-Jun-2015			

Section D

Performance Management Framework

D. PERFORMANCE MANAGEMENT FRAMEWORK

Introduction
Merton launched its Performance Management Framework in 2004. Whilst the main principles of performance management remain the same, the framework undergoes annual review and updating when required, to ensure that it remains up to date and reflects changes within the organisation and outside.
We are committed to delivering customer-focused services. To achieve this, it is essential that we measure our performance, both against our own intentions, and the performance of others, and that we use that information to improve local services.
Performance management enables us to ensure that we are constantly meeting our goals, whilst simultaneously allowing us to identify best practice and address areas of concern. It provides the framework for consistently planning and managing improvements to our services to ensure continuous improvement in line with Lean principles. Sustainable improvements in services are unlikely to happen without this framework.
Everyone in the organisation has a part to play in monitoring our services and achieving our ambition.

Why measure performance?

- It highlights areas where we are doing well, and areas which need improving;
- It enables our managers to monitor performance, manage effectively, and plan for the future of the service;
- Performance data assists the decisions makers within the council and helps to inform their decisions;
- Timely and accurate performance data allows for early identification of problems and enables us to put actions in place to address / rectify the situation;
- It assists improvement by telling us where we are now and ensuring that we are doing the right things for the right reasons;
- Performance Management provides the evidence required for change and improvement, and lastly;
- What gets measured is more likely to be actioned

Why do we need a Performance Management Framework?
Central Government introduced the Single Data List in April 2011. This reduced the burden of performance monitoring and audit and inspection by central government, placing greater responsibility for this on local government. As a result, it becomes even more important that we manage and monitor our performance. We must ensure that our Performance Measures are robust, challenging and realistic, enabling us to achieve and deliver our priorities.

What is our Performance Management Framework?
Our Performance Management Framework has been created to clarify the overall approach the council takes to managing performance. The Framework should also be considered alongside the council's Risk Management and Data Quality Strategies.

Our framework will help us all to understand:

- what we are trying to achieve as an organisation
- how we are going to achieve this
- how we will monitor and report progress
- how the contribution of staff, managers, teams and departments relate to each other to help deliver the targets set for the whole organisation

The framework has three parts

1. The planning framework
2. The planning, monitoring and review cycle
3. Taking responsibility for results

The planning framework - *how the plans fit together, the 'Golden Thread'*

The performance management framework is represented by the performance triangle
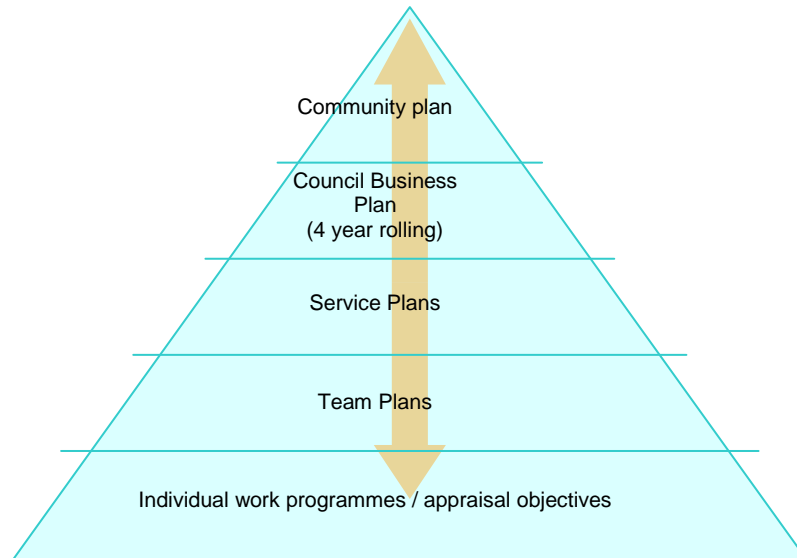
The key aspects of the Golden Thread are:

- The Community Plan has been developed by the Merton Partnership and sets the overall direction and vision for the borough until 2019.
- Business Plan sets out the council's priorities for improvement over the next four years. The plan is reviewed every year to ensure that it always reflects the most important improvement priorities.
- Service Plans are reviewed every year to ensure they outline the key issues and priorities for the department.
- Medium Term Financial Strategy (MTFS) outlines how much money we expect to receive over the next four years and in broad terms what we expect to be spending this on.
- Workforce Development Plan is focused on making the best use of the skills of staff to deliver the services residents demand and deserve
- Individual Appraisals take place twice a year and are used to agree individual work programmes and targets.

The planning, monitoring and review cycle *- what happens, when and how?*
The planning, monitoring and review cycle shows how we continuously review and revise our performance in order to improve our services.
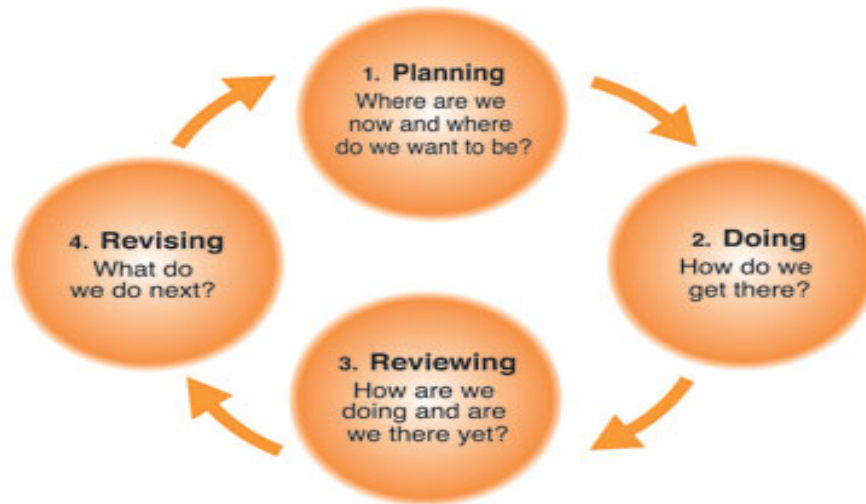
The cycle has four phases and takes place on an annual basis as part of the development of the next four year rolling Business Plan and agreement of the next year's budget.

Planning - Where are we now and where do we want to be?

Where we are now is provided by our results against our performance indicators detailed in our service plans, the results of satisfaction surveys such as the Annual Residents Survey (ARS), and other inspection results. Our corporate ambitions and objectives describing where we want to be are laid out in the Community Plan and the Business Plan, and are reflected at a more local level in service plans, and targets in annual appraisals.

Doing - How do we get there?

To get to where we want to be, we need to maximise our capacity to deliver the actions laid out in the various plans, and use our performance management and appraisals systems to ensure that we remain on course.

Reviewing - How are we doing and are we there yet?

By monitoring and managing performance, consulting with our partners and service users, and benchmarking against other providers, we can assess our progress towards achieving our ambitions and learn from the good practice of others.

Revising - What do we do next?

It is important that our services evolve to meet the needs of our residents. Having reviewed our performance we may find that we need to change what we are doing, or that we need to revise our ambitions and objectives so that we can continuously improve as an organisation.

To maximise the cycle's effectiveness we have an agreed timetable for the process which takes into account both performance and financial considerations. This timetable enables Councillors to agree priorities and allocate resources based on community views and needs, and accurate performance information. These priorities are translated into planned outcomes and performance targets to make sure that the right things get done.

Taking responsibility for results – *how we go about doing it*

Everyone has a responsibility to contribute towards improving Merton, working within and using the performance management framework. This ensures that measurable activities at individual, team and service levels translate into outcomes.

It is the responsibility of the owner of each performance measure to ensure that details of the measure are clearly defined. They must also ensure that adequate collection, recording and validation processes are in place to enable effective monitoring and reporting in line with the council's Data Quality Strategy.

Individuals: (objectives, set during annual appraisals	Services units and teams: (targets from Divisional/ Team plans)	Departments: (targets from Departmental service plans)	The council: (Business plan outcome)	Meeting our corporate priority to:	Achieving our strategic objective of :
Empty litterbins in our parks at least once a day (Monday-Friday)	Monitor a sample of parks to check that we are keeping them clean	Increase the percentage of sites surveyed with little or no litter	Creates a better local environment, working with local communities	Improve the quality of the public realm for residents of and visitors to Merton	Sustainable Communities
Introduce a enchanced assessment criteria to move schools forward in their implementation of the Healthy Schools actions	Engage all schools in the Healthy Schools programme	Increase the percentage of schools achieving Healthy schools award	Reduces childhood obesity and increases levels of physical fitness in Merton schools	Promote healthy life styles and choices	Healthier Communities

Performance Management Systems and Collection Arrangements
Since June 2013, performance against service plan measures has been captured and reported via our Performance Management System (Covalent).

On the first day of each month departmental performance leads are notified that performance data must be uploaded onto the system by a specified deadline.

Performance Monitoring reports are presented to CMT on the fourth Tuesday of every month, Cabinet receives quarterly reports and Full Council an annual report. In addition, a monthly performance dashboard is published on both the internet and intranet giving staff, Members, residents and the public access to up to date performance data detailing how the council is performing against its targets.

Roles and responsibilities
The roles and responsibilities are outlined below:

Individuals	All staff have a responsibility to deliver the tasks / actions which have been agreed in their appraisal, and to understand how their work contributes to team, departmental and council goals.
Managers	All managers have responsibility for supporting their staff through the appraisal process and regular reviews. They must also show commitment

	and accountability by leading through example. Managers should ensure that their team have regular meetings to share information, review progress of their divisional and team plans, develop ideas, identify areas for the next plan and agree the way forward on a variety of team and work issues. Managers should use these meetings to raise issues around corporate priorities, tell staff about developments within the department and the council, and to cascade information about performance to staff.
Heads of service	Heads of service report to Directors and are responsible for overseeing the performance of service units within their remit. They take a key role in the development and monitoring of their service plan at their DMT. They may also take on or contribute to wider corporate projects.
Departmental Management Teams (DMT's)	DMT's monitor their department's performance information and are responsible for taking action to deal with under-performance. DMT's make sure that every manager in the department knows and understands the planning cycle and performance management framework
Directors	Each Director is responsible for the performance of their department. They must make sure that appropriate reporting arrangements are in place with their DMT's to enable them to monitor performance. Directors demonstrate commitment to the performance management framework by leading its implementation within their department. They make sure their service plans are monitored at least every two months and regularly provide progress reports to the Chief Executive and appropriate Cabinet portfolio holder(s). Directors also have collective responsibility for corporate improvement as members of Corporate Management Team (CMT)
Corporate Management Team (CMT)	CMT is made up of the Chief Executive and Directors of the four departments. Its role is to focus on the 'big issues' facing the council and develop the organisation's strategic approach and service delivery. CMT reviews performance monthly and it can ask DMT's to review areas of concern and agree management action to address under-performance.
Cabinet and Elected Members	Ultimately, councillors are responsible for setting the direction of the Council and developing priorities. They do this by developing policy, setting strategic targets, monitoring progress, and agreeing the framework for continuous improvement.
Full Council	Members receive regular reports on progress against the strategic themes, including any relevant performance information and can use these meetings as an opportunity to ask Cabinet members questions about performance issues.
Overview and Scrutiny	Overview and Scrutiny panels have regular performance monitoring task groups to examine performance data, detect trends and identify key areas of concern. They are responsible for challenging Cabinet to ensure that they are fulfilling their responsibilities. If they have areas of concern then they can ask Cabinet members and officers to attend meetings to answer questions. If they have wider concerns about the performance of a service area then they could carry out a scrutiny review into a particular area.

Help and advice

If you require any guidance or advice with regards to Performance Management or have any queries please contact a member of the Business Planning team.

Corporate Indicator Set

The Corporate Indicator set is a set of key measures from each of the four departments, which are monitored on a monthly basis by the Corporate Management Team (CMT). The corporate set for 2016/17 is shown in the table below. Included in the table are the 2015/16 and 2016/17 performance targets.

Indicators shaded grey represent new additions to the corporate set.

Corporate Indicator Set for 2016/17 – Monthly

Dept.	PI Code & Description	Polarity	2015/16 target	2016/17 target
Children, Schools & Families	CRP 069 / SP 078 % outcome of Ofsted Inspection schools rated Good or Outstanding	High	86%	86%
Children, Schools & Families	CRP 64SP075MP030 % of children who become subject of a Child Protection Plan for a second or subsequent time	Low	13%	16%
Children, Schools & Families	CRP 65SP095MP012 Number of special guardianship orders and adoptions finalised during the year ending 31 March	High	13	13
Children, Schools & Families	CRP 72SP319MP034 % 16-19 year olds Not in Education, Employment or Training (NEET)	Low	5	4.7
Children, Schools & Families	(Code TBC) % Looked After Children (2.5 years or more) in same placement for 2 years	Low	n/a	66
Community & Housing; Adult Social Care	CRP 054 / SP039 % People with 'long term' services receiving Self-Directed Support (SDS)	High	95%	95%
Community & Housing; Adult Social Care	CRP 055 / SP275 The rate of delayed transfers from care from hospital (both Merton & NHS responsible)	Low	5	5
Community & Housing; Adult Social Care	CRP 056SP054MP21 No. of Carers receiving services and / or information and advice	High	930	996
Community & Housing; Adult Social Care	CRP 057 / SP274 % people receiving 'long term' community services	High	71%	72%
Community & Housing; Housing Needs & Enabling	CRP 062 / SP 035 Number of homelessness preventions	High	550	450
Community & Housing; Housing Needs & Enabling	CRP 61SP036MP045 Number of households in temporary accommodation	Low	130	225
Community & Housing; Libraries	CRP 059 / SP 008 No. of people accessing the library by borrowing an item or using a peoples network terminal at least once in the previous 12 months	High	55,000	56,000
Community & Housing; Libraries	CRP 060 / SP 009 No. of visitors accessing the library service on line	High	170,000	200,000
Corporate Services	CRP 013 % of positive and neutral coverage tone	High	92%	92%

Dept.	PI Code & Description	Polarity	2015/16 target	2016/17 target
Corporate Services	CRP 014 % of ombudsman complaints answered in time (monthly in arrears)	High	90%	90%
Corporate Services	CRP 018 % Council Tax collected	High	97.25%	97.25%
Corporate Services	CRP 036 / SP 155 % of Business Rates collected	High	97.5%	97.5%
Corporate Services	CRP 041 / SP 192 % FOI requests dealt with in time (Monthly in arrears)	High	90%	90%
Corporate Services	CRP 080 / SP 413 Number of working days per FTE lost to sickness absence excluding schools	Low	8	8
Corporate Services	SP 410 / CRP TBC % of on-line transactions (HB Claims)	High	60%	60%
Corporate Services	SP 411 / CRP TBC Time taken to process new Housing Benefit claims	Low	21	21
Corporate Services	SP 412 / CRP TBC Time taken to process Housing Benefit change of circumstances	Low	11	11
Corporate Services	(Code TBC) % of customers satisfied with our *(new)* website	High	n/a	TBC
Environment & Regeneration: Parking Services	CRP 044 Parking services estimated revenue	High	£15.4m	TBC
Environment & Regeneration; Development & Building Control	CRP 051 / SP 114 % Major applications processed within 13 weeks	High	55%	55%
Environment & Regeneration; Development & Building Control	CRP 052 / SP 115 % of minor planning applications determined within 8 weeks	High	60%	60%
Environment & Regeneration; Development & Building Control	CRP 053 / SP 116 % of 'other' planning applications determined within 8 weeks (Development Control)	High	81%	82%
Environment & Regeneration; Development & Building Control	CRP 045 / SP 118 Income (Development and Building Control)	High	£2.05m	£2.1m
Environment & Regeneration; Street Cleaning	CRP 048 % of sites surveyed on local street inspections for litter that are below standard	Low	9.5	9
Environment & Regeneration; Street Cleaning;	CRP 049 / SP 059 Number of fly tips reported in streets and parks	Low	3,700	3,600
Environment & Regeneration; Waste	CRP 047 / SP 068 Number of refuse collections including recycling and kitchen waste missed per 100,000	Low	55	50

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Corporate Indicator Set for 2016/17 – Quarterly

Dept.	PI Code & Description	Polarity	2015/16 target	2016/17 target
Community & Housing	CRP 063 / SP 242 Number of enrolments funded by SFA on non-accredited courses	High	4,000	TBC
Children, Schools & Families	CRP 066 / SP 290 % Looked After Children in external foster care placements	Low	46%	42%
Children, Schools & Families	CRP 068 / SP 084 % of Good or outstanding Ofsted inspections in children's centres	High	100%	100%
Children, Schools & Families	CRP 077 / SP 374 Number of in-house foster carers recruited	High	20	15
Children, Schools & Families	SP 404 / CRP tbc % of new EHCP requests completed within 20 weeks	High	85%	85%
Corporate Services	(Code TBC) % of FOI refusal notices which are not upheld at review stage	Low	n/a	TBC
Corporate Services	(Code TBC) % of Ombudsman complaints partially or fully upheld	Low	n/a	TBC
Corporate Services	CRP 016 / SP 401 The level of CO2 emissions from Corporate buildings including (from 2016) Leisure Centres (tonnes)	Low	3,900	8,045
Corporate Services	CRP 037 % complaints progressed to stage 2	Low	9%	9%
Corporate Services	CRP 074 Number of staff working from Civic Centre	High	1,400	1,400

Corporate Indicator Set for 2016/17 – Annual

Dept.	PI Code & Description	Polarity	2015/16 target	2016/17 target
Community & Housing	CRP 078 / SP 335 % Retention rate MAE	High	88%	TBC
Community & Housing	CRP 079 / SP 334 % Achievement rate MAE	High	96%	TBC
Children, Schools & Families	CRP 073 / SP 109 % vacancies in reception year of primary school	Low	5%	5.5%
Children, Schools & Families	CRP 075 / SP 077 5 GCSE A-C including English and maths	High	64%	61%
Children, Schools & Families	SP 288 (CRP Code TBC) Secondary School Year 7 surplus places inc Academies	Low	5%	5%

Section E

Service Planning

E) SERVICE PLANNING
Currently being updated update to be provided 5pm 29/1/16

E. SERVICE PLANNING 2016/20

Our 27 Service Plans, agreed by service departments during the 2016/20 Business Planning process, are set out in the following pages.

During this process Service Plans were considered by Cabinet on 7 December 2015 and 18 January 2016, and the proposed Final Service Plans will be considered and agreed by Council on 2 March 2016.

Second Draft Service Plans, which were incorporated into the Consultation Pack, were scrutinised by the Overview and Scrutiny Commission and Panels during the January 2016 cycle of meetings.

The service plan is designed to be a two page document. The first page summarises key resources, drivers, performance and budgets and the second page focusses on the outcomes and benefits of major projects.

Departmental managers were issued with guidance to clarify their understanding of the process and to ensure quality and consistency of submitted plans, and each department reviewed the appropriateness of their service plans during the process. An overview of this guidance is provided below:

Front Page

- Service description: Concise description of the service's key activities and how they might change over the next four years.
- Anticipated demand: Details of the demands on the service.
- Anticipated non-financial resources: Details of the key resources used to deliver the service.
- Corporate strategies: The key strategies the service contributes to.
- Performance indicators: The key monthly, quarterly, or annual performance indicators for the service, including their targets.
- Budget Information: Full details of previous, current and future years' budget, including future anticipated budgetary changes.

Back page

- Details of major projects and or procurement being undertaken during 2016/20, including:
  - Project timeframe
  - Project description
  - Major expected benefits of the project (consistent with the benefit categories used by the Merton Improvement Board.)
  - Risk assessment relating to the project's completion.

The following pages display our Service Plans for 2016/20 in departmental order.

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				Planning Assumptions							The Corporate strategies your
Cllr Maxi Martin, Cabinet Members for Children Services & Education			Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20		service contributes to
Enter a brief description of your main activities and objectives below			Population growth - looked after children & Care leavers	15-30							Children & Young person's Plan

Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families.

CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education & life chances.

Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model.

Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time entrants, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families & promote family strengths to enable them to care for their own children.

Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF.

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Population growth - Child Protection Plans	30-60						Anti Social Behaviour
Increase in 0-19 population	3180						Health & Wellbeing
							Social Inclusion Strategy
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Community Plan
Staff (FTE) - reflects transfer of YS to Ed.	207	215	208	203	190		Corp Equality Scheme
Adoption & fostering	More children to be placed for permanency in shorter time						Family Poverty
							LAC Strategy & Care Leavers
							Youth Crime

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)	2019/20(P)				
% single assessments completed within agreed timescales	92	82	85	85			High	Monthly	Business critical	Safeguarding issues
Care application average duration (national target 26 weeks)	35	37	35	33			Low	Monthly	Quality	Safeguarding issues
Children in care adopted or receiving a Special Guardianship Order	13	13	13	13			High	Monthly	Outcome	Reduced customer service
% CYP on Child Protection Plan for 2nd or subsequent time	10	13	16	16			Low	Monthly	Quality	Safeguarding issues
% NEET aged 16-19	6	5	4.7	4.7			Low	Monthly	Outcome	Social exclusion
Number YJS first time entrants	80	80	70	70			Low	Monthly	Outcome	Social exclusion
% LAC (2.5 years or more) in same placement for 2 years	n/a	n/a	66	66			High	Monthly	Outcome	Social exclusion
% LAC experiencing 3 or more placements moves	n/a	n/a	12	12			Low	Monthly	Outcome	Social exclusion

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	**15,023**	**16,095**	**14,544**	**14,269**	**13,980**	**13,811**	**13,844**
Employees	10,243	10,633	9,841	9,678	9,357	9,157	9,158
Premises	103	108	93	53	55	56	57
Transport	201	181	188	165	168	171	173
Supplies & Services	1,376	1,489	1,084	833	843	853	863
3rd party payments	954	1,323	1,242	1,161	1,179	1,196	1,214
Transfer payments	398	510	341	369	369	369	369
Support services	1,738	1,841	1,744	2,010	2,010	2,010	2,010
Depreciation	11	11	11	0	0	0	0
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	**1,580**	**1,769**	**1,408**	**978**	**978**	**978**	**978**
Government grants	1,021	1,062	881	741	741	741	741
Reimbursements	559	707	526	236	236	236	236
Customer & client receipts							
Reserves							
Capital Funded							
Council Funded Net Budget	**13,444**	**14,326**	**13,137**	**13,291**	**13,002**	**12,834**	**12,866**

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

2016/17 Expenditure

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

2016/17 Income

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

2016/17

Staff reductions in Family and Adolescent Services stream: £100,000
Serious case reviews: £70,000
Service management review across the CSF dept: £23,000

2017/18

Review of CSF staffing structure beneath management level: £189,000

2018/19

Review of CSF staffing structure beneath management level: £201,000

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Children's Social Care						
		PROJECT DESCRIPTION		MAJOR PROJECT BENEFITS	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	**Deliver transforming families year 2 & year 3 programme (CYPWB & TOM)**	Improved efficiency (savings)			
Start date	2013-14	Project Details:	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
End date	2016-17						
Project 2		Project Title:	**MOSAIC (CYPWB & TOM)**	Improved effectiveness			
Start date	2013-14	Project Details:	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&I & ART within CSP.		3	3	9
End date	2016-17						
Project 3		Project Title:	**Preparation for new inspection regime**	Improved effectiveness			
Start date	2013-14	Project Details:	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
End date	2017-18						
Project 4		Project Title:	**Youth Justice**	Improved efficiency (savings)			
Start date	2014-15	Project Details:	Development of policy framework in response to regulation and likely funding changes.		3	2	6
End date	2016-17						
Project 5		Project Title:	**CSC & CYPWB/TOM**	Improved effectiveness			
Start date	2013-14	Project Details:	To deliver the CSC and EH 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; rationalisng access points; raising thresholds; increased targeting and practice.		4	3	12
End date	2019-20						
Project 6		Project Title:	**CYPWB Model Workforce Strands**	Improved staff skills and development			
Start date	2015-16	Project Details:	Develop and deliver Signs of Safety, recruitment and retention and practice developments to support TOM delivery.		4	3	12
End date	2019-20						

Planning Assumptions

Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Increased demand for primary school (total across all schools)	2fe	1fe				
Increased demand for secondary school (total across all schools)			1-3fe	4-6fe (cumulative)	10-14fe (cumulative)	
Increased demand for special school places (total across all schools)					100 more SEN places by 18-19	
Overall demographic				3180 increase in 0-19 population by 2018-19		
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Staff (FTE)	54	45	46	42	38	
Contractors		Commissioning of a range of services to support CSF functions				

The Corporate strategies your service contributes to

- Capital Programme
- Children & Young person's Plan
- Community Plan
- Core Planning Strategy
- Corp Equality Scheme
- Corp Procurement Strategy
- Local Development Framework
- Performance Management Framework
- Social Inclusion Strategy

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 admissions;
· school expansion & overall CSF capital programme management;
· some departmental business support.
Main activities include:
i) leading on strategic & operational planning for CSF;
ii) leading on local Children's Trust & partnership development;
iii) production of management information for internal performance management & external reporting Inc. Statutory returns;
iv) production of policy documents & procedural guidance for professional staff;
v) commissioning operational services & leading on joint commissioning with partners;
vi) managing schools' Private Finance Initiative contract & other service contracts;
vii) procuring placements for looked after children/pupils with SEN;
viii) planning sufficient school places;
ix) co-ordination of pupil admissions to Merton schools;
x) project managing school expansions & other capital schemes.

Performance indicator	2014/15(T)	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
% reception year surplus places	2	5	5.5	6	8		Low	Annual	Business critical	parental choice
% secondary school Yr7 surplus places Inc. Academies	8	5	5	5	5		Low	Annual	Business critical	parental choice
% major capital projects green/amber to time	90	90	90	90	90		High	Quarterly	Business critical	Increased costs
% spend on approved capital programme		80	80	80	80		High	Quarterly	Business critical	Increased costs
% fostered LAC in external agency foster care placements	36	46	42	42	40		High	Quarterly	Business critical	Increased costs
Numbers of in-house foster carers recruited	20	20	15	15	15		High	Quarterly	Quality	Increased costs
% completion rates for parenting programmes	80	80	70	70	70		High	Quarterly	Business critical	outcomes not improved
% commissioned services quarterly monitoring completed	100	100	100	100	100		High	Quarterly	Business critical	reduced contract compliance
% statutory returns to government on time	100	100	100	100	100		High	Quarterly	Business critical	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
Expenditure	16,440	17,594	14,713	13,622	13,704	13,712	13,834
Employees	2,240	2,048	2,208	2,113	2,073	1,958	1,958
Premises	603	503	418	420	426	432	438
Transport	84	55	36	35	35	36	36
Supplies & Services	6,442	7,511	4,317	3,549	3,613	3,676	3,740
3rd party payments	6,495	6,877	7,262	6,993	7,046	7,098	7,151
Transfer payments	0	0	0	0	0	0	0
Support services	576	601	472	511	511	511	511
Depreciation							
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	2,756	3,742	585	540	540	540	540
Government grants	284	309	77	68	68	68	68
Reimbursements	394	426	283	206	206	206	206
Customer & client receipts	2,078	3,007	225	265	265	265	265
Reserves							
Capital Funded							
Council Funded Net Budget	13,684	13,853	14,127	13,082	13,164	13,172	13,294
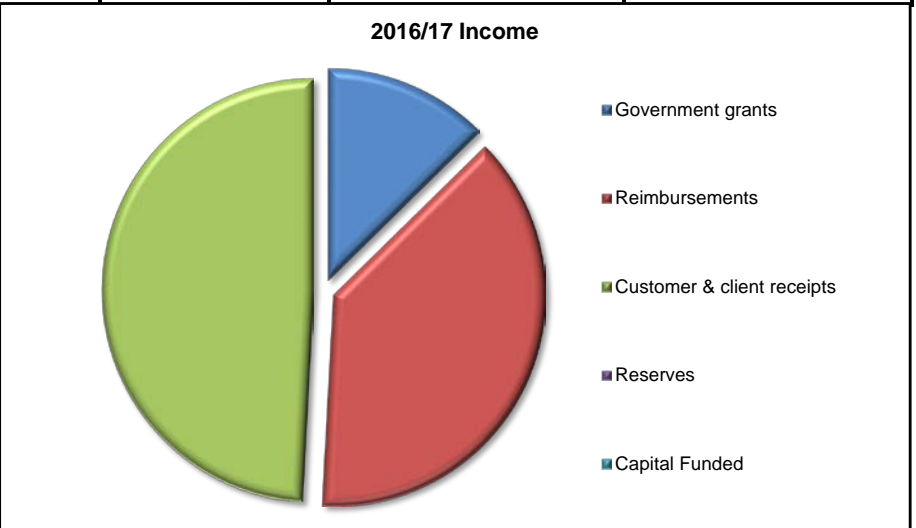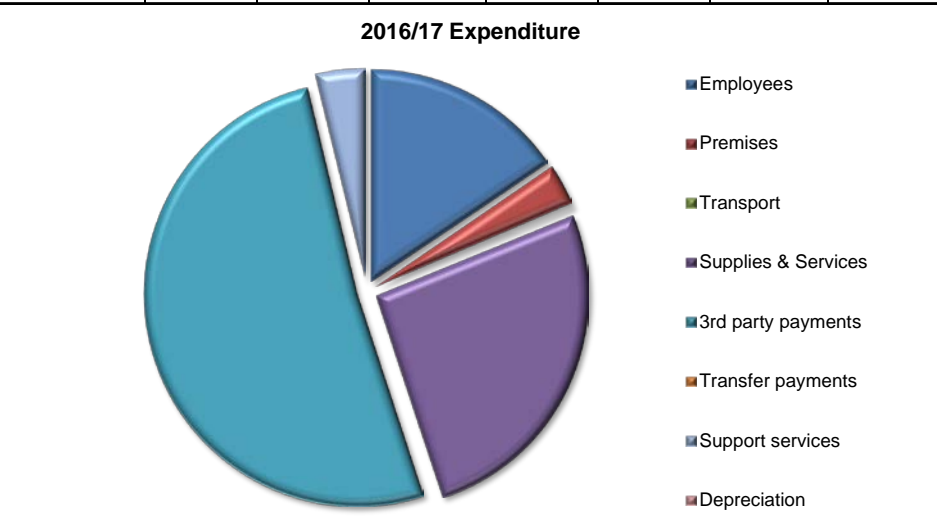
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Primary Schools Expansions		21,760	10,478	4,102			
Secondary School Expansions			270	7,945	14,230	8,690	4,200
SEN Expansions		391	2,325	1,095	4,844	3,650	0
Inflation							
Devolved Formula Capital/FSM		767	362				
Schools Capital Maintenance		577	777	752	650	650	650
Other			407	104	104		105
	0	23,495	14,619	13,998	19,828	12,990	4,955

2016/17 Expenditure

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

2016/17 Income

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

2016/17

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
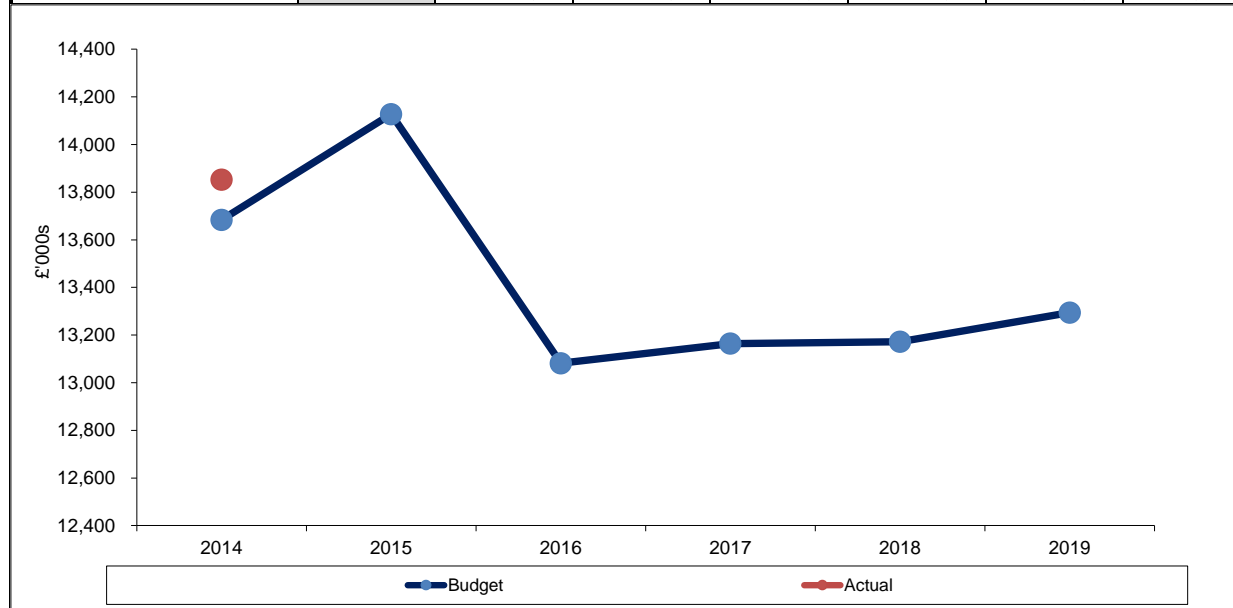
2017/18

Data review & centralisation: £40,000

2018/19

Commissioning rationalisation: £60,000
Property and contracts: £55,000

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Commissioning, Strategy and Performance						
PROJECT DESCRIPTION			**MAJOR PROJECT BENEFITS**	**Risk**		
				Likelihood	Impact	Score
Project 1	Project Title:	**Commissioning (Departmental TOM)**	Improved effectiveness	3	2	6
Start date	2015-16	Project Details:	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.			
End date	2017-18					
Project 2	Project Title:	**Children's Home Procurement (Departmental TOM)**	Improved effectiveness	3	2	6
Start date	2015-16	Project Details:	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.			
End date	2016-17					
Project 3	Project Title:	**Implementation of Secondary School Places Strategy (EducationTOM)**	Infrastructure renewal	4	2	8
Start date	2014-15	Project Details:	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.			
End date	2018-19					
Project 4	Project Title:	**Implementation of Special School (SEN) Places Strategy (Education TOM)**	Infrastructure renewal	3	2	6
Start date	2015-16	Project Details:	Develop overall strategy for provision of sufficient and suitable SEN places in Merton; undertake capital bidding and procure/plan/deliver construction contracts.			
End date	2018-19					
Project 5	Project Title:	**Release of Assets (Departmental TOM)**	Improved efficiency (savings)	3	1	3
Start date	2015-16	Project Details:	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.			
End date	2016-17					
Project 6	Project Title:	**Departmental Restructure (Departmental TOM)**	Improved efficiency (savings)	2	2	4
Start date	2015-16	Project Details:	Undertake preparatory work for the major departmental restructure planned for 2017-18 in respect of CSP Division services.			
End date	2017-18					
Project 7	Project Title:	**Frameworki/MOSAIC (Departmental TOM)**	Improved effectiveness	2	2	4
Start date	2015-16	Project Details:	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.			
End date	2016-17					
Project 8	Project Title:	**Personal Budgets (Education TOM/C+F Act)**	Improved customer experience	3	2	6
Start date	2014-15	Project Details:	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.			
End date	2016-17					

Education

Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education

Enter a brief description of your main activities and objectives below

Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:
· monitoring, analysing & evaluating pupil & school performance
· developing skills in planning, teaching, assessment, leadership & management
· working with schools to reduce inequality & improve achievement for vulnerable groups
strengthening partnership working and school to school support
· **Special Education Needs & Disabilities Integrated Service (SENDIS)** will improve outcomes for CYP with SEND by:
· building early help capacity in schools & settings, families & the community
· focus on safeguarding, early intervention & prevention as well as direct support for families
· implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service
Early Years Services will improve outcomes for all children aged 0-5 by:
managing the childcare market to ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties
· delivering Children's Centre services through a locality model with a focus on early help & targeted services for vulnerable families
using the CASA to inform robust planning and case work for identified families
· working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families
· developing the work force to work more holistically with vulnerable families and young children
introducing a more robust performance management framework
Youth Inclusion will improve outcomes for Young People by:
· providing universal & targeted in house & commissioned services for YP & schools
· providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourage emotional & social development
· developing alternative education offerings to enable YP to stay in education, training & employment
· leading on the council's partnership with the police & CAMHS for education
· improving attendance and reduce PA in Merton schools

Planning Assumptions

Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Forecast increase in population 5-19			2400			
Increase in compulsory education to 18						
Forecast increase in targeted SEND services			200 - 400			
Forecast increase in population 0 - 4			780			
Anticipated non financial resources	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**
Staff (FTE)	253	270	269	257	251	

The Corporate strategies your service contributes to
- Children & Young person's Plan
- Community Plan
- Corp Equality Scheme
- Performance Management Framework
- Social Inclusion Strategy
- LAC & Care Leavers

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)	2019/20(P)				
% 5 or more GCSE graded A*-C including English & maths	65	64	64	65			High	Annual	Outcome	Reputational risk
% outcome of Ofsted school inspections good or outstanding	85	86	89	91			High	Monthly	Outcome	Inspection outcomes
% Level 4 and above in reading, writing and maths	82	79	73*	75*			High	Annual	Outcome	Reputational risk
% secondary school attendance	94.5	94.0	95.1	95.2			High	Quarterly	Outcome	Increased costs
% primary school attendance	95	95	96.1	96.1			High	Quarterly	Outcome	Breach statutory duty
% of new EHCP requests completed within 20 weeks	85	85	85	85			High	Annual	Outcome	Reputational risk
% Good or Outstanding children's centres per Ofsted	100	100	100	100			High	Monthly	Outcome	Inspection outcomes
this indicator is changing in academic year 2015/16										

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	**41,514**	**43,290**	**44,692**	**42,440**	**41,848**	**41,952**	**42,081**
Employees	10,815	10,698	10,955	11,355	10,709	10,709	10,710
Premises	851	804	908	1,026	1,029	1,033	1,036
Transport	3,091	4,226	3,150	4,101	4,147	4,193	4,240
Supplies & Services	14,602	13,544	15,369	13,681	13,666	13,725	13,784
3rd party payments	9,743	11,536	11,761	9,835	9,855	9,850	9,870
Transfer payments	19	7	19	19	19	19	19
Support services	2,175	2,257	2,358	2,247	2,247	2,247	2,247
Depreciation	218	218	172	176	176	176	176
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	**6,427**	**7,503**	**9,335**	**7,692**	**7,842**	**8,017**	**8,017**
Government grants	951	991	3,243	2,740	2,740	2,740	2,740
Reimbursements	3,160	3,864	3,292	2,369	2,369	2,369	2,369
Customer & client receipts	2,316	2,648	2,800	2,583	2,733	2,908	2,908
Interest							
Reserves							
Capital Funded							
Council Funded Net Budget	**35,086**	**35,787**	**35,356**	**34,748**	**34,006**	**33,935**	**34,064**

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

2016/17 Expenditure

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

2016/17 Income

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

2016/17
Reduce Early Years service to paid-for childcare with very limited targeted service for highly vulnerable families: £271,000
Reduced youth service to VCS provision: £200,270
Public Health: £400,000
Increased income from schools/ reduced LA service offer: £343,370

2017/18
Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £546,000
Reduced service offer from school improvement: £75,000
Increased income from schools/ reduced LA service offer: £200,000

2018/19
Increased income from schools/ reduced LA service offer: £200,000

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Education							
PROJECT DESCRIPTION				MAJOR PROJECTS BENEFITS	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	**Improving pupil outcomes at KS2 & KS4 (Edn TOM)**	Improved effectiveness	2	3	6
Start date	2013-14	Project Details:	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 amd improving teaching. New outstanding teacher courses for primary and secondary teachers.				
End date	2017-18						
Project 2		Project Title:	**School Improvement through partnership (Edn TOM)**	Improved effectiveness	3	2	6
Start date	2013-14	Project Details:	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.				
End date	2019-20						
Project 3		Project Title:	**Transforming Early Years (EY's TOM)**	Improved efficiency (savings)	3	2	6
Start date	2013-14	Project Details:	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.				
End date	2019-20						
Project 4		Project Title:	**Implementation of requirements of Children & Families Act (Edn TOM & CYPWB)**	Improved customer experience	4	3	12
Start date	2013-14	Project Details:	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.				
End date	2019-20						
Project 5		Project Title:	**Development of AltED & linked provision**	Risk reduction and compliance	3	2	6
Start date	2013-14	Project Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.				
End date	2016-17						
Project 6		Project Title:	**Youth transformation phases 3 & 4 (Edn TOM)**	Improved efficiency (savings)	4	3	12
Start date	2013-14	Project Details:	Implementation of new funding models for PB & PH.				
End date	2017-18						
Project 7		Project Title:	**Education TOM/CYPWB Model**	Improved efficiency (savings)	4	3	12
Start date	2015 -2016	Project Details:	Develop and deliver the Education TOM & CYPWB Model across CSF Services, Including implementation of MOSAIC phases 1 & 2				
End date	2019 -2020						

Community & Housing

Adult Social Care				

Adult Social Care

Cllr Caroline Cooper-Marbiah Cabinet Member for Adult Social Care & Health

Enter a brief description of your main activities and objectives below

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.

There are eligibility criteria to define need and to keep this in line with resources as far as possible.

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.

Looking ahead there is a key national policy challenge to incorporate in our redesign, namely the integration with health services.

Planning Assumptions

Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
No. of people requiring services	6729	6829	6920	7012	7105	
People aged 85-89	2400	2500	2500	2500	2500	
People aged 95+	1800	1800	1900	2005	2117	
No. of people aged 65+ with dementia	1957	2022	2047	2072	2098	
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Staff (FTE)	420.19	383.53	321.87	319.87	294.87	
Staff (FTC)			0	0	0	

The Corporate strategies your service contributes to

- Voluntary Sector Strategy
- Community Plan
- Social Inclusion Strategy
- Children & Young person's Plan
- Corp Procurement Strategy
- Customer Services Strategy
- Homelessness Strategy
- Older People's Housing
- Workforce Development Plan

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

Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
No of carers receiving a service	878	930	996	1075	1140	1140	High	Monthly	Business critical	Breach statutory duty
% Older people still at home following Reablement	85.7	85.8	85.9	86	86.1	86.1	High	Annual	Outcome	Increased costs
% People receiving 'long term' Community Services	70	71	72	73	74	75	High	Monthly	Business critical	Increased costs
% People with 'long term' services receiving Self-Directed	95	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	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
Expenditure	77,043	81,211	78,340	73,925	72,703	70,964	72,094
Employees	14,786	15,594	14,375	12,948	12,854	11,629	11,635
Premises	562	322	376	363	369	375	381
Transport	1,168	1,705	1,188	1,406	1,418	1,430	1,442
Supplies & Services	3,282	2,605	4,459	3,976	2,700	2,089	2,131
3rd party payments	40,585	44,524	41,400	38,927	38,607	38,235	38,850
Transfer Payments	9,394	9,393	9,551	9,763	10,213	10,664	11,113
Support services	7,187	6,989	6,932	6,466	6,466	6,466	6,466
Depreciation	79	79	59	76	76	76	76
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	22,908	22,908	22,908	22,908
Government grants	194	348	965	882	882	882	882
Reimbursements	6,496	7,570	8,092	8,613	8,613	8,613	8,613
Customer & client receipts	10,125	10,671	10,342	10,453	10,453	10,453	10,453
Recharges	3,265	3,070	3,245	2,960	2,960	2,960	2,960
Reserves				0			
Capital Funded				0			
Council Funded Net Budget	56,963	59,552	55,696	51,017	49,795	48,056	49,186

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 Mitcham		1	576				
JMC Extension		179					
	0	187	666	43	0	0	0

2016/17 Expenditure

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

2016/17 Income

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

Summary of major budget etc. changes ~ 2016/17

Growth for Concessionary fares increase - £0.212m
Total Savings - £5.060m - this figure includes previous savings for 2016/17 added to the MTFS March 2013 of £700,000 (CH02, CH04 &CH05) and March 2015 of £2,693,000 (CH20,CH21,CH22,CH23,CH24,CH25,CH26,CH27,CH28,CH29,CH30,CH31, CH32,CH33&CH34) and for March 2016 £1,667,000 (CH51, CH58, CH59, CH60, CH61, CH62, CH63&CH64)
Better Care Fund allocation - assumed as same level as 2015/16 - To be updated
Care Act Implementation grant - assumed as same level as 2015/16 - To be updated

2017/18

Growth for Concessionary fares increase - £0.450m
Total Savings - £2.198m (CH1,CH2,,CH3,CH35,CH36,CH37,CH38,CH52&CH53)

2018/19

Growth for Concessionary fares increase - £0.450m
Total Savings - £2.870m (CH20,CH36,CH39,CH54&CH55 - a further £800k to be identified)

2019/20

Growth for Concessionary fares increase - £0.450m

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD					
Adult Social Care					
	PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS	Risk		
				Likelihood	Impact	Score
Project 1	Project Title:	**ASC re-structure / service redesign (2016/17 - CH04,CH20,CH21,CH22,CH23,CH58,CH59&CH64 2017/18 - CH37 & 2018/19 - CH20&CH54)**	Improved efficiency (savings)	2	3	6
Start date **01/04/2016** End date **01/06/2016**	Project Details:	The proposed structural changes will support the focus on the customer, the customer journey and the customer experience. It will also complement the Merton Agile approach for social care. The approach represents a change from current service delivery models and structures, requiring a move from defined job roles to skills based flexible working, with wider and deeper partnership working with other parts of the Council, the Voluntary sector and the Private Sector.				
Project 2	Project Title:	**Grant Funded Prevention Programme (2016/17 - CH05 & 2017/18 - CH53)**	Improved effectiveness	1	2	2
Start date **01/06/2015** End date **2017-18**	Project Details:	Older people supported to live behind their own front doors for as long as possible, in a way that is inclusive, personalized, inter generational as far as possible locality based, and enables them to make whatever contribution they can.				
Project 3	Project Title:	**Reablement (CH02)**	Improved effectiveness	4	2	8
Start date **2015-16** End date **2017-18**	Project Details:	Review of the new Reablement Service to optimise its cost effectiveness.				
Project 4	Project Title:	**Equipment and Adaptations**	Improved customer experience	3	2	6
Start date **2015-16** End date **2017-18**	Project Details:	Review of equipment and adaptation pathways to promote/maximise independence within available resources.				
Project 5	Project Title:	**Transition**	Improved customer experience	3	2	6
Start date **2015-16** End date **2017-18**	Project Details:	Review, redesign and deliver improved processes and approaches for supporting people in transition from childhood to adulthood				
Project 6	Project Title:	**Challenging Behaviour Offer**	Improved customer experience	3	3	9
Start date **01/11/2015** End date **2016-17**	Project Details:	Review, redesign and deliver an improved local offer to meet the needs of adults with behaviour that challenges services.				
Project 7	Project Title:	**LD Day Activities**	Improved effectiveness	4	2	8
Start date **01/06/2015** End date **2016-17**	Project Details:	Review and continuous improvement of LD day/evening activities and associated transport				
Project 8	Project Title:	**MH Accommodation and Support (CH62)**	Improved efficiency (savings)	4	2	8
Start date **2015-16** End date **2016-17**	Project Details:	Option appraisals of the possible accommodation and support offer identified in review of MH Accommodation and Support by Alder.				
Project 9	Project Title:	**Social capital / Access to Universal Services**	Improved effectiveness	4	3	12
Start date **2016-17** End date **2016-17**	Project Details:	Increased use of social capital to meet eligible needs as opposed to funded specialist support services				
Project 10	Project Title:	**Good Neighbours/Volunteers Review (CH61)**	Improved effectiveness	2	3	6
Start date **2016-17** End date **2017-18**	Project Details:	Redesign and deliver a plan to promote "good neighbours" whereby neighbours/ volunteer's increasingly help to support each other rather than being dependent on formal support services.				

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

PROJECT DESCRIPTION			MAJOR PROJECTS BENEFITS	Risk		
				Likelihood	Impact	Score
Project 11	Project Title:	**Dementia Friendly Community**	Improved customer experience	4	2	8
Start date 01/08/2015	Project Details:	Make Merton a more "Dementia Friendly" place for adults and older people who live with dementia.				
End date 2018-19						
Project 12	Project Title:	**Information Portal**	Improved customer experience	3	3	9
Start date 2015-16	Project Details:	Evaluate the options available to provide a comprehensive information portal accessible all who live in Merton.				
End date 2016-17						
Project 13	Project Title:	**Face to Face/Telephone Contact**	Improved customer experience	3	3	9
Start date 2015-16	Project Details:	Review, redesign and deliver a plan to ensure people seeking 1 to 1 advice are consistently provided with relevant, accurate and up to date information.				
End date 2016-17						
Project 14	Project Title:	**Developing a workforce fit for the future**	Improved effectiveness	4	3	12
Start date 2015-16	Project Details:	Identify skills and other capacity gaps in the care and support workforce in Merton and plan how to close each gap identified.				
End date 2016-17						
Project 15	Project Title:	**Income Generation (CH51)**	Economic outcomes	4	3	12
Start date 30/11/2015	Project Details:	Identify current and potential new income sources and maximise income levels. Productivity and Efficiency				
End date 2016-17						
Project 16	Project Title:	**Assessment & Care Management Processes**	Improved effectiveness	2	3	6
Start date 01/07/2015		Review, redesign and deliver a plan to ensure that all assessment and care management processes including those related to safeguarding, the Mental Capacity Act and DOLS are efficient, effective, consistently promote independence and adequately resourced.				
End date 2016-17						
Project 17	Project Title:	**Financial Assessment and Debt Minimisation**	Improved effectiveness	4	3	12
Start date 30/06/2015	Project Details:	Review, redesign and deliver a plan to ensure that processes for financial assessment, invoicing services users and debt collection are efficient, effective and contribute to maximising income levels.				
End date 2016-17						
Project 18	Project Title:	**Shared Services**	Improved efficiency (savings)	4	3	12
Start date 2016-17	Project Details:	Generate and evaluate options for a shared service with a neighbouring local authority or NHS organisation				
End date 2017-18						
Project 19	Project Title:	**In-House Organisational Structures**	Improved efficiency (savings)	5	2	10
Start date 2016-17	Project Details:	Generate/evaluate options to outsource in-house services into a non-profit making organisational form such as a community trust, LA trading company etc.				
End date 2017-18						
Project 20	Project Title:	**SCIS**	Improved effectiveness	3	4	12
Start date 2014-15	Project Details:	Ensure that the new Core Logic Mosaic social care information system (SCIS) is fit for purpose for the foreseeable future. Achieve this by ensuring that the needs of adult social care are fully in scope when decisions are made and by having oversight of its implementation for adult social care.				
End date 2016-17						

Adult Social Care

PROJECT DESCRIPTION			MAJOR PROJECTS BENEFITS	Risk		
				Likelihood	Impact	Score
Project 21	Project Title:	**Customer Profiling**	Improved effectiveness			
Start date	2015-16	Project Details: Use data about the population in Merton and about service users and carers to ensure the right resources are in the right place at the right time and that customers can more easily be matched (or match themselves) to services or service providers in an open/transparent market.		4	3	12
End date	2017-18					
Project 22	Project Title:	**Carers Support (CH60)**	Improved customer experience			
Start date	2015-16	Project Details: Review, redesign and deliver an improved local offer to meet the needs of carers in Merton.		3	4	12
End date	2016-17					
Project 23	Project Title:	**Rebalanced Homecare Services Portfolio**	Improved efficiency (savings)			
Start date	2015-16	Project Details: Shift of emphasis to outcomes based services, Pay-for-Results, and Restorative Care for agency delivered services. More shared data & systems to enable an optimised Agile Social Care System. More coordinated and integrated end-to-end hospital to home system with predictive analytics.		3	3	9
End date	2017-18					
Project 24	Project Title:	**Micro-Direct Commissioning System**	Improved efficiency (savings)			
Start date	2016-17	Project Details: Micro-direct commissioning allows service users to commission their own services. It is a cashless system connecting people needing care with people who can provide it. Providers may be individuals, working full or part time, agencies, voluntary and other orgs. The system electronically matches users and providers.		3	4	12
End date	2017-18					
Project 25	Project Title:	**Bed based care**	Improved efficiency (savings)			
Start date	2016-17	Project Details: Fully evaluate the case for developing 2 x 80 bed careunits for older people outside the borough. Look at potential for hybrid capitalisation, 3rd party management /operator business model.		3	4	12
End date	2017-18					
Project 26	Project Title:	**Senior 'AIR BNB' System**	Improved efficiency (savings)			
Start date	2016-17	Project Details: For matching homeowners needing care and individuals who can provide it in exchange for accommodation.		3	4	12
End date	2017-18					
Project 27	Project Title:	**Shared data/systems/metrics**	Improved effectiveness			
Start date	2015-16	Project Details: With market providers for quality, value and performance. Quality as an integral part of the value equation together with customer feedback.		3	4	12
End date	2016-17					
Project 28	Project Title:	**Procurement Efficiencies & Savings (2016/17 - CH63 2017/18 CH2,CH35,CH36&CH52 2018/19 - CH36&CH39)**	Improved efficiency (savings)			
Start date	2015-16	Project Details: More contracts focused on 'pay for results' and 'outcome'. Contractual obligations to share a wider range of data for performance, value and quality.		3	4	12
End date	2017-18					
Project 29	Project Title:	**Integration**	Improved effectiveness			
Start date	2015-16	Project Details: Merton Integration Board (BCF Project) has the following key interfaces with ASC Redesign: - Improving reactive provider response services incl. the reablement restructure - Establishing 7 day working and proactive case management e.g. by locality teams including Home from Hospital - Increasing the use of Telecare and Telehealth		3	4	12
End date	2016-17					
Project 30	Project Title:	**Control 3rd Party Spend (2016/17 - CH24,CH25,CH26,CH27,CH28,CH29,CH30,CH31,CH32,CH33,CH34, CH38 & 2017/18 - CH1,CH3 & 2018/19 - CH55)**	Improved efficiency (savings)			
Start date	2015-16	Project Details: Control authorisation of new packages of support and implement review processes for existing cases cases to improve service user outcomes and deliver savings in line with MTFS and ensure on-going support promotes independence.		3	4	12
End date	2018-19					

Housing Needs and Enabling Services			Planning Assumptions						The Corporate strategies your
Cllr Nick Draper Cabinet Member for Community & Culture		Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below		Housing advice, options, private tenants & landlords advice	11000	11000	11000	11000	11000	11000	Homelessness Strategy
		Housing register applicants	8200	8150	8100	8500	8950	9350	Housing Strategy
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.		Housing options casework	1000	1000	1000	1000	1000	1000	
		Demand for temporary accommodation	330	380	420	475	475	475	
To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.		Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
		Housing Needs Staff (FTE)	26.5	24.5	21.79	17.79	15.79	18	
		Environmental Health (Housing)	7.03	6.03	5.03	5.03	4.03	4.03	
The purpose of this service is to		TOTALS	33.53	30.53	26.82	22.82	19.82	22.03	

- Prevent homelessness in accordance with statutory housing law
- Provide homes to people in housing need
- Plan for the future delivery of housing via general conformity with the London Housing Strategy
- Formulate and deliver statutory housing strategies for the borough
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes
- Maximise supply of affordable homes with registered providers and private landlords
- Provide care and housing support to vulnerable adults
- Relationship management between the council and stock transfer housing associations
- Carry out a statutory duty to enforce Environmental Health (Housing) legislation
- Provide grant assistance for improvements and adaptations

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)	2019/20(P)				
No. of homelessness preventions	550	550	450	450	450	450	High	Monthly	Business critical	Increased costs
No. of households in temporary accommodation	125	130	225	250	250	250	Low	Monthly	Business critical	Increased costs
Highest no. of families in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Highest no. of adults in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
Affordable homes delivered	70	35	30	80	60	30	High	Annual	Outcome	Reputational risk
Social housing lets	410	415	375	420	380	370	High	Quarterly	Outcome	Increased waiting times
Rent deposit - new tenancies	90	90	50	50	50	50	High	Annual	Outcome	Increased waiting times
No. of enforcement/improvement notices	60	55	55	55	55	55	High	Quarterly	Outcome	Reduced enforcement
Number of Disabled Facilities Grants approved	75	75	60	60	60	60	High	Quarterly	Outcome	Customer hardship

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	3,651	4,196	3,443	4,208	4,011	3,856	3,881
Employees	1,348	1,326	1,222	1,119	933	753	753
Premises	38	38	39	39	40	40	41
Transport	28	28	28	28	28	29	29
Supplies & Services	247	184	203	219	186	255	258
Transfer Payments	1,375	2,011	1,396	2,262	2,283	2,294	2,315
3rd party payments	338	327	304	249	249	193	193
Transfer Payments	0	0	0	292	292	292	292
Support services	277	282	251	0	0	0	0
Depreciation	0	0	0	0	0	0	0

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	1,359	2,004	1,292	2,198	2,198	2,198	2,198
Government grants	1,140	1,680	1,140	2,000	2,000	2,000	2,000
Reimbursements	5	51	5	20	20	20	20
Customer & client receipts	214	273	147	178	178	178	178
Recharges					0		
Reserves							
Capital Funded							
Council Funded Net Budget	2,292	2,192	2,151	2,010	1,813	1,658	1,683

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
Disabled Facilities		519	650	840	755	629	280
8 Wilton Road		550	60				
Western Road				875			
	0	1,069	710	1,715	755	629	280

2016/17 Expenditure

Legend: Employees; Premises; Transport; Supplies & Services; Transfer Payments; 3rd party payments; Transfer Payments; Support services; Depreciation

2016/17 Income

Legend: Government grants; Reimbursements; Customer & client receipts; Recharges; Reserves; Capital Funded

Summary of major budget etc. changes

2016/17

Savings £56k Reduction of Homelessness Prevention grant (CH8)
Savings £30k Rationalisation of admin budget (CH9)
Newly proposed savings - Deletion of 3.5 posts - £129k (included in reduced FTE staff numbers above) (CH40, CH41, CH42)

Temporary Accomodation Expenditure and Income budgets realigned for increase in number of clients.

2017/18

Savings £30k Rationalisation of admin budget (CH9)
Savings -£36k - Deletion of one staffing post ((CH10)
Savings -£100k Further Staff reductions (Any areas of HNES & EHH) (CH43)
Savings £50k - Staff reduction in Housing Services (CH57)

2018/19

Savings -£62k Further Staff reductions (Any areas of HNES & EHH) (CH43)
Savings £118k - Staff reduction in Housing Services (CH57)

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Housing Needs and Enabling Services							
		PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	**Deliver on-line self-assessment tools**	Improved effectiveness	3	1	3
Start date	2016-17						
End date	2017-18	Project Details:	Implement on-line Housing Register pre-application assessment tool.				
Project 2		Project Title:	**Homeless Placement Policy**	Risk reduction and compliance	2	2	4
Start date	2016-17						
End date	2017-18	Project Details:	Implement and monitor the Homeless Placement policy				
Project 3		Project Title:	**CHMP Regeneration**	Improved reputation	1	2	2
Start date	2014-15						
End date	2018-19	Project Details:	Input to CHMP regeneration with Future Merton.				
Project 4		Project Title:	**Housing Service Review**	Economic outcomes	3	1	3
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).				
End date	2016-17	Project Details:					
Project 5		Project Title:	**Shared Lives Development**	Improved effectiveness	3	1	3
Start date	2015-16		Explore ways to potentailly 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				
End date	2017-18	Project Details:					
Project 6		Project Title:	**Technology Review**	Improved effectiveness	2	1	2
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.				
End date	2017-18	Project Details:					
Project 7		Project Title:	**Selective Licencing**	Improved effectiveness	2	1	2
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.				
End date	2016-17	Project Details:					
Project 8		Project Title:	**EDRMS Workflow**	Improved effectiveness	2	2	4
Start date	2015-16		Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly				
End date	2016-17	Project Details:					
Project 9		Project Title:	**Service re-structure**	Improved efficiency (savings)	2	3	6
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.				
End date	2017-18	Project Details:					

Libraries	Planning Assumptions							The Corporate strategies your
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Active users	54,500	55,000	56,000	56,000	56,000	56,000	Community Plan
	Stock issues	1,000,000	1,000,000	950,000	950,000	900,000	900,000	Corp Equality Scheme
The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.	Registered members	130,000	135,000	135,000	135,000	135,000	135,000	Customer Services Strategy
	Visitor figures	1,150,000	1,200,000	1,200,000	1,210,000	1,210,000	1,210,000	Voluntary Sector Strategy
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Performance Management Framework
	Staff (FTE)	47	45.71	43.56	39.56	39.56	39.56	ICT Policy
	Accommodation (Libraries)	7	7	7	7	7	7	Performance Management Framework
Certain aspects of the service must be provided for free:	Equipment (PC's)	144	144	144	144	144	144	Workforce Development Plan
Free lending of books								Asset Management 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)	2019/20(P)				
Number of visitors accessing the library service online	115,000	170,000	200,000	210,000	220,000	230,000	High	Monthly	Business critical	Reduced uptake of service
Active users - peoples network terminal	54,500	55,000	56,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
% self service usage for stock transactions	95	95	96	97	97	97	High	Monthly	Outcome	Increased costs
Active volunteers in libraries	180	200	210	220	230	230	High	Monthly	Business critical	Customer hardship
Maintain Income	£327,000	£316,000	£316,000	£346,000	£346,000	£346,000	High	Monthly	Unit cost	Increased costs
Partnership numbers	30	30	30	30	30	30	High	Monthly	Quality	Customer hardship
% customer satisfaction (ARS)	78	78	78	78	78	78	High	Annual	Outcome	Reduced customer service

The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction levels.

Free access to information
Free library membership

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	3,568	3,523	3,405	3,222	2,955	2,920	2,934
Employees	1,329	1,261	1,325	1,348	1,068	1,020	1,020
Premises	452	463	397	403	409	416	421
Transport	4	4	4	4	4	4	4
Supplies & Services	576	588	465	449	454	459	468
3rd party payments	38	38	28	27	29	30	30
Transfer payments				0	0	0	0
Support services	689	689	696	688	688	688	688
Depreciation	480	480	490	303	303	303	303

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	413	364	316	358	358	388	388
Government grants							0
Reimbursements	86	84		42	42	42	42
Customer & client receipts	327	280	316	316	316	346	346
Recharges							0
Reserves							0
Capital Funded							0
Council Funded Net Budget	3,155	3,159	3,089	2,864	2,597	2,532	2,546

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
Colliers Wood Library Re-Fit				200			
Library Self Service			270	80			
West Barnes Library Re-fit					200		
Library Management System					100		
	0	0	270	280	300	0	0

2016/17 Expenditure

Legend: Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer payments, Support services, Depreciation

2016/17 Income

Legend: Government grants, Reimbursements, Customer & client receipts, Recharges, Reserves, Capital Funded

Summary of major budget etc. changes

2016/17
Savings - Activities - £2k
Savings - Staffing - £26k
Savings - PLUS Consultation - £3k
Savings - Volunteer Contract - £20k
Savings - Reduction in Media Fund - £45k

2017/18
Savings - Introduce self-serve Libraries at off peak times - £90k
Savings - Staffing - £60k
Savings Proposal -Shared Management Structure - £130k(CH67)

2018/19
Savings - Letting of space for coffee shop franchise in libraries - £30k
Completion of Shared Library & Heritage Service Management Structure with another borough - £25k (CH68)
Full rationalisation of staffing structures and building usage with another borough (phase 2) – £23k (CH69)

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
			Libraries				
		PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	**E-communications**	Improved customer experience			
Start date	2015-16		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		2	1	2
End date	2017-18	Project Details					
Project 2		Project Title:	**Heritage Strategy**	Improved effectiveness			
Start date	2015-16		Promote the new Heritage Strategy and increase community participation in heritage activities. Continue to draw in external funding and improve income streams.		3	1	3
End date	2019-20	Project Details					
Project 3		Project Title:	**Stock efficiency program**	Improved efficiency (savings)			
Start date	2015-16		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.		3	1	3
End date	2017-18	Project Details					
Project 4		Project Title:	**Children & Young People's projects**	Improved customer experience			
Start date	2013-14		Complete the rollout of the universal library membership scheme for all school children and students in Merton.		3	1	3
End date	2017-18	Project Details					
Project 5		Project Title:	**Outreach and Community Engagement plan**	Improved customer experience			
Start date	2013-14		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.		2	1	2
End date	2017-18	Project Details					
Project 6		Project Title:	**IT Projects**	Improved efficiency (savings)			
Start date	2013-14		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.		3	2	6
End date	2017-18	Project Details					
Project 7		Project Title:	**Assisted digital support**	Improved customer experience			
Start date	2013-14		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.		2	1	2
End date	2016-17	Project Details					
Project 8		Project Title:	**Security services contract**	Improved efficiency (savings)			
Start date	2015-16		Re-tender of contract and on-going monitoring of performance.		3	2	6
End date	2018-19	Project Details					
Project 9		Project Title:	**Library redevelopments**	Improved customer experience			
Start date	2013-14		Progress redevelopment plans for West Barnes and Donald Hope libraries. Investigate co-location opportunities with other council services and partners.		3	2	6
End date	2017-18	Project Details					
Project 10		Project Title:	**London Libraries Consortium**	Improved efficiency (savings)			
Start date	2015-16		Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC Strategy and procure new solution.		3	2	6
Projects	2018-19	Project Details					

Public Health

Cllr Caroline Cooper-Marbiah Cabinet Member for Adult Social Care & Health

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.

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.

Public Health services comprise
• Mandatory: sexual health, NHS health checks, Healthy Child 0-5 services (from October 2015), National Child Measurement Programme, Support to Clinical Commissioning groups, and assurance of health emergency preparedness
• Universal: Smoking cessation, drugs and alcohol, obesity
• Other

Planning Assumptions

Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Sexual health	20,201	20,554	20,913	21,243	21,667	TBC
Drugs & alcohol	438 Drugs/205 alcohol	452 Drugs/253 Alcohol	467 Drugs/280 Alcohol	502 Drugs/345 Alcohol	TBC	TBC
Support to CCG	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
NHS Health Checks	5723	6211	6300	6300	6300	6300
National Child Measurement Programme	Reception Cohort : 2,526 Year 6 Cohort: 2,006	Reception Cohort : 2,610 Year 6 Cohort: 2,012	Reception Cohort : 2,655 Year 6 Cohort: 2,068	Reception Cohort : 2,700 Year 6 Cohort: 2,125	Reception Cohort : 2,745 Year 6 Cohort: 2,182	TBC
NHS Smoking Cessation	1580	1168	1000	TBC	TBC	TBC
Health Visiting New Birth Visits: estimated new births	3274	3237	3170	3104	3037	2971
NEW: Number of residents who are referred to tier 2 weight management services	N/A	N/A	TBC	TBC	TBC	TBC

Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Staff (FTE)	14.77	14.77	15.43	15.43	TBC	TBC
Staff (Trainees)	2	1	2	2	TBC	

Performance indicator	2014/15(T)	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Chlamydia diagnosis	2200	2200	2200	2300	2300	2300	High	Quarterly	Output	
Late diagnosis of HIV rate	43.2%	42%	42%	40%	38%	38%	Low	Annual	Outcome	Failure to meet PHOF target
Successful completion of drug treatment (TBC)	52%	54.2%	56.2%	60.2%	TBC	TBC		Quarterly	Outcome	
Signed Memo Of Understanding (MOU) with MCCG	Yes	Yes	Yes	Yes	Yes	Yes		Annual	Business critical	Reduced ability to undertake HNAs, reputational risk
% NHS health checks uptake of those offered service	58.5%	58.5%	50%	50%	52%	54%	High	Quarterly	Output	
% excess weight in children age 10 - 11 years	35.4%	35.5%	35.6%	35.7%	TBC	TBC	Low	Annual	Outcome	Increase prevalence of long term conditions
Number of successful 4-week smoking quits	790	584	TBC	TBC	TBC	TBC	High	Quarterly	Outcome	
NEW: Health Visiting – Percentage of New Birth Reviews within 14 days of birth	N/A	N/A	TBC	TBC	TBC	TBC		Quarterly	Outcome	Poor childhood outcomes
% of participation in National Child Measurement Programme (Sep - Aug)	84%	95%	95%	TBC	TBC	TBC	High	Annual	Outcome	Breach statutory duty

The Corporate strategies your service contributes to

Health & Wellbeing Strategy

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	**10,092**	**10,016**	**10,047**	**11,897**	**10,863**	**10,851**	**10,851**
Employees	993	858	995	1,090	1,090	1,090	1,090
Premises	2	1	2	2	2	2	2
Transport	2	2	2	2	2	2	2
Supplies & Services	5,317	5,417	4,721	3,750	2,716	2,704	2,704
3rd party payments	3,668	3,628	4,155	6,886	6,886	6,886	6,886
Transfer payments	0	0	0	0	0	0	0
Support services	110	110	172	167	167	167	167
Depreciation	0	0	0	0	0	0	0

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	**9,727**	**10,016**	**9,727**	**11,481**	**11,447**	**11,435**	**11,435**
Government grants	9,236	9,236	9,236	11,181	11,147	11,135	11,135
Reimbursements	491	415	491	300	300	300	300
Customer & client receipts	0	0	0	0	0	0	0
Recharges	0	0	0	0	0	0	0
Reserves	0	365	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
Council Funded Net Budget	**365**	**0**	**320**	**416**	**(584)**	**(584)**	**(584)**

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

2016/17 Expenditure (pie chart): Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer payments, Support services, Depreciation

2016/17 Income (pie chart): Government grants, Reimbursements, Customer & client receipts, Recharges, Reserves, Capital Funded

Summary of major budget etc. changes

2016/17

Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence remains; to 2017/18 Recurrent 6.2% savings (from 2015/16) plus additional 2.2% in 2016/17. In summary, PH funding will be cut by 9.6 per cent between 2015/16 and 2020/21 in cash terms, this represents average real terms cut of 3.6 per cent per annum)

Council savings targets of £400k (contribution to CSF)

Re-specification and re-procurement of two large Public Health services , contracts to start during 2016/17 (integrated healthy lifestyles and weight management; substance misuse services); procurement process will include target setting with the successful bidder. New contract for Healthy Child 0-19 and CASH services to start 2016/17.

New DPH starts in Feb 2016, and it has been agreed corporately that revision of the Public Health TOM is on hold until the new DPH is in post, It may therefore make sense to align the Service Plan with this process, particularly in light of the above.

2017/18

Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence remains to 2017/18 Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus additional 2.5% in 2017/18)

The government announced in the Spending Review it will consult in 2016 on options to fully fund local authorities' public health spending from their retained business rate receipts

Council savings targets of £600k (For contribution to C&H) - may be reviewed in light of significant national savings announced in Nov 2015 Spending review

2018/19

Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence removed; from 2018/19 Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus 2.5% in 2017/18 plus additional 2.6% in 2018/19)

Recurrent council savings of £1 million (£400k CSF & £600k C&H) - may be reviewed in light of significant national savings announced in Nov 2015 Spending review

2019/20

Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence removed from 2018/19; Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus 2.5% in 2017/18 plus 2.6% in 2018/19 plus additional 2.6% in 2019/20). In summary, PH funding will be cut by 9.6 per cent between 2015/16 and 2020/21 in cash terms, this represents average real terms cut of 3.6 per cent per annum.

Recurrent council savings of £1 million (£400k CSF & £600k C&H) - may be reviewed in light of significant national savings announced in Nov 2015 Spending review

(Line graph: £'000s Budget and Actual, years 2014–2019, y-axis from -800 to 600)

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD				
Public Health				
PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Risk		
		Likelihood	Impact	Score
Project 1 / Project Title: **Integrated sexual health service**	Improved effectiveness			
Start date **2014-15** / Project Details: Commissioning an integrated tier 2 sexual health service which incorporates existing provision in Contraceptive and Sexual Health (CaSH) and extends this provision to tier 2 testing and treatment of sexually transmitted infections. This service would be commissioned on a Payment by Results or tariff basis and allowing for cross-charging of non-Merton residents. / End date **2016-17**		3	3	9
Project 2 / Project Title: **Review of local HIV services**	Improved effectiveness			
Start date **2014-15** / Project Details: Analyse local need in relation to HIV, review existing services which are funded through pan-London and South London partnerships to ensure they are fit for purpose and meet local need, and increase HIV testing in the community. Re-commission HIV prevention and support services to more effectively meet the changing needs relating to HIV and late diagnosis. / End date **2016-17**		3	3	9
Project 3 / Project Title: **NEW: Befriending Scheme pilot**	Improved effectiveness			
Start date **2014/15** / Project Details: The Merton Befriending Scheme Pilot started in January 2015 for 2 years, and provides a mixture of face-to-face and telephonic services, operating on a one-to-one basis with Merton residents over the age of 65 years in order to reduce social isolation and loneliness in the people who receive this service. / End date **2016/17**		2	2	4
Project 4 / Project Title: **Integrated Health Improvement service (LiveWell) - procurement**	Improved effectiveness			
Start date **2015-2016** / Project Details: This evidence based service covers health improvement, stop smoking, tier 2 weight management for adults, tier 3 weight management for adults, tier 2 weight management for children and training for front line workers. It is currently being procured and will start mobilisation in early 2016. / End date **2017-2018**		2	1	2
Project 5 / Project Title: **Prevention**	Improved effectiveness			
Start date **2014-15** / Project Details: Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes (e.g. LiveWell, Healthy Workpalce Outreach) to the influencing of local policy to create an environment that supports healthy choices (e.g. alcohol licensing policy). Work from across the council e.g. the contract to manage the boroughs leisure centres, complements the public health led activity and has an important role to play in reducing the health inequalities between east and west Merton. / End date **2017-18**		2	1	2
Project 6 / Project Title: **Development of Healthy Child 0-19 Services**	Improved effectiveness			
Start date **2015-16** / Project Details: Responsibility for Health Visiting Services transferred from NHS England to LB Merton in October 2015. The service has now been recommissioned and a new contract will commence on 1st April 2016. Work will be required to ensure the development and transformation of the service towards a Healthy Child 0-19 years service, linking health visiting and school nursing locality teams to provide seamless care pathways for children and young people. / End date **2016-17**		3	3	9
Project 7 / Project Title: **NEW: Proactive GP pilot**	Improved effectiveness			
Start date **2015-16** / Project Details: The Proactive GP pilot was designed and launched in November 2015 in the more deprived areas of Merton. The pilot aims to embed prevention in primary care and to reduce variation in long-term conditions between GP practices. Initially the pilot focuses on smoking and COPD. If successful, other long-term conditions and lifestyle prevention initiatives will be added. / End date **2016-17**		2	2	4
Project 8 / Project Title: **NEW: Development of the East Merton Model of Care**	Improved effectiveness			
Start date **2015/16** / Project Details: Public Health, Merton CCG and the East Merton GP locality group are working to develop a model of care for East Merton that addresses the specific health needs of residents of East Merton. Public Health is working with MCCG to examine the evidence, views and current provisions for health and social care and co-produce a model of care for East Merton, that informs the development of a health centre on the Wilson Hospital site. / End date **2016/17**		2	2	4
Project 9 / Project Title: **Substance Misuse Prevention and Treatment - procurement**	Improved efficiency (savings)			
Start date **2015/16** / Project Details: The substance misuse service is being redesigned in partnership with Merton CCG to cover the entire pathway from prevention to treatment. The service will include a component of shared care that, over time, will provide a more cost effective and local service to residents. It is about to go out to procurement, with new service to be in place from 01 October 2016. / End date **2016/2017**		3	3	9
Project 10 / Project Title: **Support to Merton Clinical Commissioning Group**	Improved effectiveness			
Start date **2015/16** / Project Details: Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities, providing data analysis, needs assessment and evidence of best practice. / End date **2017/18**		2	2	4

Corporate Services

Business Improvement	Planning Assumptions							The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	service contributes to
Enter a brief description of your main activities and objectives below	Core service request (days)	4493	4023	3555	3355	3355	3355	Customer Services Strategy
	Non Core service requests (days)	1800	1620	1450	1450	1350	1350	ICT Policy
- Operate as a Centre of Excellence for Project and Programme Management (PPM), raising the capacity of the organisation to consistently plan and deliver projects/programmes successfully.	Support for continuous/business improvement (days)	880	880	880	880	880	880	Capital Programme
	Project/Programmes	11 FTE	21 FTE	19 FTE	0 FTE	0 FTE	0 FTE	Children & Young person's Plan
- Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean.								Information Governance Policy
- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and Merton Improvement Board.	**Anticipated non financial resources**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	
- Through the Programme Management Office (PMO), ensure that the corporate improvement portfolio is directed and monitored through DMTs, MIB and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives (especially LBC 2020) are realised.	Staff -Management & Programme Office (FTE)	4	6.46	6	3.5	2.5	2.5	
	Staff - Business Systems Team (FTE)	26	25	23	21	21	21	
	Staff - Programmes and projects (fixed term)	11	21	19	0	0	0	
- Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.								

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)	2019/20(P)				
Systems availability	95%	97%	98%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery

- Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.
- Lead and coordinate the Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability.
- Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service.
- Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity: availability, performance, and capability of the systems.

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	**3,554**	**3,649**	**5,196**	**3,713**	**3,119**	**2,444**	**2,455**
Employees	2,368	2,380	3,576	2,363	1,759	1,076	1,076
Premises				0			
Transport	3	1	3	3	3	4	4
Supplies & Services	860	791	1,230	1,011	1,022	1,029	1,040
3rd party payments				0			
Support services	323	476	386	335	335	335	335
Depreciation							

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	**2,722**	**3,433**	**2,924**	**3,713**	**3,713**	**3,713**	**3,713**
Government grants		8					
Reimbursements		12					
Customer & client receipts	84	133	84	114	114	114	114
Recharges	2,638	3,280	2,840	3,599	3,599	3,599	3,599
Reserves							
Capital Funded							
Council Funded Net Budget	**832**	**215**	**2,272**	**(0)**	**(594)**	**(1,269)**	**(1,258)**
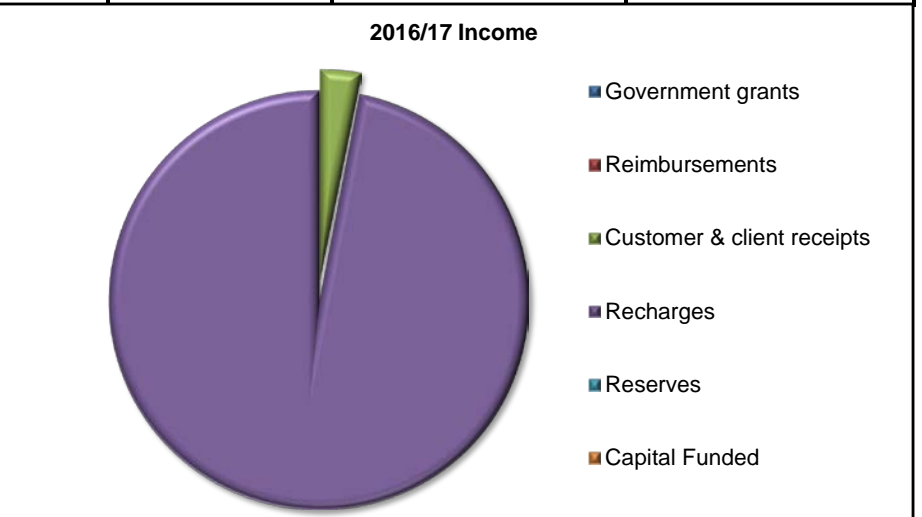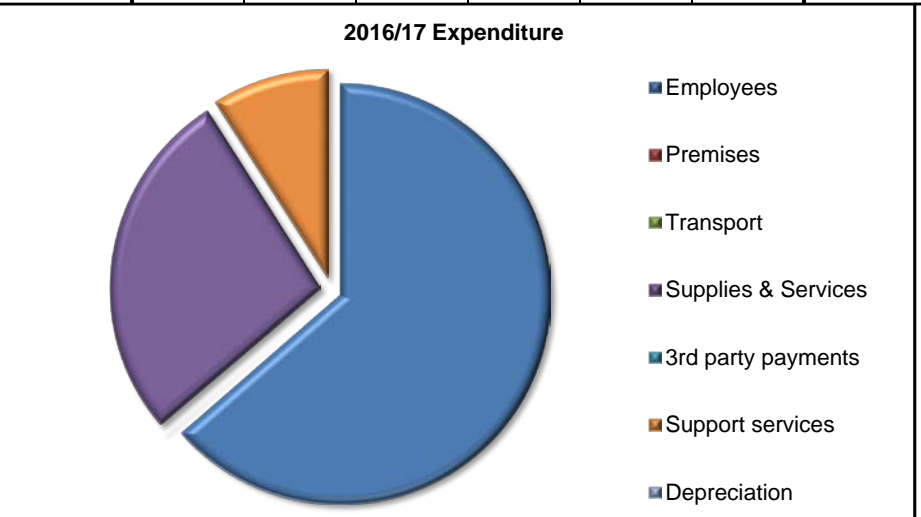
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Document management system			342	398			
Plan Web/Capita Housing			42		100	42	
Customer contact programme			215	570			
Data Labelling		124	36	134			
Replace Social Care System		226	220	525			
Electronic Asset Management				50			190
M3 LP and PP related Projects				550	75		
Revenues & Benefits						400	
	0	350	855	2,227	175	442	190

2016/17 Expenditure

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

2016/17 Income

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

Summary of major budget etc. changes

2016/17

Reorganisation of systems development and support arrangements CS63 £88k.
CSD37 PO Restructure 64k
CSD38 Reduction in hardware/software costs 5k
CSD39 Phase 2 of Business Systems team restructure 50k
CSD40 Additional income from Gazetteer 30k
CSD41 Consolidation of systems support 20k
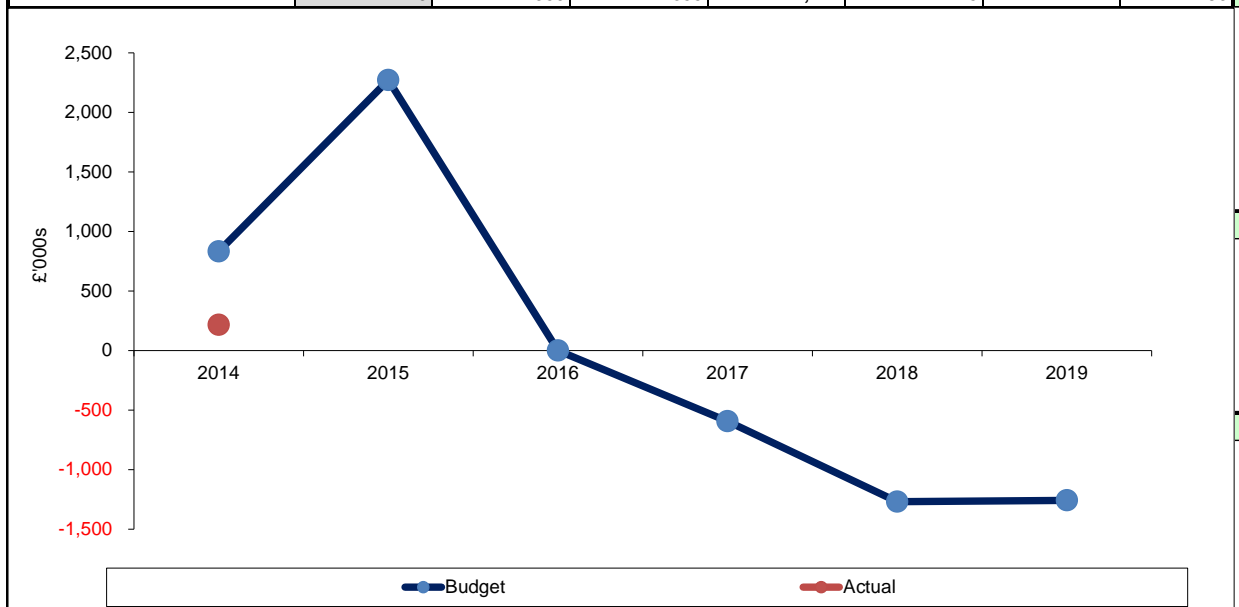
2017/18

Reorganisation of systems development and support arrangements CS63 £74k.
CSD42 Restructure functions, delete 1 AD and other elements of management 170k
CS2015-08 Staffing support savings 13k

2018/19

CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k
CS2015-02 Expiration of salary protection 16k

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Business Improvement						
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT	Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	Customer Contact programme			
			Improved customer experience			
Start date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4
End date	31/09/2016						
Project 2		Project Title:	Electronic document and records management system			
			Improved efficiency (savings)			
Start date	**01/04/2013**	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
End date	**31/07/2016**						
Project 3		Project Title:	Social Care Information System			
			Improved efficiency (savings)			
Start date	**01/06/2014**	Project Details:	Procure and implement a Social Care Information system to support adults social and children and families integrated care.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	3	3
End date	**31/06/2016**						
Project 4		Project Title:	Data Labelling System			
			Risk reduction and compliance			
Start date	**01/06/2014**	Project Details:	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.	Ensures compliance with legislative requirements on categorisation and storage of data and information.	2	1	2
End date	**31/06/2016**						
Project 5		Project Title:	SCIS Phase 2			
			Improved efficiency (savings)			
Start date	01/04/2016	Project Details:	Expand the new SCIS solution into other business areas and develop integration with EDRMS and Customer Contact solutions.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	2	2
End date	31/12/2016						
Project 6		Project Title:	EAMS			
			Improved efficiency (savings)			
Start date	01/01/2015	Project Details:	Reprocure and implement the council's Asset Management solution and ensure end-to-end channel shift is achieved.	A fit for purpose system that supports channel shift and end-to-end process improvement	1	2	2
End date	31/12/2016						
Project 7		Project Title:	MADI			
			Improved effectiveness			
Start date	01/07/2015	Project Details:	Cleansing and geocoding the council's geospatial data and establishing arrangements for the ongoing maintenance of data.	Customers can access and interact with geospatial data to achieve online reporting.	1	2	2
End date	**31/09/16**						

Corporate Governance			Planning Assumptions							The Corporate strategies your service contributes to
Cllr Mark Allison Cabinet Member for Finance		Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20		
Enter a brief description of your main activities and objectives below		Residents	208,822	211,569	214,229	216,806				Corp Equality Scheme

Corporate Governance is made up of 7 core services:
Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function.

Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.

Electoral Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews.

There is also the shared Legal service with the London Borough of Richmond, which has its own Service Plan.

Corporate Governance attends the shared Audit Investigations service hosted by Richmond and Wandsworth

Internal Audit and Investigations- are an outsourced service. Investigations covered under SWLFP and Internal Audit by SWLAP (covering Merton, Kingston and Richmond- & Sutton from 1st April 2016) They provide independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud polices. Reports poor practice/weak controls to members.

Officers	4081	↓	↓	↓				Customer Services Strategy
Councillors	60	60	60	60				Risk Management Strategy

Information Governance Policy

Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Corp Procurement Strategy
Staff (FTE)	47	39.05	30.7 (excl. Invest&audit)	29.7	29.7	29.7	Performance Management Framework
Staff - Election	900	800	800	800			Select Strategy delivery
Staff - Canvas	150	150	150	150			Central Government

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)	2019/20(P)				
Audit actions implemented by agreed date	90%	90%	90%	90%			High	Quarterly	Business critical	Increased fraud
Audits completed against plan	90%	90%	90%	90%			High	Quarterly	Business critical	Increased fraud
Complaints - dealt with in time	90%	90%	90%	90%			High	Monthly	Perception	Reduced customer service
Complaints progressed to stage 2	9%	9%	9%	9%			High	Quarterly	Perception	Reduced customer service
FOI requests - dealt with in time	90%	90%	90%	90%			High	Monthly	Perception	Reduced customer service
Number of supplementary agendas issued	26	24	22	20			High	Monthly	Perception	Government intervention
Ombudsman complaints answered in time	90%	90%	90%	90%			Low	Quarterly	Quality	Rework
Ombudsman complaints partially or fully upheld	N/A	N/A	40%	TBC			Low	Monthly	Perception	Government intervention
% of FOI refusal notices not upheld at review	N/A	N/A	4%	TBC			Low	Monthly	Perception	Government intervention

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	4,303	4,027	3,789	3,616	3,488	3,433	3,438
Employees	2,302	2,376	2,289	1,664	1,551	1,491	1,491
Premises	14	11	1	0	0	0	0
Transport	26	30	23	24	25	25	25
Supplies & Services	1,259	1,158	1,123	1,127	1,112	1,116	1,121
3rd party payments				493	493	493	493.19
Support services	703	452	352	307	307	307	307
Depreciation							

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	2,539	2,418	2,019	2,121	2,122	2,122	2,122
Government grants	202	181					
Reimbursements	59	105	99	114	99	99	99
Customer & client receipts	213	289	54	54	70	70	70
Recharges	2,065	1,843	1,866	1,953	1,953	1,953	1,953
Reserves							
Capital Funded							
Council Funded Net Budget	1,764	1,609	1,770	1,495	1,366	1,311	1,316

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

2016/17 Expenditure

Legend: Employees, Premises, Transport, Supplies & Services, 3rd party payments, Support services, Depreciation

2016/17 Income

Legend: Government grants, Reimbursements, Customer & client receipts, Recharges, Reserves, Capital Funded

Summary of major budget etc. changes

2016/17

CSD44 Stop web casting meetings, remove scrutiny support fund and other supplies 35k
CSD45 Share audit and investigation service 60k

2017/18

CSD43 Share FOI and information governance policy £40k
CSD45 Share audit and investigation service 20k
CS2015-13 Shared Investigation Service 40k
CS2015-14 Shared audit service 33k

2018/19

CSD43 Share FOI and Information Governance policy 10k
CS2015-06 Delete auditor post and fees 50k

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Corporate Governance							
		PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	**2013/17 Implement individual electoral registration**	Risk reduction and compliance	3	3	9
Start date	01/04/2013	Project Details:	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.				
End date	31/12/2016						
Project 2		Project Title:	**2013/17 Administer statutory elections, referendums and ballots.**	Risk reduction and compliance	3	3	9
Start date	01/04/2013	Project Details:	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.				
End date	31/03/2017						
Project 3		Project Title:	**Committee report workflow**	Improved effectiveness	2	1	2
Start date	01/06/2014	Project Details:	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.				
End date	01/10/2017						
Project 4		Project Title:	**Scrutiny Improvement Programme**	Improved customer experience	2	1	2
Start date	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the Overvieww and Scrutiny Commission each year when it receives the Annual Member Survey.				
End date	31/03/2018						
Project 5		Project Title:	**LLC service delivery**	Improved customer experience	3	1	3
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive				
End date	31/03/2017						

Customer Services		Planning Assumptions							The Corporate strategies your service contributes to
Cllr Mark Allison Cabinet Member for Finance		Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Enter a brief description of your main activities and objectives below		Benefit/Council Tax support claimants	16,000	16.000	15,400	14,500	14,000		Customer Services Strategy
		Telephone callers	600,000	600,000	500,000	450,000	400,000		Homelessness Strategy
There are 5 core services: **Local Taxation** - responsible for Council Tax & Business Rates collection, Debt recovery & Bailiff collection services; - this includes a shared bailiff service with Sutton Council **Housing Benefit** - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud; **Merton Link** - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes; **Registrars** - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services; **Communications** - responsible for protecting and enhancing the reputation of Merton Council; promoting Merton as a good place to live, work and learn; ensuring residents know about and have access to services; ensuring the community is able to have a say in the council decisions; and engaging council staff so they understand the direction of the council and are committed to putting customers at the heart of all they do. **Front line service for Universal Credit -** local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered within this service plan period but details are vague due to the uncertainty of the roll-out of the scheme. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload		Face to face customers	100,000	90,000	85,000	80,000	70,000		Medium Term Financial Strategy
		Council tax properties	82,500	83,000	83,500	84,000	85,000		Social Inclusion Strategy
		Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
		Staff (FTE)	140.4	148.3	134	133	133	133	

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)	2019/20(P)				
% of Merton Bailiff files paid in full (exc parking & misc debt)	58%	58%	58%	58%	58%		High	Monthly	Outcome	Loss of income
% of positive and neutral coverage tone	92%	92%	92%	92%	92%		High	Monthly	Perception	Reputational risk
Business Rates collected	97.25%	97.50%	97.50%	97.50%	97.50%		High	Monthly	Business critical	Loss of income
Council Tax Collected	97%	97.25%	97.25%	97.25%	97.25%		High	Monthly	Business critical	Loss of income
First contact resolution	60%	65%	70%	75%	75%		High	Monthly	Perception	Reduced customer service
Event income (Marriages, Civil Partnerships etc.)	415,000	400,000	415,000	425,000	450,000		High	Monthly	Business critical	Loss of income
% of on-line transactions (HB Claims)	N/A	60%	60%	TBC	TBC		High	Monthly	Business critical	Reduced customer service
% Customer satisfaction with new website	N/A	N/A	TBC	TBC	TBC		High	Monthly	Perception	Reduced uptake of service
Time taken to process Housing Benefit COC	N/A	11 days	11 days	11 days	11 days		Low	Monthly	Business critical	Customer hardship
Time taken to process new Housing Benefit claims	N/A	21 days	21 days	21 days	21 days		Low	Monthly	Business critical	Customer hardship

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	9,289	9,662	8,991	9,196	8,943	8,919	8,944
Employees	5,089	5,433	5,113	5,173	4,969	4,969	4,969
Premises	22	10	20	29	29	29	29
Transport	63	65	64	70	71	72	72
Supplies & Services	1,448	1,592	1,425	1,089	1,033	1,002	1,019
3rd party payments	577	449	458	425	431	438	444
Support services	2,089	2,113	1,910	2,410	2,410	2,410	2,410
Depreciation				0	0		

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	6,917	6,948	6,597	6,713	6,738	6,738	6,738
Government grants	1,743	1,754	1,519	1,232	1,232	1,232	1,232
Reimbursements	930	1,342	930	970	970	970	970
Customer & client receipts	2,184	1,937	2,184	2,228	2,253	2,253	2,253
Recharges	2,060	1,914	1,964	2,283	2,283	2,283	2,283
Reserves							
Capital Funded							
Council Funded Net Budget	2,371	2,715	2,394	2,482	2,205	2,181	2,206

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

2016/17 Expenditure

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

2016/17 Income

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

Summary of major budget etc. changes

2016/17

CS36 Re-tendering of cash collection services 10k
CS39 Impact of customer services review 30k
Reduction in discretionary relief payments 81k (to replace CS12 and CS13). CSD16 reduction in discretionary relief payments 231k
CSD9, 10 and 11 Savings from system savings (E-capture, Risk based verification, Experian) 41k
CSD14 Reduction in one Revenues Officer post 30k
CSD15 Increase in court costs 40k
CSD18 and 19 My Merton reduction in costs and delete one Communication Assistant post, 32k and 25k

2017/18

CS60 Deletion of Assistant Director post £109k
CSD17 Reduce marketing budget, increase self service and reduce designer costs 73k
CS2015-04 Increase in registrars' income 25k

2018/19

CSD19 My Merton savings 49k

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Customer Services						
PROJECT DESCRIPTION				MAJOR PROJECT BENEFIT	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	**Universal Credit Implementation**	Economic outcomes			
Start date	**01/01/2016**				**2**	**1**	**2**
		Project Details:	Implement the role out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice				
End date	**31/03/2019**						
Project 2		Project Title:	**Implement an Outside Wedding Venue**	Improved efficiency (savings)			
Start date	**01/04/2013**				**1**	**1**	**1**
		Project Details:	Seek planning permisson and implement outside wedding venue at Morden Park House.				
End date	**31/03/2017**						
Project 3		Project Title:	**Council Tax support scheme**	Economic outcomes			
Start date	**01/04/2016**				**2**	**1**	**2**
		Project Details:	During 16/17 options for a revised scheme will be reviewed for Council decision and possible implementation for 17/18				
End date	**31/03/2017**						
Project 4		Project Title:	**Review Debt Collection Processes**	Improved effectiveness			
Start date	**01/04/2015**				**2**	**1**	**2**
		Project Details:	With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.				
End date	**31/03/2017**						
Project 5		Project Title:	**Redesign of Merton Link**	Improved customer experience			
Start date	**01/10/2015**				**2**	**1**	**2**
		Project Details:	Implement the re-design of Merton Link area to improve the customer experience and increase self service				
End date	**31/03/2017**						

Human Resources	Planning Assumptions						The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Employees in Merton for HR, payroll, advice, L&D, EAP etc.	4,400	4,400	4,400	4.200	4.000		Workforce Development Plan
1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer	New recruits to be appointed	160	160	160	150	140		Economic Development Strategy
2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development	New Apprentices to be appointed			33	33	33		
3) Provide HR business partner support across the Council	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
4) Produce HR metrics, analyse people-related problems and take appropriate actions	Staff (FTE)			43.5	TBC	TBC		
5) Produce HR strategies, policy frameworks and systems to support effective people management								
6) Support and develop capacity building in Members								

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)	2019/20(P)				
Time to hire	90	90	90	88	86		Low	Monthly	Outcome	Increased costs
Average number of working days lost to sickness, excluding schools	8	8	8	7	7		Low	Monthly	Outcome	Increased costs
% Appraisals completed	98%	98%	98%	98%	98%		High	Annual	Outcome	Poor decision making
% Members L&D satisfaction	82%	83%	83%	83%	83%		High	Quarterly	Outcome	Poor decision making

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	3,473	3,472	3,442	3,284	2,878	2,444	2,457
Employees	2,455	2,431	2,463	2,372	1,958	1,516	1,522
Premises	15	21	15	15	15	16	16
Transport	5	4	5	0	0	0	0
Supplies & Services	294	292	216	208	211	214	217
3rd party payments	259	347	263	224	228	232	236
Support services	447	377	480	467	467	467	467
Depreciation							

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	3,128	3,469	3,151	3,284	3,436	3,436	3,436
Government grants							
Reimbursements		70	20	20	20	20	20
Customer & client receipts	569	560	569	569	721	721	721
Recharges	2,559	2,839	2,562	2,695	2,695	2,695	2,695
Reserves							
Capital Funded							
Council Funded Net Budget	345	3	291	0	(558)	(992)	(979)
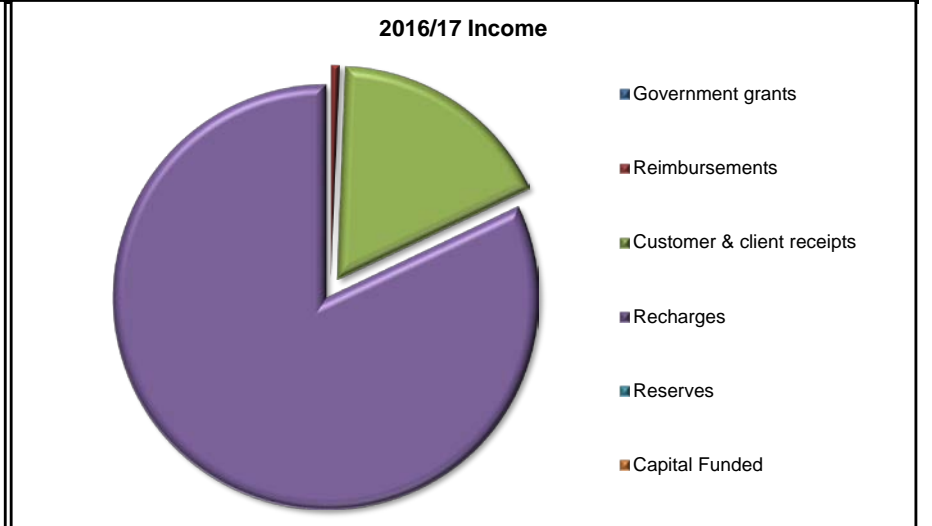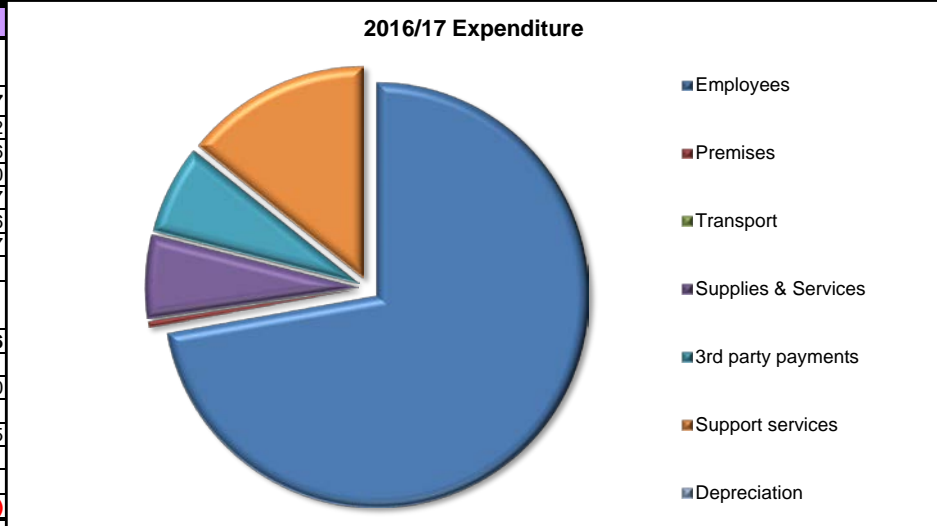
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0

2016/17 Expenditure

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

2016/17 Income

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

Summary of major budget etc. changes

2016/17

CS49 Introduction of new application tracking system 10k
CS50 Occupational Health & Employee Assistance programme 40k
CS74 Review of L&D spend 69k
CSD32 Review of HR business support 5k,
CSD35 L&D Budget 18k
HR staffing savings deferred to 2018/19 due to HR redesign programme.
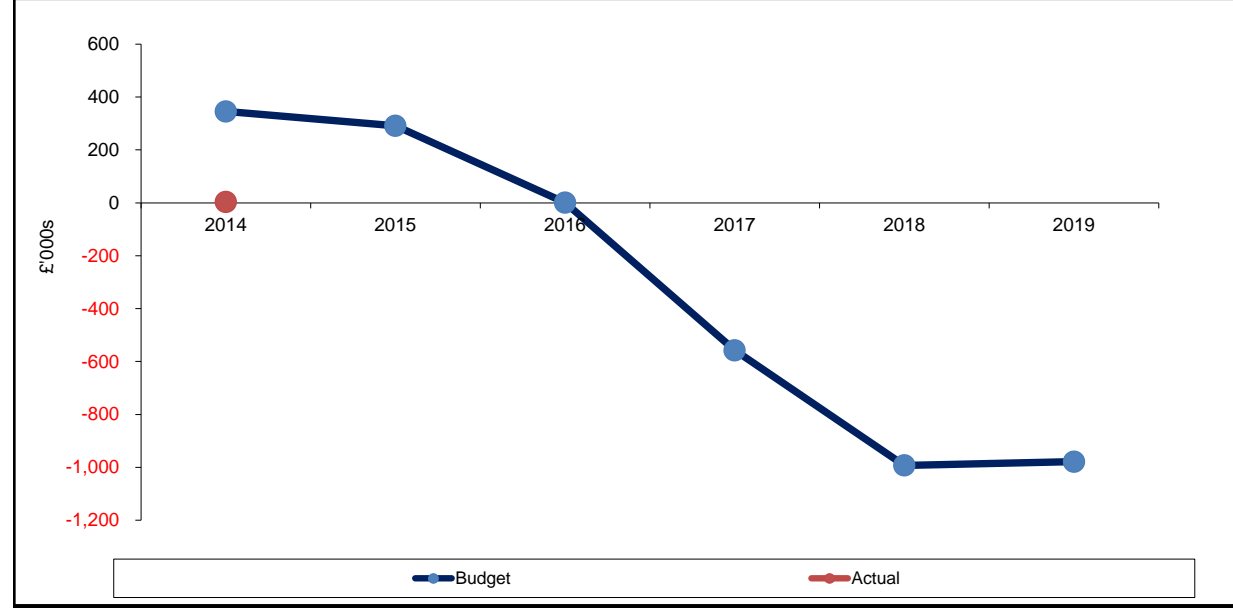
2017/18

CS75 Review of COT staffing 58k
CSD30 Schools COT support (delivery of schools buy-back service) £152k
CSD34 L&D Admin Support 18k
CSD35 L&D Budget 134k

2018/19

CS48 Further rationalisation of HR services 130k
CS51 HR Transactions including COT 90k
CS49 HR Business Partners - Further consolidation of HR advisory work 140k
CSD17 COT Review 38k
CSD29 Recruitment and DBS review 50k

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Human Resources						
PROJECT DESCRIPTION				MAJOR PROJECT BENEFIT	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	**Workforce Strategy**	Improved staff skills and development			
Start date	**01/04/2014**				**3**	**3**	**9**
		Project Details:	Deliver the 5 key strands of the Council's workforce stratgey to support the wider TOM programme for organisational change				
End date	**31/03/2017**						
Project 2		Project Title:	**Establishment and workforce**	Improved staff skills and development			
Start date	**01/04/2015**				**3**	**4**	**12**
		Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff				
End date	**31/03/2017**						
Project 3		Project Title:	**Review HR policies**	Improved effectiveness			
Start date	**01/04/2015**				**3**	**3**	**9**
		Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development				
End date	**31/09/2016**						

Infrastructure and Transactions						
Cllr Mark Allison Cabinet Member for Finance						

Planning Assumptions							**The Corporate strategies your service contributes to**
Anticipated demand	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	
Repairs & Maintenance of Corporate Buildings (Revenue)	800,00	780,000	740,000	740,000	700,00	700,00	Asset Management Plan
IT Service Calls	25,700	27,800	28,500	28,500	27,800	25,500	Customer Services Strategy
Health & Safety Statutory Inspections	60	60	60	60	60	60	Risk Management Strategy
Transactions requested by departments	130,000	120,000	115,000	110,00	105,00	105,00	
Number of Client Affairs cases being managed	N/A	220	250	250	250	250	

Enter a brief description of your main activities and objectives below

Infrastructure & Transactions Division (I&T) is a support service made up of five functions which are:-

IT Service Delivery - IT(SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.

Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.

Transactional Services - Incorporates Accounts Payable, Accounts Receivable, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed, Providing training and support for all users of the systems required for payments or invoicing

Safety Services - Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Etc. Act 1974, The Management of Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and all sister regulations.

Client Financial Affairs - Act as court appointed 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.

Anticipated non financial resources	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**
FM (FTE)	36.9	31.9	30.9	28.9	28.9	28.9
Transactional Services (FTE)	14.7	13.3	13.3	13.3	10.3	10.3
IT Service Delivery (FTE)	32.8	32	30	30	30	30
Safety Services (FTE)	5.5	5.5	5.5	4.5	3.5	3.5
Client Financial Affairs (FTE)	N/A	6	7	7	7	7
Management	2	2	2	2	2	2

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)	2019/20(P)				
Customer Satisfaction - IT incident resolution	90%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	64%	68%	70%	72%	75%	75%	High	Monthly	Outcome	Reduced service delivery
Health and Safety workplace inspections completed on time	60	60	60	60	60	60	High	Quarterly	Outcome	Breach statutory duty
Income - External Fees	225,000	270,000	285,000	320,000	320,000	320	High	Quarterly	Output	Loss of income
Invoices paid within 30 days from invoice date	93%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Increased costs
Invoices paid within 30 days of receipt by LBM	93%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Number of staff working from Civic Centre	1,275	1,400	1,400	1,400	1,400	1,400	High	Quarterly	Outcome	Underused resource
Repairs & Maintenance ratio of Reactive to Planned	40/60	30/70	30/70	30/70	30/70	30/70	High	Annual	Outcome	Increased costs
New referrals processed within 21 days	N/A	90%	92%	93%	94%	95%	High	Monthly	Outcome	Reduced customer service
Client Post Office voucher acc't balance falls below £2.5K	N/A	0	0	0	0	0	Low	Monthly	Outcome	Customer hardship
CO2 emissions corporate buildings incl (from 2016) leisure centres (tonnes)	4,100	3,900	8045.36	TBC	TBC	TBC	Low	Annual	Output	Environmental issues

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	**12,858**	**14,098**	**12,238**	**12,510**	**12,218**	**11,699**	**11,775**
Employees	3,923	4,344	3,655	3,738	3,553	3,423	3,423
Premises	2,669	2,718	2,645	2,674	2,558	2,127	2,161
Transport	35	30	36	29	29	29	30
Supplies & Services	2,914	3,098	2,812	2,547	2,552	2,590	2,628
3rd party payments	206	40	210	326	330	333	336
Support services	875	1,631	837	875	875	875	875
Depreciation	2,236	2,236	2,045	2,322	2,322	2,322	2,322

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	**11,829**	**13,055**	**12,161**	**12,193**	**12,193**	**12,193**	**12,193**
Government grants							
Reimbursements		20					
Customer & client receipts	2,315	2,810	2,406	2,469	2,469	2,469	2,469
Recharges	9,514	10,225	9,755	9,724	9,724	9,724	9,724
Reserves							
Capital Funded							
Council Funded Net Budget	**1,029**	**1,043**	**77**	**317**	**24**	**(494)**	**(418)**

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
Information Technology		1,155	848	1,525	2,021	785	1,230
Facilities Management		1,016	640	1,316	2,700	1,450	1,075
Invest to Save		221	1,073	1,300	300	300	300
	0	**2,392**	**2,561**	**4,141**	**5,021**	**2,535**	**2,605**

2016/17 Expenditure

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

2016/17 Income

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

Summary of major budget etc. changes

2016/17

CS5 Review procurement of support , maintenance & license contracts 50k, CS7 Re-procurement of mobile telephone contract 20k
CS8 Reduction of WAN costs 20k, CS10 Outsourcing of service 20k ,
CS12 Deletion of Information governance post 37k, CS16 (deferred from 14/15)Surrender overtime budget 35k,
CS23 Outsourcing building services and security services 50k, CS28 Amalgamation of intruder alarm contract 20k,
CSD2 Energy Savings 150K, CSD3 Rationalise ITSD support and maintenance contracts 86k
CSD4 Rationalise FM buildings repair and maintenance budgets 15k, CSD5 Increase income generation at Chaucer Centre 40k
CSD6 Vehicle reduction 5k

2017/18

CS70 Apply admin charge to customer requesting hard copy paper invoice 35k
CS71 Deletion of two posts 85k
CS72 Consolidation of budgets 34k
CSD2 Energy savings 150k
CSD7 Restructure Print and Post service and delete two posts 47k
CS2015-09 Restructure of Safety Services and Emergency Planning 18k

2018/19

CS2015-03 Restructure of Transactional Services team 100k
CS2015-09 Restructure of Safety Services and Emergency Planning 30k
CS2015-10 Facilities Management - Energy 'Invest to Save' Initiatives 465K

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Infrastructure and Transactions							
PROJECT DESCRIPTION				MAJOR PROJECT BENEFIT	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	**Implementation of IT Strategy & Plan**	Improved efficiency (savings)	3	2	6
Start date	01/11/2014	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.				
End date	31/03/2017						
Project 2		Project Title:	**Digital Archiving of existing paper records**	Improved efficiency (savings)	1	2	2
Start date	01/06/2014	Project Details:	Scanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact programme which includes the implementation of a new Electronic Documents and Records Management System (EDRMS).				
End date	31/03/2018						
Project 3		Project Title:	**Upgrading of IT Disaster Recovery Arrangements**	Risk reduction and compliance	2	3	6
Start date	01/12/2013	Project Details:	Replacement of Storage Area Network (SAN) equipment and associated hardware to provide improved disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of service in the event of a major incident or IT equipment failure.				
End date	30/09/2016						
Project 4		Project Title:	**Flexible Working Programme**	Improved efficiency (savings)	2	2	4
Start date	01/04/2012	Project Details:	The Flexible Working Programme is the innovative use of modern IT technology, infrastructure and office accommodation to enable the council to deliver services in the most efficient and cost effective manner possible.				
End date	30/06/2016						
Project 5		Project Title:	**Refurbishment of 4 main passenger lifts at Civic Centre**	Risk reduction and compliance	1	2	2
Start date	01/01/2014	Project Details:	Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or mechanical failure. The project is essential to ensure that the premises are safe and compliant with statutory requirements.				
End date	30/06/2016						
Project 6		Project Title:	**Energy "Invest to Save" Initiatives**	Improved efficiency (savings)	1	1	1
Start date	01/04/2007	Project Details:	Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum financial pay back of between 7 and 10 years.				
End date	01/04/2018						
Project 7		Project Title:	**Process review of Accounts Payable and Receivable functions**	Improved efficiency (savings)	1	2	2
Start date	01/04/2015	Project Details:	Review the Councils current processes and procedures for managing the AR and AP functions in order to maximise any potential efficiency gains and cost reductions that are available through the development and use of E-Billing and electronic invoicing.				
End date	31/03/2017						
Project 8		Project Title:	**Continuation of work on the Locations Layer of the Corporate TOM**	Risk reduction and compliance	2	2	4
Start date	01/10/2015	Project Details:	Works to develop an online corporate asset register covering all of the property related assets owned and operated by the council which will be an essential element of a larger piece of work relating to the longer term strategic management of property and assets across the authority.				
End date	31/03/2017						
Project 9		Project Title:	**Online Safety Inspection system**	Risk reduction and compliance	2	2	4
Start date	01/04/2016	Project Details:	Development of an 'Online' data capture system for recording and uploading information from safety inspections directly into a back office system to reduce the double handling of data.				
End date	31/03/2017						

Resources

Cllr Mark Allison Cabinet Member for Finance

Enter a brief description of your main activities and objectives below

Resources is made up of five major areas of activity:

Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems.

Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management

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

Policy and strategy - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.

Treasury and pensions - to manage the Council's treasury (including the day to day cashflow, banking and cash), pension and insurance funds and oversee the contract for pensions administration.

Planning Assumptions

Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23	147/23
Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+	150+
Budget, Service, Performance & Risk **Setting**	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports
Budget, Service, Performance & Risk **Monitoring**	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports
Budget, Service, Performance & Risk **Closing**	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports
Anticipated non financial resources	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**
Staff (FTE)	64.2	63.3	54.6	51.6	45.6	57.2
Staff (Trainees)	4	4	4	4	3	4
Staff (Apprentices)	2	2	0	0	0	0

Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Accuracy of P8 Revenue Forecast (compared to outurn)	90%	90%	90%	90%			High	Annual	Outcome	Poor decision making
Accuracy of P8 Capital Forecast	90%	90%	90%	90%			High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0	0			Low	Annual	Business critical	Government intervention
% of contracts over threshold overseen by Procurement Board	80%	80%	80%	80%			High	Quarterly	Quality	Poor decision making
Action plans in place for 'red' risks	90%	90%	90%	90%			High	Quarterly	Outcome	Poor decision making

The Corporate strategies your service contributes to

- Asset Management Plan
- Capital Programme
- Central Government
- Corp Equality Scheme
- Corp Procurement Strategy
- Medium Term Financial Strategy
- Risk Management Strategy
- Treasury Management Strategy
- Voluntary Sector Strategy

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	8,744	8,916	9,068	8,361	8,052	7,775	7,833
Employees	3,821	4,191	4,071	3,645	3,390	3,074	3,074
Premises	102	102	100	100	101	103	104
Transport	4	7	4	2	2	2	2
Supplies & Services	4,032	4,243	4,110	3,906	3,850	3,887	3,943
3rd party payments	178	143	180	171	171	172	172
Support services	608	230	602	537	537	537	537
Depreciation		0	0	0			

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	6,021	6,448	6,843	6,030	6,046	6,062	6,062
Government grants		9	0	0	0	0	0
Reimbursements	40	82	54	54	70	86	86
Customer & client receipts	753	1,141	753	726	726	726	726
Recharges	5,227	5,217	6,036	5,250	5,250	5,250	5,250
Reserves	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
Council Funded Net Budget	**2,724**	**2,468**	**2,225**	**2,331**	**2,006**	**1,713**	**1,771**
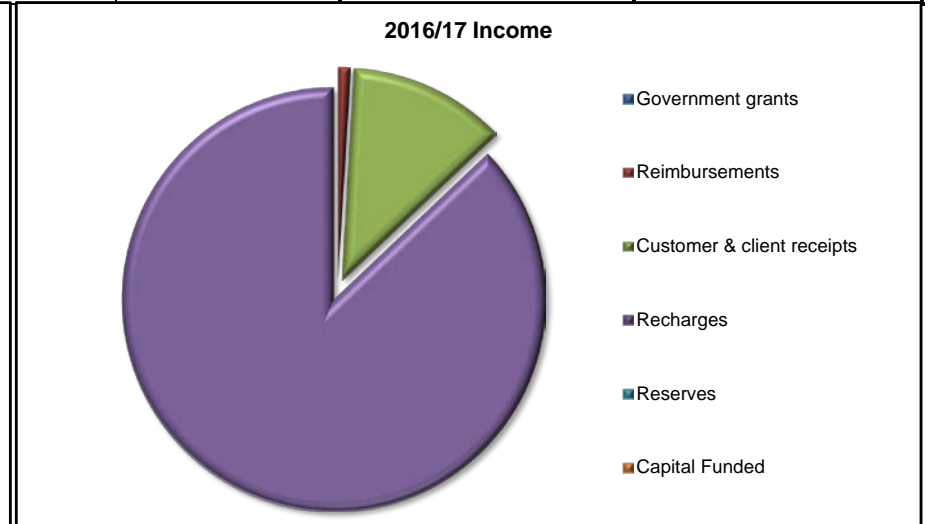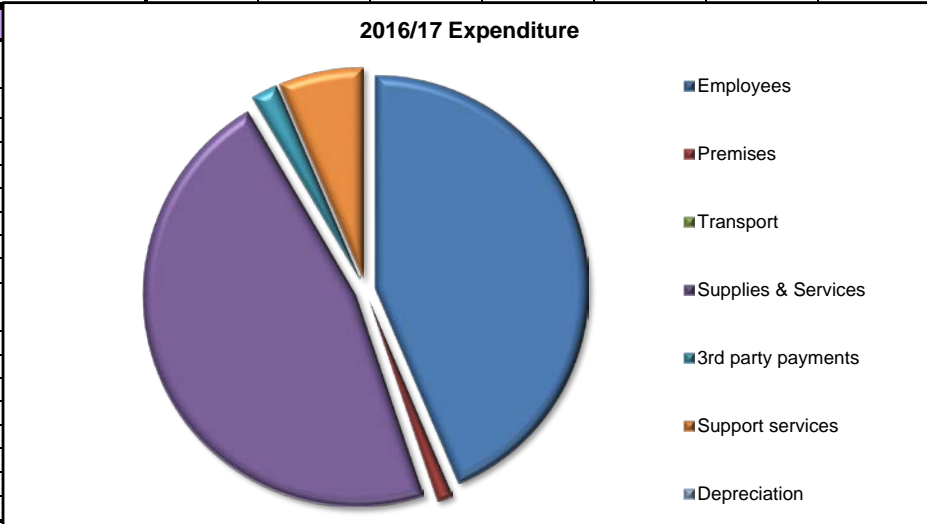
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Financial System re-engineering			454	108			
Civica Icon			18	107			
Acquisitions Budget			1,497	500			
Transformation Budgets			88	0			
Capital Bidding Fund			1,357	482			
	0	0	3,414	1,197	0	0	0

2016/17 Expenditure

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

2016/17 Income

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

Summary of major budget etc changes

2016/17

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.
Financial System: The new financial system and the adoption of new streamlined processes will facilitate the further savings below.
Savings: Savings of 25k will be delivered by reduction of one posts (CS46) (£78k of the savings have been deferred), and non salary budgets savings 98k through improved processes, consolidation of budgets and review of recharges (CS64, 65 and 67). Further savings of 16k will come through increased income (CSD20), 42k from the rephasing of existing savings (CSD21) and 130k from reductions in running costs and consultancy budgets (CSD23 and 24). An increased charge to the Pension Fund £20k (CSD25) and the deletion of one post in Policy (CSD47) will bring a further 50k of savings.
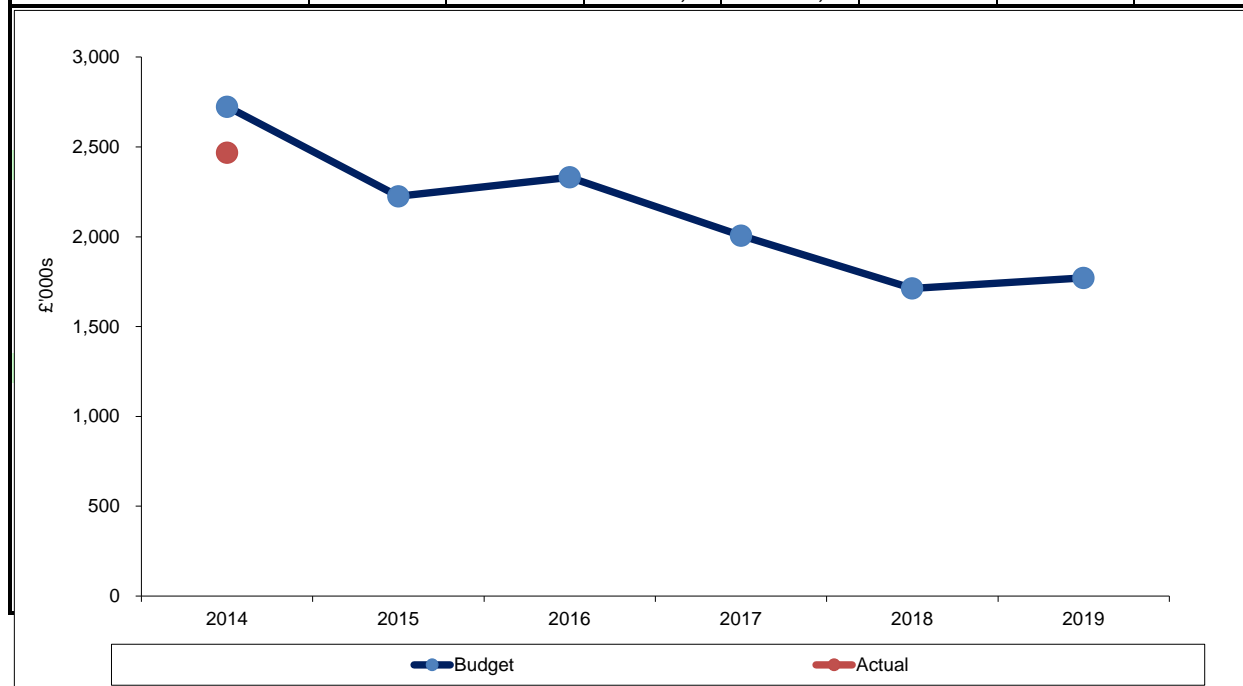
2017/18

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.
Savings: Savings of £78k previously deferred will be delivered from the deletion of two posts (CS46). A review of recharges to the Pension fund will make savings of 47k (CS6). Increased income of 16k (CSD20) and a reduction in running costs 3k (CSD23). One Business Partner to be deleted 78k (CSD26). Reduction of LGCS budget to match contribution 81k (CSD46)

2018/19

Savings: Savings of 100k will made from further restructuring of the service (CSD27), and a further 16k of increased income (CSD20). Further review of staffing budgets across the division saving 216k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11)

2019/20

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

				Risk		
	PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Likelihood	Impact	Score

Project 1		Project Title:	Evaluation of future funding levels	Risk reduction and compliance			
Start date	01/04/2015	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.	Requires considerable horizon spotting activity a performance indicator would be developed comparing the estimated grant levels compared to those actually received.	2	2	4
End date	31/03/2020						

Project 2		Project Title:	Financial systems re-engineering programme	Improved effectiveness			
Start date	01/08/2013	Project Details:	Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Current estimates of the Go live date are 31/03/2016 - project length allows for post implementation review	Two performance indicators are likely to be developed around the time taken to produce reporting information compared to now and the system downtime compared to now	2	3	6
End date	30/09/2016						

Project 3		Project Title:	Develop and implement whole life costing for capital projects	Improved effectiveness			
Start date	01/09/2016	Project Details:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the temple to selected schemes		3	2	6
End date	31/03/2018						

Project 4		Project Title:	Improve joint finance and business planning	Improved effectiveness			
Start date	01/04/2016	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system		2	2	4
End date	31/03/2020						

Project 5		Project Title:	Evaluation of different models of funding the capital programme	Improved effectiveness			
Start date	01/07/2014	Project Details:	In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and borrowing or any other suitable methods of funding capital expenditure.	A model has been developed but it needs refining to facilitate option appraisal, produce clear outcomes that can easily be understood and increase the funding streams. The performance of this work will be judged directly by the AD Resources and Director of Corporate Services.	2	2	4
End date	31/03/2020						

Project 7		Project Title:	Capital - Benefits Realisation	Improved effectiveness			
Start date	01/09/2016	Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now. Outstanding work on Benefits Realisation to be completed		2	2	4
End date	31/03/2018						

Project 8		Project Title:	Recharge Review	Improved efficiency (savings)			
Start date	01/04/2015	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2016/18 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.		3	2	6
End date	31/03/2018						

Project 9		Project Title:	Infrastructure Assets Accounting	Improved effectiveness			
Start date	31/03/2016	Project Details:	Legislative requirement for asset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to work closely with technical staff within Environment and Regeneration to gather the required information for account closure and presentation.	The computer systems used to record information will be reviewed by Internal Audit and assessed for the adequacy asap.	1	2	2
End date	31/03/2018						

Project 10		Project Title:	Pilot Early closure of Accounts	Improved effectiveness			
Start date	01/07/2015	Project Details:	For the financial year 2017/18 the Authority will have to close its accounts approximately six weeks earlier. This will require very careful planning and will require a different approach to be adopted. The authority is piloting earlier account closure over the next two financial years in preparation for 2017/18	Current performance indicators will be adjusted for this.	1	3	3
End date	31/07/2018						

Legal Services	Planning Assumptions							The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Chargeable hours for Merton	19500	19500	19500				
	Chargeable hours for Richmond	12747	13895	13895				
This is a shared legal service with the London Boroughs of Richmond and Sutton and the Royal Borough of Kingston upon Thames.	Chargeable hours for Sutton	19819	19819	19819				
	Chargeable hours for Kingston	9238	11382	11382				
The service delivers legal advice, support and representation to all services across all four councils, including to arms length delivery vehicles (Achieving for Children and currently ,Sutton Housing Partnership) and council owned companies. The service also provides advice in relation to the constitution and decision making in all councils and advice to members in relation to their roles.	Chargeable hours for Achieving for Children	12000	11583	11583				
	Chargeable hours for Sutton Housing Partnership	2528	2528	2528				
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
	Staff (FTE)	87.5	87.5	92.3	92.3	92.3	92.3	
	Apprentices	1	1	0				
The current agreement for a shared service expires on 1 October 2016								

| 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)	2019/20(P)				
Chargeable hours	76,429	73,804	78,707				High	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
Expenditure	4,902	7,009	4,945	4,682	4,662	4,621	4,621
Employees	4,252	4,538	4,317	4,117	4,117	4,117	4,117
Premises	5	2	5	5	5	5	5
Transport	9	14	9	9	9	9	9
Supplies & Services	446	2,249	426	366	346	305	305
3rd party payments		18					
Support services	190	189	188	185	185	185	185
Depreciation							

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	4,776	6,709	4,924	4,923	4,923	4,923	4,923
Government grants							
Reimbursements	4,280	5,618	4,428	4,428	4,428	4,428	4,428
Customer & client receipts	476	1,061	476	476	476	476	476
Recharges	20	29	20	20	20	20	20
Capital Funded							
Council Funded Net Budget	126	301	22	(241)	(261)	(302)	(302)

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

2016/17 Expenditure

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

2016/17 Income

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

Summary of major budget etc. changes

2016/17

CS73 £60k savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.
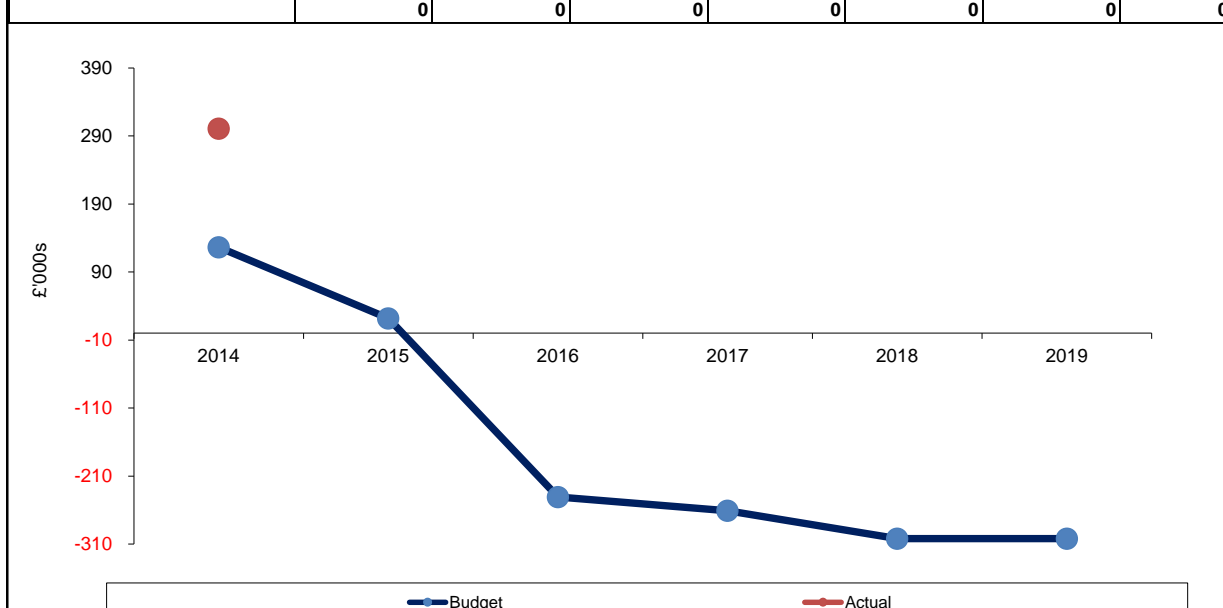
2017/18

CS73 £20k savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.

2018/19

CS2015-12 £41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required.

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Legal Services						
	PROJECT DESCRIPTION			MAJOR PROJECTS BENEFITS	Risk		
					Likelihood	Impact	Score
Project 1	Project Title:		**Shared service**	Improved customer experience			
Start date	**01/04/2014**				2	2	4
End date	**31/03/2017**	Project Details:	To embed the 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				
Project 2	Project Title:		**Smarter Working**	Improved effectiveness			
Start date	**01/04/2014**				2	1	2
End date	**31/03/2017**	Project Details:	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				
Project 3	Project Title:		**Delivering Savings**	Improved efficiency (savings)			
Start date	**01/04/2016**				2	2	4
End date	**31/03/2018**	Project Details:	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond				
Project 4	Project Title:		**Future Model**	Economic outcomes			
Start date	**01/02/2016**				2	2	4
End date	**31/03/2017**	Project Details:	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. If so, to set up ABS.				
Project 5	Project Title:		**Future Model**	Improved effectiveness			
Start date	**01/04/2015**				3	2	6
End date	**31/03/2017**	Project Details:	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. If approved to deliver the expanded shared service with Wandsworth				
Project 6	Project Title:		**Future Model**	Improved effectiveness			
Start date	**01/04/2015**				3	2	6
End date	**31/03/2018**	Project Details:	To consider the impact on the service of all shared service and alternative delivery models entered into by Merton and partner authorities.				

Environment & Regeneration

Commercial Services (Waste Operations)		Planning Assumptions							The Corporate strategies your
Cllr Judy Saunders Cabinet Member for Performance & Implementation		Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below		Residual contracts	1183	1000	1100	1200	1300	1300	Waste Management Plan
		Dry recycling contracts	993	600	700	800	800	800	Climate Change Strategy
									Medium Term Financial Strategy

Commercial Waste & Recycling, Collection & Disposal 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".

Objectives
- to make both services more efficient, cost effective and competitive in the commercial market
- be more reactive to seasonal demands
- become competitive in both commercial waste , looking at the marketing of the services and pricing structure.

Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Staff (FTE)	13.2	13.2	11.2	11.2	11.2	11.2
Transport	4	4	4	4	4	4

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)	2019/20(P)				
Total Income from commercial waste	£1.5m	£1.2m	£1.25m	£1.3m	£1.35m	£1.3m	High	Monthly	Business critical	Loss of income
Customer satisfaction survey %	85	87	89	91	91	91	High	Annual	Outcome	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
Expenditure	997	1,023	987	1,090	1,100	1,111	1,121
Employees	360	240	367	313	313	313	313
Premises	6		6	6	6	6	6
Transport	126	97	126	124	126	128	131
Supplies & Services	75	71	62	42	43	44	44
3rd party payments	258	439	262	474	481	489	496
Transfer payments							
Support services	172	176	153	131	131	131	131
Depreciation	0	0	11	0	0	0	0
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	1,975	1,277	1,332	1,250	1,250	1,250	1,250
Government grants							
Reimbursements	0	0	7	0	0	0	0
Customer & client receipts	1,975	1,277	1,325	1,250	1,250	1,250	1250
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	(978)	(254)	(345)	(160)	(150)	(139)	(129)

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

2016/17 Expenditure

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

2016/17 Income

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

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

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Commercial Services (Waste Operations)							
		PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	**Introduce timed commercial waste collections in town centre Colliers Wood**	Improved effectiveness	2	2	4
Start date	01/04/2015	Project Details:	To improve the appearance of the Town centre area following on from the successful implementation into Wimbledon Town Centre.				
End date	01/04/2017						
Project 2		Project Title:	**Sales and marketing plan**	Economic outcomes	2	2	4
Start date	01/04/2015	Project Details:	To increase the income within the Commercial waste area and improve the Branding of this important service area.				
End date	01/04/2017						

Development and Building Control
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration
Enter a brief description of your main activities and objectives below

Building Control
Building Control competes with approved Inspectors.(AIS). We provide a Building Control Service in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate safety of structures and also sports grounds.

Development control
Promote regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to impliment the Mayoral, Community Infrastructure Levy (CIL) charging regime.

Objectives
- continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share
- review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible especially through PPA's.
- impliment mobile/flexible working to improve efficiency
- as part of sustainable communities to enable a comprehensive development management process to encourage regeneration.
- review the possibility of shared services with neighbouring boroughs.
- re-procure the M3 database

Planning Assumptions

Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Enforcement cases	750	780	800	800	800	800
Planning applications (economy dependant)	2500	2600	2700	2800	2800	2850
BC applications (economy dependant)	1700	1750	1750	1800	1800	1800
Tree applications	620	640	660	670	670	670
Pre applications	105	110	115	120	125	130
Planning performance agreements	3	7	12	14	16	18
Prior approvals (permitted development)	580	600	620	640	640	640
Anticipated non financial resources	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**
Staff (FTE)	37	36	38	25	25	25

The Corporate strategies your service contributes to
- Local Development Framework
- Local Development Framework
- Economic Development Strategy
- Local Development Framework
- Housing Strategy
- Local Development Framework
- Local Development Framework

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)	2019/20(P)				
% Major applications processed within 13 weeks	60	55	55	55	55	55	High	Monthly	Quality	Reduced customer service
% Minor applications processed within 8 weeks	65	60	60	60	60	60	High	Monthly	Quality	Reduced customer service
% Other applications processed within 8 weeks	81	81	82	82	82	82	High	Monthly	Quality	Reduced customer service
Volume of Planning applications Total	4300	4350	4400	4450	4500	4560	High	Monthly	Quality	Reduced customer service
% appeals lost	35	35	35	35	35	35	Low	Quarterly	Perception	Reputational risk
Income (Development and Building Control)	£2.01m	£2.05m	£2.11m	£2.11m	£2.11	£2.11	High	Monthly	Business critical	Loss of income
% Market share retained by LA (BC)	65	60	60	60	60	60	High	Monthly	Perception	Loss of income
Number of enforcement cases closed	600	600	300	300	300	300	High	Quarterly	Quality	Reduced service delivery
Backlog of enforcement cases	775	750	900	1200	1500	1800	High	Quarterly	Output	Reduced service delivery
% satisfied with Planning (annual resident survey)	29	29	30	31	32	30	High	Annual	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
Expenditure	**2,428**	**2,569**	**2,371**	**2,515**	**1,954**	**1,958**	**1,963**
Employees	1,594	1,794	1,564	1,708	1,143	1,143	1143
Premises	2	1	2	2	2	2	2
Transport	34	21	32	25	26	26	27
Supplies & Services	365	299	281	245	248	252	256
3rd party payments							
Transfer payments	2		2	0	0	0	0
Support services	431	454	490	535	535	535	535
Depreciation							
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	**1,955**	**2,017**	**1,911**	**2,009**	**2,134**	**2,169**	**2,169**
Government grants							
Reimbursements	96	112	49	81	81	81	81
Customer & client receipts	1,859	1,905	1,862	1,928	2,053	2,088	2088
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	**473**	**552**	**460**	**506**	**(180)**	**(211)**	**(206)**

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**

2016/17 Expenditure

Legend: Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer payments, Support services, Depreciation

2016/17 Income

Legend: Government grants, Reimbursements, Customer & client receipts, Recharges, Reserves, Capital Funded

Summary of major budget etc. changes

2016/17
E&R33 = (£75k)

2017/18
ER07 = (£200k)
EN09 = (£40k)
EN11 = (£52k)
E&R28 = (£157k)
E&R29 = (£40k)
E&R30= (£80k)
ENV20 = (£35k)
HPDG reserve adjustment = (£86k)

2018/19
ENV20 = (£35k)

2019/20

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

Future Merton

Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration

Enter a brief description of your main activities and objectives below

futureMerton is tasked with delivering development, regeneration, economic growth and accomodating population growth for the long-term sustainability of the borough.
[to be merged with Traffic & Highways in 2015/16]

● Develop new Local Plan policies and site assembly strategies to support regeneration, economic development and growth objectives
● Develop sustainable development policies to support Merton's commitment to carbon reduction
● Develop urban design / planning frameworks to support regeneration and growth and increase design quality in the borough
● Deliver projects as set out in our Economic Development and Climate Change Strategies and the Regeneration Delivery Plan (future Growth Strategy 2015)
● Attract developer interest, external funding and inward investment, public sector funding and support to deliver our regeneration and growth objectives.
● To develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm, transport infrastructuire and sustainable travel.
● Lead on Major Planning developments (Wimbledon Stadium / YMCA / Rainbow Yards / Colliers Wood Tower, St Georges Quarter, Morden town centre, Wimbledon Station, RediscoverMitcham)
● LBM lead on planning and design quality for emerging estate regeneration proposals in partnership with Circle (High Path, Eastfields, Ravensbury) and Moat (Pollards Hill)
● LBM lead on non-operational property assets decisions for growth and regeneration investment purposes.
● LBM lead on Crossrail 2, Tramlink Extension; ID growth opportunities and external funding opportunities

Planning Assumptions

Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Population	208,822	211,569	214,229	216,806	218,100	218,101
Actual businesses in borough	7700	7900	8,100	8,150	8,200	8,201
Anticipated non financial resources	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**
Staff (FTE)	27	25.54	27.04	17.04	17.04	17.04
Staff (Apprentices)	1	2	2	0	0	0

Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
New homes target (number per year)	320	411	411	411	411	411	High	Annual	Outcome	Loss of Government grant
Reduction in KSI's: road traffic accidents (Number of incidents)	55	50	45	42	40	40	Low	Annual	Perception	Reputational risk
% Modal increase in cycling from 2% 2012 baseline	0.5	0.5	0.2	0.2	0.2	0.2	Low	Annual	Output	Political risk
Number of new jobs created through EDS E&SAP	300	450	600	300	300	300	High	Annual	Outcome	Social exclusion
New jobs created - number of apprenticeships	60	80	100	100	100	100	High	Annual	Outcome	Social exclusion
Number of new businesses created as part of EDS MBSS (Cumulative)	100	200	300	300	300	300	High	Annual	Outcome	Reduced Business Rates

The Corporate strategies your service contributes to

Asset Management Plan
Road Safety Plan
Local Implementation Plan
Local Transport Plan
Community Plan
Climate Change Strategy
Core Planning Strategy
Economic Development Strategy
Local Development Framework

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	**3,251**	**3,266**	**3,829**	**3,487**	**2,764**	**2,782**	**2,801**
Employees	1,260	1,365	1,394	1,361	934	934	934
Premises	302	296	268	275	278	281	284
Transport	10	5	9	5	5	5	5
Supplies & Services	879	892	1,358	477	397	405	414
3rd party payments	389	284	354	495	276	283	290
Transfer payments							
Support services	287	300	322	377	377	377	377
Depreciation	124	124	124	497	497	497	497

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	**908**	**1,090**	**1,058**	**1,051**	**1,051**	**1,051**	**1,051**
Government grants	134	134	94	0	0	0	0
Reimbursements	472	615	622	570	570	570	570
Customer & client receipts	302	341	342	481	481	481	481
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	**2,343**	**2,176**	**2,771**	**2,436**	**1,713**	**1,731**	**1,750**
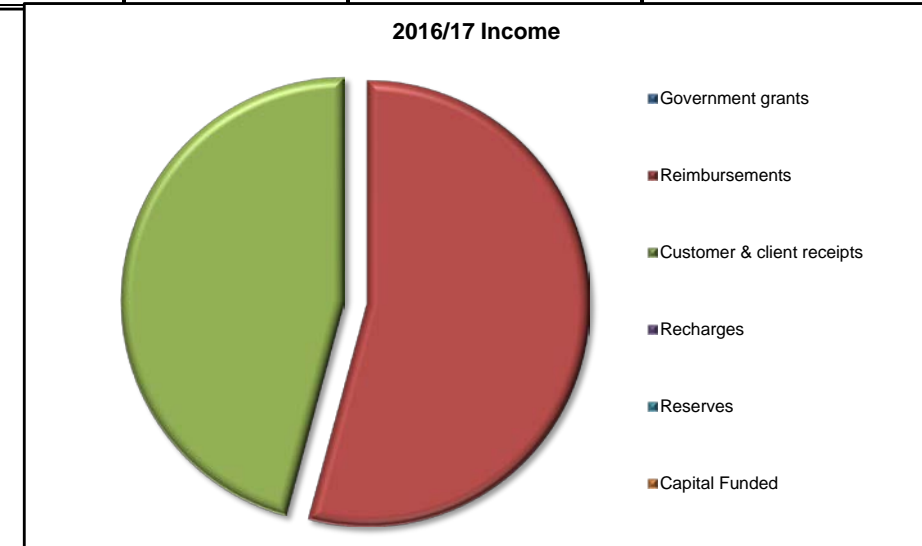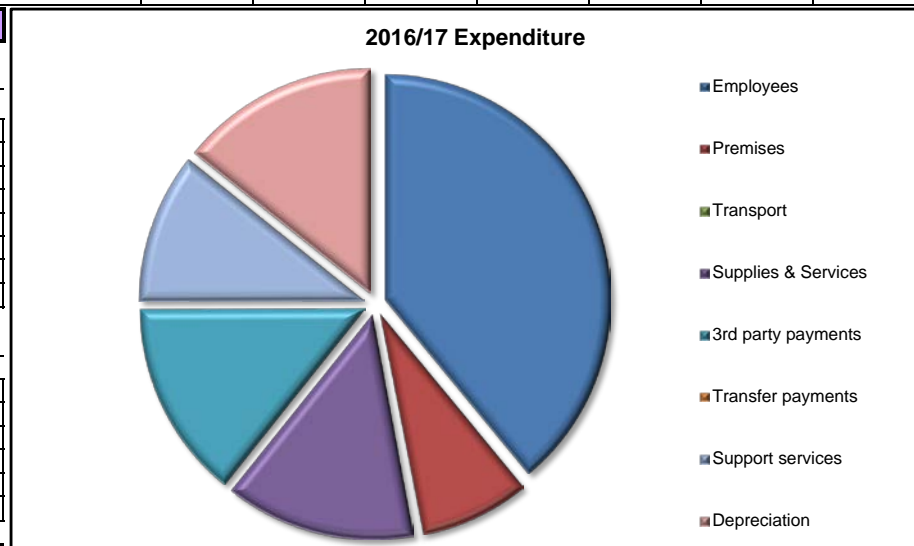
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Town Centre Investment				1,488	1,037		
Mitcham Schemes		598	778	1,000	700		
Colliers Wood Schemes		359	1,199				
Industrial Estate Investment			100		450		
Morden TfL					220	2,000	
Transportation Enhancements						5,000	
Other		367	13	619			
	0	**1,324**	**3,578**	**2,656**	**1,370**	**7,000**	**0**

2016/17 Expenditure

(pie chart legend: Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer payments, Support services, Depreciation)

2016/17 Income

(pie chart legend: Government grants, Reimbursements, Customer & client receipts, Recharges, Reserves, Capital Funded)

Summary of major budget etc changes

2016/17

ER23 = (£77k)

EN42 = (£50k)

E&R40 = (£60k)

E&R42 = (£20k)

EDS reserve adjustment = (£193k)
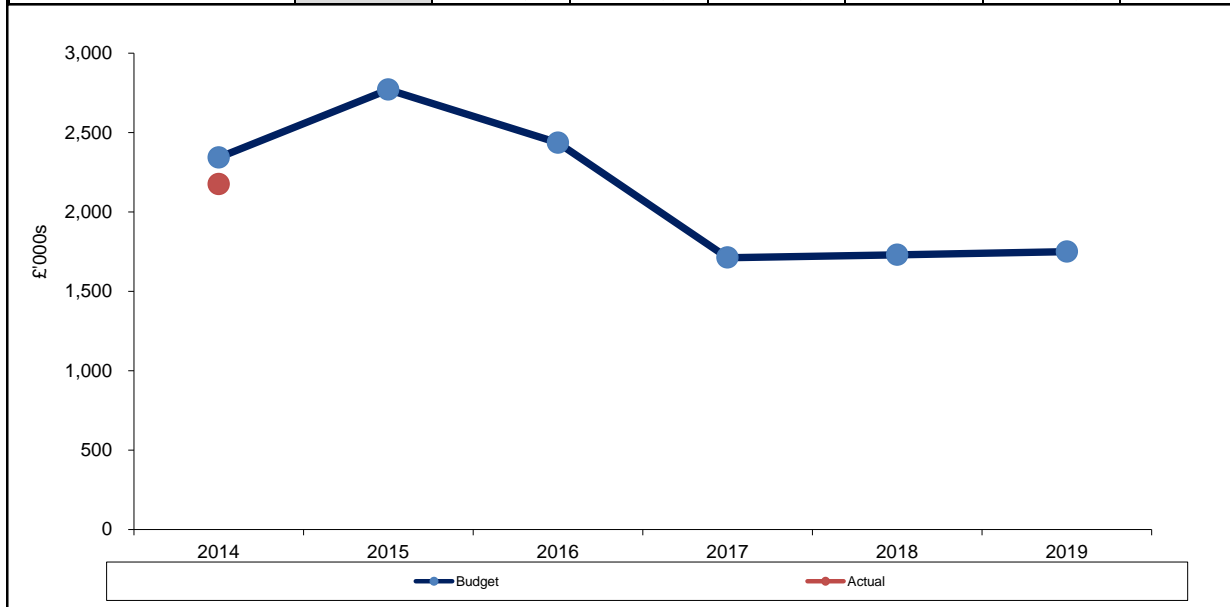
2017/18

ER23 = (£214k)
E&R41 = (£80k)
ENV24 = (£10k)

EDS reserve adjustment = (£75k)

EDS2 reserve adjustment = (£362k)

2018/19

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Future Merton							
PROJECT DESCRIPTION				**MAJOR PROJECT BENEFITS**	**Risk**		
					Likelihood	Impact	Score
Project 1		Project Title:	**Local Plan: Estate Regeneration**	Infrastructure renewal	3	2	6
Start date	2014/15	Project Details:	Working with Circle Merton Priory 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.				
End date	2024/25						
Project 2		Project Title:	**Rediscover Mitcham**	Infrastructure renewal	2	2	4
Start date	2012-13	Project Details:	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)				
End date	2016-17						
Project 3		Project Title:	**Connecting Colliers Wood / South Wimbledon Planning Framework**	Infrastructure renewal	4	1	4
Start date	2014-15	Project Details:	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 real, 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+				
End date	2019-20						
Project 4		Project Title:	**Wimbledon Stadium**	Infrastructure renewal	3	1	3
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the *Sites and Policies Plan*				
End date	2016-17						
Project 5		Project Title:	**Climate Change Strategy & Action Plan**	Improved sustainability	2	2	4
Start date	2014-15	Project Details:	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				
End date	2018-19						
Project 6		Project Title:	**Future Wimbledon & Crossrail 2**	Economic outcomes	3	4	12
Start date	2014-15	Project Details:	Identifiying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opprtunities linked to Crossrail 2 and improving the quality of architecure, design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)				
End date	2022-23						
Project 7		Project Title:	**Morden Town Centre Regeneration**	Improved reputation	3	2	6
Start date	2011/12	Project Details:	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				
End date	2019/2020						
Project 8		Project Title:	**Economic Development Strategy and Action Plans**	Improved reputation	2	1	2
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business Support Service. Merton Micro Loan and Business Loan Fund.				
End date	2016-17						
Project 9		Project Title:	**Smarter travel: road safety**	Improved reputation	2	2	4
Start date	2013-14	Project Details:	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.				
End date	2016-17						
Project 10		Project Title:	**Borough Cycling Initiatives**	Improved reputation	2	1	2
Start date	2014-15	Project Details:	TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)				
End date	2024-26						

Leisure & Cultural Development

Cllr Nick Draper Cabinet Member for Community & Culture

Enter a brief description of your main activities and objectives below

Main Activities:

Engage local people in healthy living and lifestyle changes through increased involvement and participation in sports, arts, cultural and physical activities and events, by working with partners to increase the number, scope and quality of facilities, programmes, activities and events on offer in the borough - thus creating a universal culture and sport offer.

Main Objectives:
- Build a new Morden Leisure Centre by 2018, making contract savings in the process
- Deliver a Wimbledon Park Master Plan by 2017, follow this with a contracting out of the commercial sports & leisure services
- Deliver future culture & sports services through corporate technological solutions including the CRM system for interfacing with customers
- Move leisure and arts development to be commissioned services, reducing staff by 75% & generating savings
- Transfer leisure support staff out under Phase C contract generating savings
- Restructure & reorganise the remaining Leisure & Culture Development & Greenspaces Team's functions, products & services, budgets into one combined service following the implementation of the Phase C contract

Planning Assumptions

Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Population	208,822	211,569	214,229	216,806	219,316	213,497
No. of Children & Young People aged 8-17 in west of borough	7,700	7,900	8,050	8,200	8,700	12,410
Population of most disadvantaged wards	126,100	126,850	127,540	128,100	104,155	100,768
Users of Merton's Leisure Centres	824,433	832677	841004	878105	942,592	970,026
Anticipated non financial resources	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**
Staff (FTE)	13.6	14.25	13.6	6.6	6.6	6.6
Accommodation	7	7	7	7	7	7
Volunteers	20	20	20	20	20	20
Staff seasonal	30	30	30	30	30	30

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

Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Income £ from Merton Active Plus	50,000	55,000	60,000	60,000	60,000	60,000	High	Monthly	Business critical	Loss of income
Income £ from Watersports Centre	367,000	377,000	387,000	397,000	402,000	402,000	High	Monthly	Business critical	Loss of income
14-25 yr old Fitness Centre Participation at leisure centres	100,000	103,000	106,000	106,000	106,000	108,120	High	Monthly	Output	Reduced uptake of service
External Capital & Revenue funding	320,000	100,000	100,000	100,000	100,000	50,000	High	Quarterly	Output	Reduced customer service
% residents rating facilities Good to Excellent	51.5	45.0	45.5	46.0	48.0	48.0	High	Annual	Outcome	Reduced customer service
Total Number of Users of Merton's Leisure Centres	824,433	832,677	841,004	878,105	942,592	970,026	High	Monthly	Output	Reduced uptake of service
Total Number of Users of Polka Theatre	92,785	93,690	93,916	94,600	95,000	89,500	High	Quarterly	Output	Reduced uptake of service

The Corporate strategies your service contributes to

- Asset Management Plan
- Children & Young person's Plan
- Cultural Strategy
- Community Plan
- Open Spaces Strategy
- Social Inclusion Strategy
- Voluntary Sector Strategy

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	**2,332**	**2,369**	**2,113**	**2,268**	**2,058**	**1,964**	**1,975**
Employees	721	742	706	697	498	498	498
Premises	249	196	122	278	282	186	190
Transport	9	13	8	8	8	9	9
Supplies & Services	293	281	282	282	265	265	270
3rd party payments	175	210	198	126	128	129	131
Transfer Payments	5		5	0	0	0	0
Support services	361	408	383	389	389	389	389
Depreciation	519	519	409	488	488	488	488

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	**1,069**	**1,138**	**1,095**	**1,251**	**1,261**	**1,266**	**1,266**
Government grants	10	1	0				
Reimbursements	128	123	244	160	160	160	160
Customer & client receipts	594	611	500	733	743	748	748
Recharges	337	403	351	358	358	358	358
Reserves							
Capital Funded							
Council Funded Net Budget	**1,263**	**1,231**	**1,018**	**1,017**	**797**	**698**	**709**

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
Morden Leisure Centre		24	669	5,131	4,928	247	
Wimb Pk Lake de-silting						1,500	
Other		628	353	300	300	300	300
	0	**652**	**1,022**	**5,431**	**5,228**	**2,047**	**300**

2016/17 Expenditure

Legend: Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer Payments, Support services, Depreciation

2016/17 Income

Legend: Government grants, Reimbursements, Customer & client receipts, Recharges, Reserves, Capital Funded

Summary of major budget etc changes

2016/17

EN35 = (£14k)
EN36 = (£10k)
EN37 = (£5k)
E&R1 = (£5k)
E&R2 = (£10k)
E&R33 = (£30k)
BMX Track reserve adjustment = (£35k)

2017/18

E&R1 = (£5k)
E&R2 = (£10k)
E&R3 = (£16k)
ENV11 = (£59k)
ENV12 = (£70k)
ENV13 = (£70k)

2018/19

E&R1 = (£4k)
E&R2 = (£5k)
E&R4 = (£100k)

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Leisure & Cultural Development						
PROJECT DESCRIPTION			**MAJOR PROJECT BENEFIT**	**Risk**		
				Likelihood	Impact	Score
Project 1		Project Title:	Morden Leisure Centre	Improved customer experience		
Start date	2014		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	4	2	8
End date	2018	Project Details:				
Project 2		Project Title:	Leisure Centres Contract	Improved efficiency (savings)		
Start date	2016		Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre	2	2	4
End date	2018	Project Details:				
Project 3		Project Title:	Deliver a Wimbledon Park Masterplan	Improved effectiveness		
Start date	2015		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 ancilliary facilities, etc. within the park.	2	2	4
End date	2017	Project Details:				
Project 4		Project Title:	Implement the Wimbledon Park Lake Flood Risk & De-silting Plans	Improved sustainability		
Start date	2017		Following the outcomes of the Wimbledon Park & Lake Masterplan for the required improvements and solutions for the lake. Procure and implement the solutions	4	2	8
End date	2018	Project Details:				
Project 5		Project Title:	Customer Contact Programme - Online Leisure & Cultural Bookings & Payment System & Other Service Technological Requirements	Improved customer experience		
Start date	2015		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	4
End date	2016-17	Project Details:				
Project 6		Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	Improved efficiency (savings)		
Start date	2014		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	4
End date	2016-17	Project Details:				
Project 7		Project Title:	Restructure Staff Team following Phase C & Staff Reductions	Improved effectiveness		
Start date	2016		TUPE staff out to contractors as part of Phase C Contract. Restructure & reorganise the remaining Leisure & Culture Development & Greenspaces Team's functions, products & services, budgets into one combined service following the implementation of the Phase C contract	2	2	4
End date	2017	Project Details:				
Project 8		Project Title:	Increasing participation & engagement in the arts, culture, sport, physical activity and well-being activities	Improved customer experience		
Start date	2014		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. Deliver the Sports Blast Programme	2	2	4
End date	2017	Project Details:				
Project 9		Project Title:	Develop the boroughs involvement in major sporting, arts & cultural events	Improved customer experience		
Start date	2012		Deliver and develop Merton's contribution to Ride London, WW1, Community & Celebratory Events, Etc. as required	2	2	4
End date	2018-19	Project Details:				
Project 10		Project Title:	External Funding & Inward Investment Opportunities	Improved effectiveness		
Start date	2013		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.	2	2	4
End date	2018-19	Project Details:				

Parking

Cllr Judy Saunders Cabinet Member for Performance & Implementation

Planning Assumptions

Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Number of resident permits issued	17,897	18,320	20,0041	(5%) 21,043	(5%) 24,011	(5%) 22,095
Number of visitors permits issued	217,000	227,000	239,242	(5%) 251,204	(10%) 263,764	(5%) 276,953

The Corporate strategies your service contributes to

- Road Safety Plan
- Medium Term Financial Strategy
- Local Transport Plan

Enter a brief description of your main activities and objectives below

The service is required to enforce the parking regulations to ensure the through flow of traffic can be maintained and ensuring residents and blue badge holders have the ability to park in bays they have a permit or badge for. Surplus income generated by traffic management must be used for transport related areas.

Objectives
● enforce parking regulations across the borough including Controlled Parking Zones and bus lanes
● to implement measures to improve traffic enforcement efficiency , specifically the introduction of Automatic Number Plate Recognition (ANPR) cameras at bus lane and moving traffic locations. This will improve compliance and ease congestion at key points across the borough
● to maintain a survey of parking needs, hours of operation, the availability of parking spaces and the charging structure
● to monitor the borough 's parking infrastructure to ensure that locations subject to regulatory controls can be effectively enforced thus improving compliance and ultimately congestion
● to take account in business planning of the increase in population and changes in planning legislation allowing business premises to be changed to residential use which could result in an increase in demand for parking spaces in existing CPZ's and pressure in areas with no controlled parking to introduce CPZ's.

In January 2016 Public Space CCTV camera team was amalgamated with Parking Services and changed the sections title to Parking and CCTV Services.
The core activity is to review the operational structure , processes and the number of CCTV cameras throughout the borough with the aim of achieving efficiencies without reducing the level of service to the residents, customers and our partners.

Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Staff (FTE)	71.50	86.20	93.27	85.27	85.27	85.27
Transport	15	15	12	12	12	12

| 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)	2019/20(P)				
% of parking permits issued within 5-7 days	90%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Loss of income
Sickness- No of days per FTE (12 month rolling average)	11	10	9	8	8	8	Low	Quarterly	Quality	Loss of income
Percentage of cases won at PATAS	50%	52%	54%	54%	54%	54%	High	Monthly	Business critical	Loss of income
Percentage of cases lost at PATAS	23%	22%	21%	21%	21%	21%	Low	Monthly	Business critical	Loss of income
Percentage of cases where council does not contest at PATAS due to new evidence	27%	26%	25%	25%	25%	25%	Low	Monthly	Business critical	Loss of income
Percentage of Public Space CCTV cameras working	95%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery

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	**4,745**	**4,796**	**5,195**	**5,426**	**5,094**	**5,052**	**5,071**
Employees	2,501	2,523	2,788	2,945	2,640	2,640	2,640
Premises	637	658	641	619	626	632	639
Transport	140	145	140	124	80	82	84
Supplies & Services	298	290	370	377	383	389	395
3rd party payments	260	229	264	265	269	213	217
Transfer payments							
Support services	832	874	905	1,020	1,020	1,020	1,020
Depreciation	77	77	87	76	76	76	76

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	**12,077**	**11,930**	**15,480**	**17,188**	**16,186**	**15,850**	**15,850**
Government grants							
Reimbursements							
Customer & client receipts	12,077	11,930	15,480	17,188	16,186	15,850	15,850
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	**(7,332)**	**(7,134)**	**(10,285)**	**(11,762)**	**(11,092)**	**(10,798)**	**(10,779)**

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
Parking		11	143	653			
CCTV Match funding			201	399			
Other		217	194	185	156	175	175
	0	**228**	**538**	**1,237**	**156**	**175**	**175**

2016/17 Expenditure

Legend: Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer payments, Support services, Depreciation

2016/17 Income

Legend: Government grants, Reimbursements, Recharges, Customer & client receipts, Recharges, Reserves, Capital Funded

Summary of major budget etc. changes

2016/17

EN02 = (£226k)
EV11 = (£125k)
E&R7 = (£260k)
E&R8 = (£1,700k)
E&R9 = (£500k)
E&R10 = (£80k)
E&R11 = (£60k)
E&R12 = (£14k)
ANPR income reduction = £1,300k

2017/18

EV11 = (£125k)
E&R7 = (£163k)
E&R8 = £1,540k
ENV02 = (£190k)
ENV03 = (£45k)
ENV04 = (£250k)
ENV05 = (£70k)
ENV06 = (£46k)
ENV33 = (£250k)
ANPR income reduction = £250k

2018/19

E&R7 = (£163k)
E&R8 = £500k
ENV07 = (£60k)

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Parking							
PROJECT DESCRIPTION				**MAJOR PROJECT BENEFIT**	**Risk**		
					Likelihood	Impact	Score
Project 1		Project Title:	Tackling Traffic Congestion	Improved effectiveness	2	1	2
Start date	2015-2016		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.	The improvement of traffic congestion that will lead to improved bus journey times, traffic flows, pollution and the safety of pedestrians and cyclists.			
End date	2016-17	Project Details:					
Project 2		Project Title:	Cashless parking	Improved customer experience	2	1	2
Start date	2013-14		Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer service by allowing motorists to purchase paid for parking without the need for cash.			
End date	2015-16	Project Details:					
Project 3		Project Title:	Investment in Public Space CCTV	Improvement in Public safety	2	1	2
Start date	2015-2016		Replace existing public space CCTV equipment On Street and in the back office CCTV suite				
End date	2016-2017	Project Details:					
Project 4		Project Title:	Review CEO Shift Patterns	More efficient use of resources	2	1	2
Start date	01/04/2016		Consult on the introduction of a more efficient shift patterns				
End date	01/09/2016	Project Details:					
Project 5		Project Title:	Review CCTV Shift Patterns	More efficient use of resources	2	1	2
Start date	01/04/2016		Consult on the introduction of a more efficient shift patterns				
End date	01/09/2016	Project Details:					
Project 6		Project Title:	Enforcement of pavement parking as a result of a new policy	Improve conditions for pedestrians using the pavements	2	1	2
Start date	01/04/2016		Stop inconsiderate parking on pavements by motorists				
End date	Continuous	Project Details:					

Parks and Green Spaces

Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration

Enter a brief description of your main activities and objectives below

The service manages, maintains and develops Merton's parks & open spaces including the management of a cemetery service, and a varied programme of outdoor events from small community to large commercial ones. There are currently in excess of 100 separate sites. . The service is becoming increasingly efficient and commercial in the way it manages its sports and other lettings and is moving to a position where community groups and organisations contribute directly to front-line delivery, including self-management of assets and services such as allotment gardens. The current TOM transformation process will emphasise and further embed these principles, subject to the outcomes of the current Phase C service out-sourcing procurement exercise.

Objectives:
The team's primary objectives in the forthcoming years include the following principal tasks:
● increasing income
● reducing operational expenditure
● maintaining and improving service standards and performance
● securing investment and delivering improvements to open space facilities
● encouraging and facilitating community self-management of sites and facilities
● providing project management, support and/or advice on the development and delivery of major open space construction and redevelopment projects
● implementation of agreed TOM transformation process outcomes
● service externalisation as part of Phase C procurement exercise (2016/17)

Planning Assumptions

Anticipated demand	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%
Attendance at major community outdoor events (No. of people)	50,000	55,000	55,000	60,000	60,000	60,000
Number of funerals at LBM cemeteries	205	210	215	220	240	260

Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Staff (FTE)	70.75	71.85	67.85	62.85	62.85	62.85
Staff accommodation units (No. of mess rooms/depots)	12	12	12	10	10	10
Transport vehicles	19	19	19	18	17	16

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)	2019/20(P)				
Residents % satisfaction with parks & green spaces	72	73	74	75	76	77	High	Annual	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces	71	72	73	74	75	76	High	Biennial	Perception	Reputational risk
Total LBM cemeteries income £	536,000	553,000	569,000	586,000	604,000	622,000	High	Monthly	Business critical	Loss of income
Total outdoor events income £	316,000	328,000	341,000	351,000	362,000	373,000	High	Monthly	Business critical	Loss of income
Number of Green Flags	5	5	5	5	6	7	High	Annual	Quality	Reputational risk
Number of outdoor events in parks	130	130	130	130	130	130	High	Monthly	Perception	Reputational risk
Volunteer input in parks management (No. of groups)	30	35	40	45	50	55	High	Quarterly	Perception	Reduced service delivery

The Corporate strategies your service contributes to

Open Spaces Strategy
Children & Young person's Plan
Cultural Strategy
Capital Programme

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	5,000	5,300	4,812	5,118	4,791	4,837	4,860
Employees	2,273	2,415	2,303	2,231	2,044	2,044	2044
Premises	737	815	640	742	688	722	731
Transport	246	265	245	274	255	259	263
Supplies & Services	497	487	494	556	491	499	508
3rd party payments	32	48	32	40	38	38	39
Transfer payments							
Support services	889	944	983	925	925	925	925
Depreciation	326	326	115	350	350	350	350

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	1,949	1,992	1,972	2,261	2,451	2,551	2,551
Government grants	60	22	60	8	8	8	8
Reimbursements	97	257	81	94	184	184	184
Customer & client receipts	1,792	1,713	1,831	2,159	2,259	2,359	2,359
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	3,051	3,308	2,840	2,857	2,340	2,286	2,309

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
Parks Investment			219	287	276	216	323	325
Other			638	766	210	34	28	60
	0	857	1,053	486	250	350	385

2016/17 Expenditure

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

2016/17 Income

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

Summary of major budget etc. changes

2016/17

EN45 = (£13k)
E&R24 = (£130k)
E&R26 = (£60k)
E&R27 = (£44k)
E&R33 = (£70k)

2017/18

E&R25 = (£160k)
ENV18 = (£100k)
ENV19 = (£90k)
ENV21 = (£6k)
ENV22 = (£24k)
ENV23 = (£160k)

2018/19

ENV18 = (£100k)

Tennis Courts reserve adjustment = £25k

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Parks and Green Spaces						
	PROJECT DESCRIPTION			**MAJOR PROJECT BENEFIT**	**Risk**		
					Likelihood	Impact	Score
Project 1		Project Title:	**Management of parks & open spaces**	Improved reputation	2	2	4
Start date	2012-13						
		Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering in parks				
End date	2017-18						
Project 2		Project Title:	**Management of bowling greens**	Improved reputation	2	2	4
Start date	2012-13						
		Project Details:	Review and transformation of the current bowls provisions in Merton				
End date	2017-18						
Project 3		Project Title:	**Commercialisation of grounds and sports services**	Economic outcomes	2	2	4
Start date	2012-13						
		Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor events				
End date	2018-19						
Project 4		Project Title:	**Service Delivery Models**	Improved efficiency (savings)	3	2	6
Start date	2014-15						
		Project Details:	Support & input to South London Waste Partnership Phase C procurement exercise (Lot 2)				
End date	2016-17						
Project 5		Project Title:	**Development of new sporting hub at Joseph Hood Rec**	Improved customer experience	3	2	6
Start date	2012-13						
		Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground				
End date	2017-18						
Project 6		Project Title:	**New pavilion & facilities at Dundonald Rec**	Improved reputation	2	2	4
Start date	2014-15						
		Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)				
End date	2016-17						
Project 7		Project Title:	**Management of paddling pools**	Improved reputation	2	2	4
Start date	2013-14						
		Project Details:	Investment in new water play facilities.				
End date	2016-17						

Property		Planning Assumptions							The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below		The number of proposed disposals	12	4	TBC	TBC	TBC	TBC	Capital Programme
To ensure that all property transactions provide value for money and comply with statute		The number of proposed lettings.	9	8	8	8	8	8	Economic Development Strategy
To maintain an accurate record of the property assets of the council and to provide asset valuations to support the council's accounts.(Section 151)		The number of proposed rent reviews	25	21	21	21	21	21	Housing Strategy
To manage the councils investment portfolio to maximise income, managing the councils asset base to ensure that it has the accommodation necessary to support its		The number of commercial properties	394	394	394	394	394	394	Medium Term Financial Strategy
services at a standard it can afford. To support regeneration, deal with occupation of council land by Gypsies and Travellers and lead the Integrated Project Team to deliver		Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Asset Management Plan
a programme of property sales to maximise capital receipts. Community Right to Bid -to manage applications for community assets to be listed and claims for compensation.		Staff (FTE)	6	5.60	4.85	3.60	3.60	3.60	

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

Objectives
● complete Asset Valuations to timetable agreed with Director of Corporate Services
● drive programme of property disposals to maximise capital receipts and exceed target
● critically examine operational property to ensure the council has the minimum necessary to support the business plan
● maximise revenue income by letting vacant property
● provide timely advice to inform regeneration projects
● ensure team is arranged to support objectives.

Performance indicator	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)	2019/20(P)				
% Vacancy rate of prop. owned by council	4.0	3.5	3.5	3.3	3.3	3.3	Low	Quarterly	Outcome	Loss of income
% Debt owed to LBM by tenants Inc. businesses	9.0	8.0	8.0	8.0	8.0	8.0	Low	Quarterly	Outcome	Loss of income
Asset Valuations	150	150	150	150	150	150	High	Annual	Business critical	Breach statutory duty

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	2,140	2,205	2,068	1,985	1,925	1,913	1,918
Employees	272	256	274	226	161	161	161
Premises	343	375	283	176	179	164	167
Transport	1	1	1	1	1	1	1
Supplies & Services	156	213	158	159	161	164	166
3rd party payments	0	2	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0
Support services	444	434	471	500	500	500	500
Depreciation	924	924	881	923	923	923	923

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	4,530	4,721	4,549	4,557	4,600	4,740	4,740
Government grants							
Reimbursements	5	17	5	5	5	5	5
Customer & client receipts	4,042	4,223	4,042	4,060	4,103	4,243	4,243
Recharges	483	481	502	492	492	492	492
Reserves							
Capital Funded							
Council Funded Net Budget	(2,390)	(2,516)	(2,481)	(2,572)	(2,675)	(2,827)	(2,822)

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
Wimbledon Scouts			25				
	0	0	25	0	0	0	0

2016/17 Expenditure

Legend: Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer payments, Support services, Depreciation

2016/17 Income

Legend: Government grants, Reimbursements, Customer & client receipts, Recharges, Reserves, Capital Funded

Summary of major budget etc. changes

2016/17
ER23 = (£52k)
E&R6 = (£39k)

2017/18
ER23 = (£18k)
E&R5 = (£82k)
ENV34 = (£8k)

2018/19
E&R6 = (£18k)
ENV14 = (£100k)
ENV34 = (£40k)

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Property							
PROJECT DESCRIPTION				MAJOR PROJECT BENEFIT	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	**West Barnes Library**	Infrastructure renewal	2	2	4
Start date	**2012-13**						
		Project Details:	Reprovision of library within larger redevelopment				
End date	**on going**						
Project 2		Project Title:	**P4/Broadway Car Park**	Improved efficiency (savings)	1	2	2
Start date	**2012-13**						
		Project Details:	Disposal of public car park to regenerate prominent town centre site.				
End date	**on going**						

Regulatory Services Partnership		Planning Assumptions							The Corporate 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	
Enter a brief description of your main activities and objectives below		Total number of food premises	1535	1751	1756	1762	1767	1770	Air Quality Action Plan
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).		Total number of service requests	6250	6500	6760	7030	7030	7030	Central Government
		Licence/permit applications	1870	1880	1890	1900	1900	1900	Climate Change Strategy
									Commercial & Trading Standards Delivery
Deliver savings and efficiencies by:		Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Crime & Disorder (partnership plan)
		Staff (FTE)	27.60	41.70	39.48	39.48	38.48	38.48	

- reducing overheads

	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Performance indicator	2014/15(T)	2015/16(T)	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	High	Monthly	Perception	Reduced customer service
Income generation by EHTSL	£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income
% of category A,B & C food premises inspected	95	96	97	98	98	98	High	Annual	Business critical	Government intervention
No. of underage sales test purchases	220	100	100	100	100	100	High	Quarterly	Business critical	Anti social behaviour
Annual average amount of Nitrogen Dioxide per m3	N/A	N/A	40	40	40	40	Low	Annual	Outcome	Political risk
Days Nitrogen Dioxide levels exceed 200 micrograms per m3	N/A	N/A	18	18	18	18	Low	Quarterly	Outcome	political risk
Annual average amount of Particulates per m3	N/A	N/A	40	40	40	40	Low	Annual	Outcome	Political risk
Days particulate levels exceed 50 micrograms per m3	N/A	N/A	35	35	35	35	Low	Quarterly	Outcome	Political risk
% licensing apps. processed within 21 days.	95	96	96	98	98	98	High	Quarterly	Business critical	Reputational risk
% of food premises rated 2 or below	N/A	N/A	15%	15%	15%	15%	High	Quarterly	Outcome	Reputational risk

Deliver savings and efficiencies by:

- generating additional income
- attracting new business
- rationalising ICT systems

Transform the service by:

- demand management
- streamlining business processes
- implementing new ways of working

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	**2,666**	**2,751**	**2,579**	**2,678**	**2,672**	**2,635**	**2,639**
Employees	1,839	1,938	2,049	1,975	1,975	1,935	1,935
Premises							
Transport	45	34	39	39	39	40	40
Supplies & Services	280	260	54	54	46	47	49
3rd party payments	131	127	103	98	100	101	103
Transfer payments							
Support services	371	392	334	512	512	512	512
Depreciation							

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	**1,097**	**1,183**	**1,459**	**1,427**	**1,577**	**1,627**	**1,627**
Government grants	7	7					
Reimbursements	746	791	1,115	1,003	1,103	1,103	1103
Customer & client receipts	344	385	344	424	474	524	524
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	**1,569**	**1,568**	**1,120**	**1,251**	**1,095**	**1,008**	**1,012**

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
			45				
	0	**0**	**45**	**0**	**0**	**0**	**0**

2016/17 Expenditure

Legend: Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer payments, Support services, Depreciation

2016/17 Income

Legend: Government grants, Reimbursements, Customer & client receipts, Recharges, Reserves, Capital Funded

Summary of major budget etc. changes

2016/17

E&R13 = (£50k)
E&R15 = (£50k)

2017/18

E&R14 = (£100k)
ENV09 = (£50k)
ENV10 = (£10k)

2018/19

ENV08 = (£40k)
ENV09 = (£50k)

2019/20

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

		PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	**Expansion of shared 'regulatory' service**	Economic outcomes		
Start date	2016-17		Potential expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth in 2017.			
		Project Details:		3	2	6
End date	2017-18					
Project 2		Project Title:	**Work with Public Health England to deliver 'Healthy Catering Commitment'**	Improved effectiveness		
Start date	2015-16					
		Project Details:	Public Health have funded a 1 year fixed term contract for an Environmental Health Officer to deliver this project	2	1	2
End date	2016-17					
Project 3		Project Title:	**Rationalisation of administration and licensing teams**	Improved effectiveness		
Start date	2015-16					
		Project Details:	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
End date	2016-17					
Project 4		Project Title:	**Procurement of a new ICT case management system**	Improved efficiency (savings)		
Start date	2014-15		Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth			
		Project Details:		3	2	6
End date	2016-17					
Project 5		Project Title:	**Investigation of contaminated land at Marlowe Square**	Risk reduction and compliance		
Start date	2013-14					
		Project Details:	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
End date	2016-17					
Project 6		Project Title:	**Design and implement a joint Merton/Richmond budget**	Economic outcomes		
Start date	2014-15					
		Project Details:	Design and implement a joint revenue (income & expenditure) budget on a 50/50 costs apportionment model	2	1	2
End date	2016-17					

Safer Merton		Planning Assumptions							The Corporate strategies your
Cllr Edith Joan Macauley Cabinet Member for Engagement & Equality		Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below		Number of new ASB cases	609	620	640	640	600	600	Adult Treatment Plan
Safer Merton is a partnership of the statutory, voluntary and business sector partners who work together to combat crime & disorder and increase safety & the perceptions of safety, within the borough. The team consists of Voluntary Sector and Police and Health funded staff. The delivery of Crime and Disorder reduction is achieved through a range of interventions such as • Tackling anti social behaviour and domestic violence • Managing Neighbourhood Watch • Other support and commissioned services are part of the team's remit as well as ensuring that the council is compliant with legislation. The service is managed through the council, and delivered in partnership with Police, Probation and other stakeholder services The Statutory duty of the council consists of: • A duty to establish a crime and disorder partnership • Complete an annual strategic assessment and agree a plan with partners in response • Respond to and deal with crime and disorder through evidence based analytical work • Delivering Anti-Social Behaviour actions and interventions • Specific duties around Domestic Violence.		Population	208,822	211,569	214,229	216,806	216,806	216,806	Anti Social Behaviour
		No. Multi Agency Risk Assessment cases (domestic abuse)	158	160	162	162	162	162	Central Government
		Clients presenting at the One Stop Shop	230	260	280	280	290	300	Children & Young person's Plan
		Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Community Plan
		Staff (FTE)	21.97	18.83	9.10	7.10	7.10	7.10	Crime & Disorder (partnership plan)
									E Merton & Mitcham N'bourhood Renewal

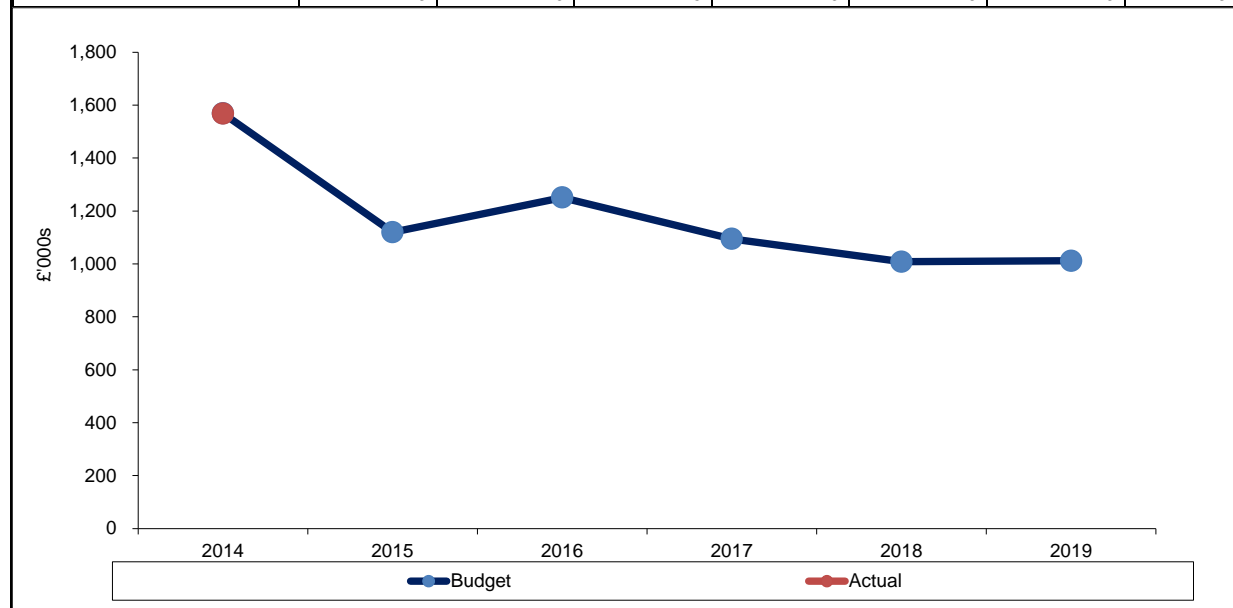|	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
% of residents worried about drunk & rowdy behaviour (ARS)	44	40	39	39	38	38	Low	Annual	Perception	Reputational risk
% of residents worried about ASB (ARS)	43	43	42	42	41	41	Low	Annual	Perception	Reputational risk
% of residents worried about crime (ARS)	50	50	49	49	48	48	Low	Annual	Perception	Reputational risk
Multi Agency Risk Assessment cases - domestic abuse	129	141	153	153	153	153	High	Monthly	Business critical	Breach statutory duty

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	1,632	1,456	1,502	1,444	1,377	1,382	1,385
Employees	848	758	741	743	673	673	673
Premises	2	5	2	2	2	2	2
Transport	7	1	7	7	7	7	7
Supplies & Services	179	164	142	137	139	142	144
3rd party payments	272	194	251	252	253	255	256
Transfer payments	0	0	0	0	0	0	0
Support services	230	240	234	247	247	247	247
Depreciation	94	94	125	56	56	56	56
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	395	359	278	279	279	279	279
Government grants	226	203	108	108	108	108	108
Reimbursements	163	154	164	165	165	165	165
Customer & client receipts	6	2	6	6	6	6	6
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	1,237	1,097	1,224	1,165	1,098	1,103	1,106

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

2016/17 Expenditure

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

2016/17 Income

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

Summary of major budget etc. changes

2016/17

2017/18

E&R43 = (£70k)

2018/19

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Safer Merton						
PROJECT DESCRIPTION			MAJOR PROJECT BENEFITS	Risk		
				Likelihood	Impact	Score
Project 1	Project Title:					
Start date		There are no projects for 2016/17				0
End date						

Street Cleaning			Planning Assumptions						The Corporate strategies your
Cllr Judy Saunders Cabinet Member for Performance & Implementation		Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to

Enter a brief description of your main activities and objectives below		Population	208,822	211,569	214,229	216,806	218,000	220,000	Anti Social Behaviour
		Housing Properties	81,000	81,400	81,800	82,100	82400	85000	Performance Management Framework
		Kilometers of Roads	375	375	375	375	375	375	Waste Management Plan

Street Cleaning: to improve the street scene by maintaining the public highway, collecting fly tips, removing litter, detritus, graffiti, fly posting and keeping gullies clean.
Enforcement: to improve the street scene by education, advice and enforcement, reducing fly tipping, litter, dog fouling, abandoned vehicles, graffiti and fly posting; and collecting stray dogs.
Winter Gritting: delivering an efficient service in accordance with Highways section priorities.

Community Plan

Objectives
● fulfil the council's statutory responsibilities in respect of street cleansing
● maximise efficiencies through co-ordinated and partnership working
● provide value for money services that meet the needs of residents and businesses
● champion the needs of the service users
● improve our customer information and improve feedback
● protect and care for the welfare and development of our employees, the environment, our customers and the local community in which we operate
● provide a safe and supportive environment for all our employees and strive for outstanding health and safety performance
● provide a customer focussed approach to service design and improvement
● improve levels of satisfaction with services provided.

Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Staff (FTE)	127.00	127.00	116.00	100.00	100.00	100.00
Transport	26	26	26	26	26	26

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)	2019/20(P)				
% Residents satisfied with street cleanliness	60	56	57	58	59	59	High	Annual	Perception	Reputational risk
% Sites surveyed below standard for litter	7.5	9.5	9	8.5	8	8	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for Detritus	12	15	14.5	14	13.5	13.5	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for graffiti	5.0	5.5	5.5	5.5	5.5	5.5	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for weeds	14.00	13.50	12.00	12.5	12	12	Low	Quarterly	Perception	Reputational risk
Number of fly tips reported	3200	3700	3600	3500	3400	3400	Low	Monthly	Outcome	Reputational risk
Days lost through sickness per FTE	10	15	14	13	12	12	Low	Quarterly	Outcome	Increased costs
% Sites surveyed below standard for flyposting	1	1	1	1	1	1	Low	Quarterly	Perception	Reputational risk
% of FPNs issued that have been paid	New	65%	68%	70%	72%	72%	High	Monthly	Output	Loss of income

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	5,535	5,580	5,944	5,461	4,877	4,891	4,908
Employees	3,270	3,351	3,289	3,097	2,602	2,602	2,602
Premises	27	35	37	37	31	31	32
Transport	482	474	482	469	397	404	411
Supplies & Services	160	158	160	115	98	99	101
3rd party payments	428	365	435	404	410	416	423
Transfer payments							
Support services	1,168	1,197	1,447	1,339	1,339	1,339	1,339
Depreciation	0	0	94	0	0	0	0

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	452	587	452	472	469	467	467
Government grants							
Reimbursements							
Customer & client receipts	452	587	452	472	469	467	467
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	5,083	4,993	5,492	4,989	4,408	4,424	4,441

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

2016/17 Expenditure

Legend: Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer payments, Support services, Depreciation

2016/17 Income

Legend: Government grants, Reimbursements, Customer & client receipts, Recharges, Reserves, Capital Funded

Summary of major budget etc. changes

2016/17
EN14 = (£100k)
E&R17 = (£134k)
E&R20 = (£20k)
E&R22 = (£42k)

2017/18
E&R16 = (£600k)
E&R20 = £3k

2018/19
E&R20 = £2k

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Street Cleaning							
PROJECT DESCRIPTION				MAJOR PROJECT BENEFIT	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	**Introduce mobile working**	Improved effectiveness	2	2	**4**
Start date	**2014-15**	Project Details:	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.				
End date	**2016-17**						
Project 2		Project Title:	**Introduce timed commercial waste collections in town centres**	Improved customer experience	2	2	**4**
Start date	**2013-14**	Project Details:	Introduce time banded waste collections in town centres starting with Wimbledon and Morden town centre now completed. We are expanding this to include Colliers Wood and Mitcham town centres in the future.				
End date	**2016-17**						
Project 3		Project Title:	**Review Street Cleansing equipment**	Improved effectiveness	2	2	**4**
Start date	**2014-15**	Project Details:	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. Two more machines being purchased.				
End date	**2016-17**						
Project 4		Project Title:	**Increase Enforcement Capacity**	Improved reputation	3	1	**3**
Start date	**2014-15**	Project Details:	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.				
End date	**2016-17**						

Traffic & Highways		
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		

Enter a brief description of your main activities and objectives below
The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 street lights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.

The main aims of the service are to:

● Ensure the safe and expeditious movement of all traffic on the Highway Network.
● Improve the condition of the highway network
● Improve the Public Realm.
● Improve the Street Scene.
● Improve the quality of life of local residents

Objectives:

The overall objectives of the Service is to effectively maintain and manage the highway network and to ensure that this network is safe and serviceable for all road users.

Specific Objectives:

Introduce Mobile working
Channel shift and move to on-line self service system

Planning Assumptions

Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Street lights	12,673	12,673	12,673	12,673	12,673	12,673
Number of trees to be maintained	16,640	16,710	16,710	16,710	16,710	16,710
Network Maintenance and Improvement	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km
Number of Streetwork Permits issued	18,000	18,000	18,000	18,000	18,000	18,000
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Staff (FTE)	36.60	26.60	24.00	23.00	23.00	23.00

The Corporate strategies your service contributes to
Road Safety Plan
Local Transport Plan
Local Implementation Plan
Capital Programme
Local Development Framework

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)	2019/20(P)				
Avg days taken to repair out of light Lamp Columns	3	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
% response to Emergency Callouts (within 2 hrs)	100	100	100	100	100	100	High	Monthly	Quality	Increased costs
% Streetworks permitting determined	98	98	98	98	98	98	High	Monthly	Quality	Loss of income
% Streetworks inspections completed	35	37	38	38	38	38	High	Quarterly	Unit cost	Loss of income
% jobs completed where no Fixed Penalty Notice issued	98	93	93	93	93	93	High	Monthly	Outcome	Reduced customer service
% of Condition Surveys completed on time	92%	95%	95%	95%	95%	95%	High	Annual	Quality	Increased costs
Carriageway Condition - Unclassified Roads non principal Defectivenes Condition Indicator	21%	20%	19%	19%	19%	19%	Low	Annual	Quality	Increased costs
Footway condition - Defectiveness Condition Indicator	21%	20%	19%	19%	19%	19%	Low	Annual	Quality	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
Expenditure	12,363	11,866	11,895	11,784	11,535	11,484	11,533
Employees	1,819	1,585	1,333	1,143	1,113	1,113	1,113
Premises	702	707	732	686	548	557	566
Transport	128	126	128	107	108	110	112
Supplies & Services	263	169	252	198	201	204	207
3rd party payments	2,277	2,447	2,414	2,080	1,995	1,930	1,965
Transfer payments							
Support services	1,259	917	1,385	1,524	1,524	1,524	1,524
Depreciation	5,915	5,915	5,651	6,046	6,046	6,046	6,046

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	3,104	2,140	2,307	2,211	2,266	2,266	2,266
Government grants	280	243	219	0	0	0	0
Reimbursements	834	389	362	400	400	400	400
Customer & client receipts	1,493	1,477	1,229	1,314	1,369	1,369	1369
Recharges	497	31	497	497	497	497	497
Reserves							
Capital Funded							
Council Funded Net Budget	9,259	9,726	9,588	9,573	9,269	9,218	9,267
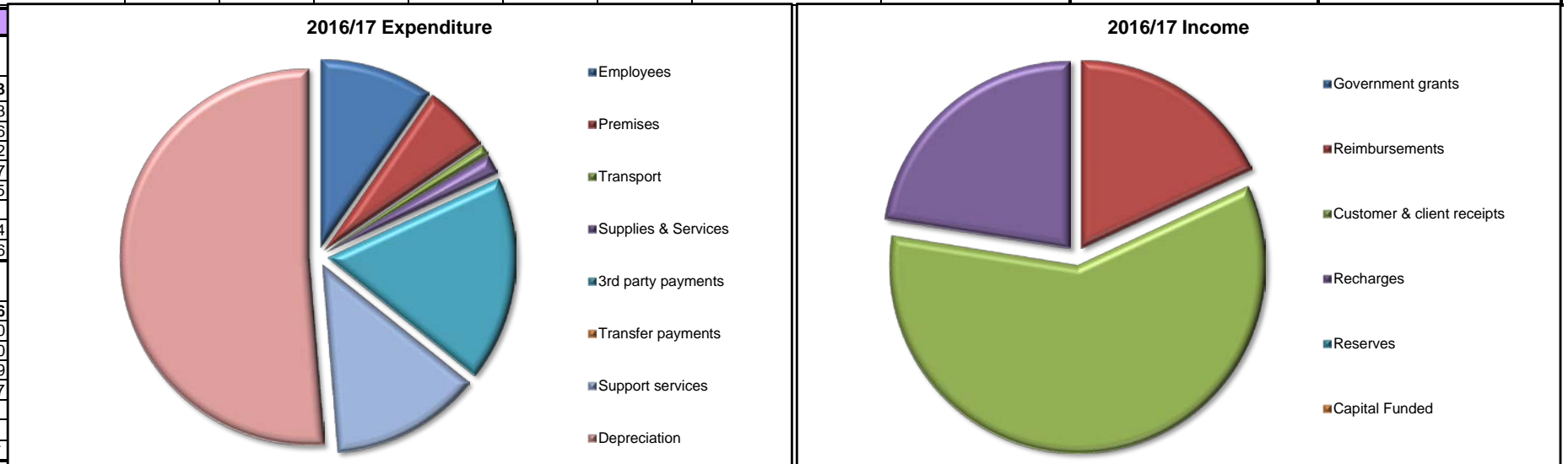
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Highways Gen Planned Works		511	484	419	419	422	427
Footways Planned Works		1,002	1,000	1,000	1,000	1,000	1,000
Street Lighting		421	600	462	290	509	290
Street Scene		59	191	60	60	60	60
Highways Planned Road Works		1,757	1,500	1,500	1,500	1,500	1,250
Transport For London		1,906	2,878	1,754	1,845	1,865	TBA
	0	5,655	6,653	5,195	5,114	5,356	3,027

2016/17 Expenditure

Legend: Employees, Premises, Transport, Supplies & Services, 3rd party payments, Transfer payments, Support services, Depreciation

2016/17 Income

Legend: Government grants, Reimbursements, Customer & client receipts, Recharges, Reserves, Capital Funded

Summary of major budget etc. changes

2016/17

ER23 = (53k)
EN27 = (£10k)
EN30 = (£20k)
EN31 = (£30k)
EN32 = (£10k)
E&R32 = (£20k)
E&R35 = (£25k)
E&R36 = (£60k)
E&R38 = (£50k)
E&R39 = (£50k)

2017/18

E&R32 = (£5k)
E&R34 = (£30k)
E&R35 = (£25k)
E&R37 = (£50k)
ENV15 = (£148k)
ENV16 = (£65k)

2018/19

ENV16 = (£65k)
ENV17 = (£35k)

2019/20
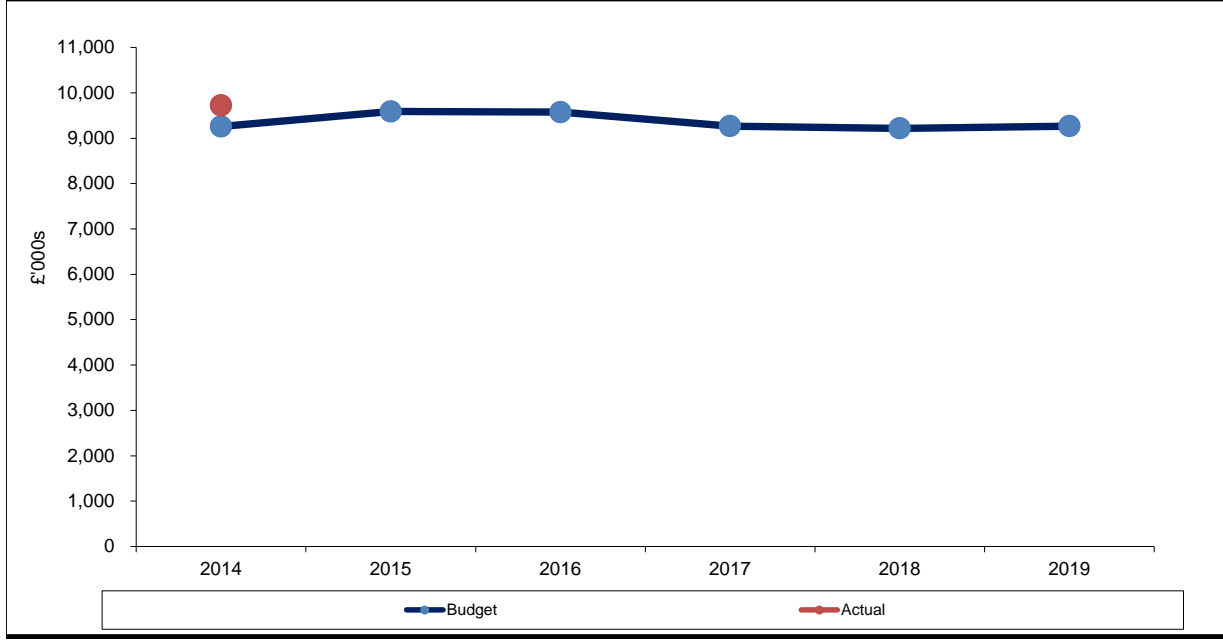
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD						
Traffic & Highways						
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT	Risk		
				Likelihood	Impact	Score
Project 1		Project Title:	**Flood and Water Management Schemes**	Improved reputation		
Start date	**2013-14**					
		Project Details:	Development and adoption of Local Flood Risk Management Strategy.	1	1	1
End date	**2016-17**					
Project 2		Project Title:	**Delivery of Mitcham Town Centre scheme**	Improved reputation		
Start date	**2013-14**					
		Project Details:	Major improvement to road network around Mitcham Town Centre dependent on approval from TfL	4	3	12
End date	**2017-18**					
Project 3		Project Title:	**On-line self Service System**	Improved effectiveness		
Start date	**2015-16**					
		Project Details:	Move to on-line self service system	2	2	4
End date	**2016-17**					
Project 4		Project Title:	**4 Year Work Programme**	Improved reputation		
Start date	**2015-16**					
		Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough	2	1	2
End date	**2019-20**					
Project 5		Project Title:	**Street Lighting Investment - Conversion to LED**	Improved sustainability		
Start date	**2015-16**					
		Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs	2	2	4
End date	**2018-19**					

Transport								
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration				**Planning Assumptions**				**The Corporate strategies your service contributes to**
Enter a brief description of your main activities and objectives below	**Anticipated demand**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	
To provide a comprehensive and effective Home to School and Vulnerable Adults transport service, in support of the user departments such as Children Schools & Families and Community & Housing using the in-house fleet and taxi providers.	CSF Passenger Journeys - Contractors	95000	95000	95000	95000	95000	95000	Capital Programme
	CSF Passenger Journeys - In-House	70000	70000	70000	70000	70000	70000	Children & Young person's Plan
	C&H Passenger Journeys - Contractors	50000	50000	50000	50000	50000	50000	Adult Treatment Plan
Providing self drive vehicles for the in-house departments (Waste Operations, Leisure, Parking etc.) which require vehicles to carry out their services.	C&H Passenger Journeys - In-House	85000	70000	70000	70000	70000	70000	Customer Services Strategy
Full fleet management is provided to support the council fleet of vehicles. This includes all servicing, repairs maintenance and Operators Licence requirements.	**Anticipated non financial resources**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	
	No. of Commissioned Taxi Framework contractors	34	34	34	34	34	34	
Providing health & safety and vehicle related in-house training to all council staff and external organisations	Staff	63	62.75	60.99	60.99	59.99	59.99	
Procurement of vehicles for the authority, ensuring departments get the vehicles which suit their services, and provide assistance on vehicle specifications.	No.Transport Fleet vehicles	192	192	192	192	192	192	

	Performance Targets (T) & Provisional Performance Targets (P)						**Polarity**	**Reporting cycle**	**Indicator type**	**Main impact if indicator not met**
Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
Spot checks on contractors	50	50	50	50	50	50	High	Monthly	Business critical	Reduced customer service
% MOT vehicle pass rates	95	95	95	95	95	95	High	Quarterly	Outcome	Reduce customer service
Average % passenger vehicles in use	65	85	85	85	85	85	High	Quarterly	Unit cost	Increased costs
% in-house journey that meet timescales	85	85	85	85	85	85	High	Annual	Outcome	Incresed costs
% Client user satisfaction	97	97	97	97	97	97	High	Annual	Outcome	Reduce update of service
Sickness - average days per FTE	12	12.5	11.5	11	10.5	10	High	Monthly	Unit cost	Increased costs

Objectives

Ensuring that the service provided by Transport is effective, and value for money while still meeting customers expectations.

Procurement of goods & services for the workshop area. Ensuring value for money and complying with authorities' standing orders.

Procurement of replacement vehicles for the whole of the authority.

We will ensure legal compliance with regards to all statutory requirements for road tranport services including operators' licence requirements.

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	**9,970**	**9,943**	**9,766**	**9,710**	**9,807**	**9,874**	**9,970**
Employees	2,102	2,007	1,996	2,000	2,000	1,970	1,970
Premises	90	78	93	85	86	87	87
Transport	6,396	6,440	6,316	6,233	6,327	6,422	6,517
Supplies & Services	96	97	98	84	86	87	88
3rd party payments							
Transfer payments							
Support services	752	787	876	847	847	847	847
Depreciation	534	534	387	461	461	461	461
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	**9,868**	**10,107**	**9,766**	**9,710**	**9,807**	**9,874**	**9,970**
Government grants							
Reimbursements	911	729	911	703	703	703	703
Customer & client receipts	8,957	9,372	8,855	9,007	9,104	9,171	9,267
Recharges		6					
Reserves							
Capital Funded							
Council Funded Net Budget	**102**	**(164)**	**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
Replacement Fleet Vehicles			289	802	500	500	500	350
Other				76	62			
		At present there is no provision for the implementation of the South London Partnership					
	0	**289**	**878**	**562**	**500**	**500**	**350**

2016/17 Expenditure

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

2016/17 Income

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

Summary of major budget etc. changes

2016/17

2017/18

2018/19

ENV32 = (£30k)
ENV37 = (£35k)

2019/20

Budget / Actual

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD					
Transport					
PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT	Risk		
			Likelihood	Impact	Score
Project 1	Project Title:	**New Joint Passenger Transport Framework**	Improved efficiency (savings)		
Start date — 2015-16			2	2	4
End date — 2019-20	Project Details:	Joint Passenger Transport Framework with neighboroughing boroughs Sutton and Kingston.			
Project 2	Project Title:	**Benchmarking - Internal Services**	Improved efficiency (savings)		
Start date — 2014-15			2	2	4
End date — 2016-17	Project Details:	To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments			

Waste Management	Planning Assumptions							The Corporate strategies your service contributes to
Cllr Judy Saunders Cabinet Member for Performance & Implementation	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Enter a brief description of your main activities and objectives below	Population	208,822	211,569	214,229	216,806	218000	220000	Waste Management Plan
As a unitary authority, Merton is responsible for both household waste collection and disposal.	Anticipated free bulky waste requests per annum	15000	15600	15900	16000	16100	16100	Performance Management Framework
Household Reuse and Recycling Centres - Merton is required to provide facilities for the disposal of excess household and garden waste free of charge.	Total household waste tonnage	71,000	71,000	71,000	71,000	71,000	71000	London wide strategy
Objectives	Anticipated number of Garden waste customers		6012	6312	6612	6912	7000	Climate Change Strategy
● provide efficient and accessible services to all of our customers, including those with specific needs.	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
● to advise our customers on the services provided and to keep improving our services in line with customer needs.	Staff (FTE)	110.79	112.19	114.19	94.19	90.19	90.19	
● promote public awareness of waste minimisation and encourage re-use and recycling through information, education and empowerment.	Transport	31	29	29	29	29	29	

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)	2019/20(P)				
% Household waste recycled	42	38	38	40	TBC	TBC	High	Monthly	Business critical	Reputational risk
% Residents satisfied with refuse collection	74	72	74	76	77	77	High	Annual	Perception	Reputational risk
Residual waste kg per household pa	504	580	580	580	TBC	TBC	Low	Monthly	Outcome	Increased costs
% Municipal solid waste landfilled	47	60	59	57	57	56	Low	Monthly	Outcome	Increased costs
Number of missed bins per 100,000	55	55	50	50	50	50	Low	Monthly	Outcome	Reduced customer service
Total waste arising per household Kg	873	910	910	910	TBC	TBC	Low	Monthly	Outcome	Reputational risk
Days lost from sickness per FTE	10	15	14	13	12	12	Low	Quarterly	Outcome	Increased costs
% Residents satisfied with recycling facilities	75	73	74	75	76	76	High	Annual	Perception	Reputational risk
							High	Annual	Output	Reduced customer service

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	14,221	15,059	13,985	13,474	12,082	12,055	12,177
Employees	3,743	4,098	3,686	3,961	3,141	2,991	2991
Premises	141	114	139	126	121	122	122
Transport	1,354	1,235	1,306	1,267	1,072	1,092	1112
Supplies & Services	843	680	818	452	323	331	339
3rd party payments	6,077	6,868	5,977	5,665	5,422	5,516	5610
Transfer payments	2		2	2	2	2	2
Support services	1,360	1,363	1,355	1,358	1,358	1,358	1358
Depreciation	701	701	702	643	643	643	643

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	1,779	1,785	1,398	1,544	1,696	1,705	1,705
Government grants	265	245	0	0	0	0	0
Reimbursements	236	216	98	171	171	171	171
Customer & client receipts	640	676	640	630	782	791	791
Recharges	638	648	660	743	743	743	743
Reserves							
Capital funded							
Council Funded Net Budget	12,442	13,274	12,587	11,930	10,386	10,350	10,472

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
Waste Management Schemes		95	370	46	46	46	40
	0	95	370	46	46	46	40

2016/17 Expenditure

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

2016/17 Income

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

Summary of major budget etc changes

2016/17

E&R17 = (£23k)
E&R18 = (£70k)
E&R19 = (£50k)
E&R21 = (£30k)

WCSS reserve adjustment = (£275k)

2017/18

EV08 = (£250k)
E&R16 = (£900k)
ENV25 = (£191k)
ENV26 = (£20k)
ENV27 = (£66k)
ENV28 = (£37k)
ENV29 = (£20k)
ENV30 = (£30k)
ENV31 = (£102k)
ENV36 = (£50k)

2018/19

ENV31 = (£9k)
ENV35 = (£150k)

2019/20

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Waste Management							
PROJECT DESCRIPTION				MAJOR PROJECT BENEFIT	Risk		
					Likelihood	Impact	Score
Project 1		Project Title:	**South London waste partnership (phase B)**	Improved efficiency (savings)	2	4	8
Start date	2012-13	Project Details:	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 commisioning of new facility.	to ensure sustainable and affordable waste disposal solutions mitigating the need for Landfill			
End date	2016-17						
Project 2		Project Title:	**Mobile technology including GPS and in cab monitors**	Improved efficiency (savings)	3	2	6
Start date	2014-15	Project Details:	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.				
End date	2016-17						
Project 3		Project Title:	**LWARB efficiency review of Domestic waste collections**	Improved efficiency (savings)	2	2	4
Start date	2014-15	Project Details:	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.				
End date	2016-17						
Project 4		Project Title:	**South London waste partnership (phase C)**	Improved efficiency (savings)	3	2	6
Start date	2014-15	Project Details:	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.				
End date	2017-18						

Section F

List of Revenue Savings 2016-20

G) LIST OF REVENUE SAVINGS 2016-20
Contained in the Members Pack

Section G

Revenue Estimates 2016-17

G) REVENUE ESTIMATES 2015-16
In section 2 of the report

BUSINESS PLAN - GLOSSARY OF TERMS

ANNUAL MINIMUM REVENUE PROVISION
The council is required to pay off an element of the accumulated General Fund capital spend each financial year through a revenue charge, as required by the Local Government and Housing Act 1989.

ASSET MANAGEMENT PLAN / REVIEW
An Asset Management Plan (AMP) is a tactical plan for managing an organisation's infrastructure and other assets to deliver an agreed standard of service. This information is reviewed annually.

BALANCES
Balances are maintained to meet expenditure pending the receipt of income and to provide a cushion against expenditure being higher or income lower than expected. Contributions to balances can be either a planned contribution from the revenue budget or a transfer of any revenue surplus at the year end. The maintenance of an appropriate level of balances is a fundamental part of prudent financial management.

BASELINE FUNDING LEVEL
The amount of an individual council's Start-up Funding Assessment for 2013-14 provided through the local share of the Estimated Business Rates Aggregate, uprated in line with the small business rates multiplier (set at the September forecast of the Retail Price Index, unless otherwise decided).

BILLING AUTHORITIES
A unitary council, or a lower tier council in a two-tier area, which collects the council tax for its own activities, and for those of the precepting authorities in its area. The billing authority passes on the precept receipts to each precepting authority in its area. These are the 326 billing authorities that collect council tax and business rates: district councils, London boroughs, and unitary councils. Before 1 April 2009 there were 354.

BORROWING STRATEGY
A borrowing strategy set up the parameters within which money may be borrowed by the Authority. These parameters are designed to manage the risk taken by the authority within best practice.

BUDGET
Statement of the spending plans for the year.

BUDGET PROFILE
An allocated annual budget is split over the months in which it is estimated that expenditure will be incurred. For example, utility bills may well be spilt into four and entered into the months in which quarterly payments are due.

BUSINESS RATES
These rates, formally called national non-domestic rates, are the means by which local businesses contribute to the cost of providing local council services.

BUSINESS RATE BASELINE
Determined for individual councils at the outset of the business rates retention scheme by dividing the local share of the Estimated Business Rates Aggregate (England) between billing authorities on the basis of their proportionate shares, before the payment of any major precepting authority share.

BUSINESS RATE RETENTION SCHEME

The name given to the current system of funding local authorities through the local government finance settlement, set out in the Local Government Finance Act 2013. The local government sector retains 50% of the business rates they collect. In addition they also receive Revenue Support Grant to help support their services.

CAPITAL EXPENDITURE

Expenditure on the acquisition of a fixed asset or expenditure, which adds to, and not merely maintains, the value of an existing fixed asset.

CAPITAL FINANCING REQUIREMENT (CFR)

Is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources i.e. a measure of the underlying borrowing need.

CAPITAL PROGRAMME

Is documentation which summarises the outcome of priority allocations contained in the capital strategy and details individual schemes for approval by Council / Cabinet.

CAPITAL PROGRAMME BOARD

The Capital Programme Board ensures:
- that the overall capital investment strategy is consistent with strategic objectives, is affordable within the revenue budget strategy, examining potential funding options.
- that bids are submitted in accordance with set framework and guidelines (including business cases, value for money and options appraisal) and prioritised in accordance of agreed criteria
- compiles and manages a multi-year capital programme for consideration by CMT and approval by Cabinet

CAPITAL PROJECTS / SCHEMES

Capital Projects / Schemes is the level at which Member approval is obtained.

CAPITAL RECEIPTS

Proceeds from the sale of fixed assets and repayments of capital grants and loans. These are divided into reserved and usable parts.

CAPITAL MONITORING

The monthly comparison of actual spend against the anticipated spend (profiled budget) and the revision of projected year end spend where necessary. Periodically budget managers will be required to review their in year budget requirement and re-profile their projected expenditure over subsequent financial years.

CAPITAL STRATEGY

A Capital Strategy is a core planning document designed to dovetail with the MTFS and Treasury Strategy to ensure that limited capital resources are deployed in accordance with corporate priorities / achieving our vision. The document will also detail how the proposed capital programme will be funded.

CASH FLOW MANAGEMENT

Cash flow is the movement of money into or out of a business. Cash flow management optimises activity and investment around these cash flows.

CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA)

The Institute produces standards and codes that must be followed in preparing the Council's financial statements.

CODE OF PRACTICE LOCAL AUTHORITY ACCOUNTING

These are designed to support consistent standards of financial accounting in local authorities. There are two accounting codes :-

The Code of Practice on Local Authority Accounting supports consistent financial reporting at the level of the formal statements of accounts.

The Service Reporting Code of Practice (SerCOP) supports consistent financial reporting between local authorities below the level of the formal statement of accounts. In particular the SerCOP is designed to support consistency and comparability in reporting the cost of individual services and activities. The IFRS based Code of Practice requires that the analysis of services in the Consolidated Revenue Account should follow that prescribed by the SerCOP.

COLLECTION FUND

This is a statutory 'ring fenced' account. It records income and expenditure on Council Tax, Non Domestic Rates, payments to the precepting authorities and transfer to the Council's General Fund.

COMMUNITY ORGANISATION

An organisation with benevolent or philanthropic purposes.

COMPACT

Compacts are partnership agreements between statutory bodies and the voluntary and community sector to improve their relationships and provide a framework within which the sectors can understand what to expect from each other. Compacts offer the means of supporting the development of the voluntary and community sector's capacity so that groups can do more to meet both their aims and those of their statutory partners, thereby enhancing their contribution to the local community. The national compact (between central government and the voluntary and community sector) was launched in 1998 and it is now a requirement for all local authorities and PCTs to develop a compact with the voluntary and community sector. They are not legally binding documents but the Compact is approved and signed policy and affects the conduct of all partners.

COMPREHENSIVE SPENDING REVIEW (CSR)

The CSR is a governmental process carried out by HM Treasury which sets out fixed three-year departmental expenditure limits and, through public sector service agreements, defines key service improvements.

CONTINGENCY

A contingency is the setting aside of a finite sum to offset the cost of a future event or circumstance which may or may not occur.

CORE SPENDING POWER

To provide some certainty for the period 2016-17 through to 2019-20, the local authority core spending power as from the following core components:

- The Modified Settlement Funding Assessment as set out in the provisional local government finance settlement consultation.
- The council tax requirement estimated by applying the average annual growth in the council tax base between 2013-14 and 2015-16 and assuming that local authorities increase their Band D council tax in line with the OBR's forecast for CPI for each year.
- The potential additional council tax available from the adult social care council tax flexibility.
- The potential additional council tax available from a £5 cash principle for districts with a lower quartile Band D council tax level.
- The Improved Better Care Fund.
- Rural Services Delivery Grant.

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CORPORATE AND DEMOCRATIC CORE

The corporate and democratic core comprises all activities which local authorities engage in specifically because they are elected, multi-purpose authorities. It has two elements - corporate management and democratic representation and management. The activities within the corporate and democratic core are in addition to those which would be carried out by a series of independent, single purpose bodies managing the same services. There is, therefore, no logical basis for apportioning these costs to services.

CORPORATE GOVERNANCE

Corporate Governance is the system by which local authorities direct and control their functions and communicate to their communities.

COUNCIL TAX

A local tax on domestic property, set by councils – calculated by deducting any funding from reserves, income it expects to raise and general funding it will receive from the Government – in order to meet its planned spending. 31

COUNCIL TAX BASE

This is the number of Band D equivalent dwellings in a council area. To calculate the tax base for an area, the number of dwellings in each council tax band is reduced to take account of discounts and exemptions. The resulting figure for each band is then multiplied by its proportion relative to Band D (from 6/9 for Band A to 18/9 for Band H) and the total across all eight bands is calculated. An adjustment is then made for the collection rate.

COUNCIL TAX BANDS

There are eight council tax bands. How much council tax each household pays depends on the value of the homes. The bands are set out below:

Value of home estimated at 1 April 1991		Proportion of the tax due April 1991 for a band D property
Band A	Under £40,000	66.7%
Band B	£40,001 - £52,000	77.8%
Band C	£52,001 - £68,000	88.9%
Band D	£68,001 - £88,000	100%
Band E	£88,001 - £120,000	122.2%
Band F	£120,001 - £160,000	144.4%
Band G	£160,001 - £320,000	166.7%
Band H	Over £320,001	200%

COUNTRY LIMITS

The current economic climate has not only affected companies and financial institutions; it has affected sovereigns (lending to countries[government bonds]) as well. This will be incorporated into counterparty selection.

CREDIT APPROVAL

The permission to borrow given to each local authority annually by the Secretary of State. Local authorities can obtain supplementary credit approvals during the year for particular projects.

CREDITORS

The individual or organisation to whom the Authority owes money. Accordingly, it does not include money on taxation to the Council. Page 165

COUNCIL'S BORROWING REQUIREMENT
Based on projected spend, this is the amount of money a local authority will need to borrow to finance this projected spend.

COUNTERPARTIES
The organisation in respect of which the Authority borrows from or invests money with.

COUNTERPARTIES'DOWNGRADES Combine with Counterparties
A counterparty will be removed, suspended or kept on close watch from the council's approved list if it fails to meet the Council's criteria.

CORPORATE BONDS
Is a bond that a company issues to raise money in order to expand its business.

COUPON
Is the interest rate stated on a bond at the time it is issued.

CREDITWORTHINESS
An assessment of the likelihood that a borrower will default on their debt obligations. It is based upon factors, such as their history of repayment and their credit score. Lending institutions also consider the availability of assets and extent of liabilities to determine the probability of default.

DEBTORS
A debtor is an organisation or individual that owes the Authority money.

DEBT RESCHEDULING
Where certain debt may be redeemed and a further loan obtained. This may be undertaken to provide an even spread of debt redemption date and terms, It may also be used to optimise beneficial borrowing rates in the market while maintaining activity within acceptable risk levels.

DEPRECIATION
Depreciation is a charge to the revenue account to reflect the reduction in the useful economic life of a fixed asset. The reduction in the value of a fixed asset in the balance sheets is in line with the expected useful life. But is not a charge to the General Fund as it is reversed in the Movement in Reserves Statement and replaced with the Minimum Revenue Provision.

EARMARKED CAPITAL RESOURCES / GRANTS
Money received by the Authority which has certain conditions / restrictions (loose terminology) over its use limiting the type of expenditure that it may be applied against. IFRS refers to Stipulations and sub divides them into Condiitions and Restrictions. Earmarked grants (revenue or capital) are grants which are subject to restrictions..

ESTIMATED BUSINESS RATES AGGREGATE
The total business rates forecast at the outset of the business rate retention scheme to be collected by all billing authorities in England in 2013-14. The Estimated Business Rates Aggregate is uprated year on year in line with the change in the small business multiplier (usually the September Retail Price Index).

FINANCE LEASE
A lease is classified as a finance lease if it transfers substantially all the risks and rewards incident to ownership. Situations that would normally lead to a lease being classified as a finance lease include the following:
- the lease transfers ownership of the asset to the lessee by the end of the lease term
- the lessee has the option to purchase the asset at a price which is expected to be sufficiently lower than fair value at the date the option becomes exercisable that, at the inception of the lease, it is reasonably certain that the option will be exercised
- the lease term is for the major part of the economic life of the asset, even if title is not transferred
- at the inception of the lease, the present value of the minimum lease payments amounts to at least substantially all of the fair value of the leased asset
- the lease assets are of a specialised nature such that only the lessee can use them without major modifications being made

FINANCIAL INSTRUMENT
A real or virtual document representing a legal agreement involving some sort of monetary value. In today's financial marketplace, financial instruments can be classified generally as equity based, representing ownership of the asset, or debt based, representing a loan made by an investor to the owner of the asset.

FINANCIAL YEAR
The financial year runs from 1 April to the following 31 March.

FIXED ASSETS
Assets that yield benefits to the local authority and the services it provides for a period of more than one year. These assets can be tangible or intangible.

FLOOR DAMPING
A method by which stability in funding is protected through limiting the effect of wide variations in grant. A floor guarantees a lower limit to a year-on-year change in grant. The grant amounts of councils who receive changes above the floor are scaled back by a fixed proportion to help pay for the floor.

FTSE 100
This is the index of the top 100 UK listed companies by market capitalisation.

GENERAL FUND
The main fund of the Council, from which all expenditure is met and all income is paid, with the exception of those items, which by statute have to be taken to some other account.

GOVERNMENT GRANTS
Financial assistance by government and other bodies, in the form of cash transfers to an authority, issued in return for compliance with certain conditions relating to the activities of the authority.

GROSS EXPENDITURE
The total expenditure of a fund or account.

GROUP LIMITS
This is a limit on the amount of money that may be invested with or borrowed from a particular conglomerate.

IMPAIRMENT
This is where there is an adverse mismatch between the value of an asset to that stated on the balance sheet. When this occurs the asset must be written down to the required value. This cost is charged to revenue (written through the income and expenditure account)

INTERNATIONAL FINANCIAL REPORTING STANDARD (IFRS)
International Financial Reporting Standards are a single set of accounting standards, developed and maintained by the IASB (International Accounting Standards Board).for the purposes of being applied on a globally--consistent basis by developed and emerging and developing economies.. The Code of Practice on Local Authority is based on IFRSs.

INVESTMENT POLICY
The London Borough of Merton's investment policy has regard to the CLG's Guidance on Local Government Investments and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes. The council's investment priorities will be security first, liquidity second, then return.

INVESTMENT STRATEGY
The investment of the Authority's cash balances to optimise its strategic and operational needs.

INVESTMENT TREASURY INDICATOR AND LIMIT
This is a prudential indicator for funds invested for more than 364 days, designed to measure the need for early investment redemption against the Authority's liquidity requirement.

LENDERS OPTION BORROWERS OPTION (LOBO)
When borrowing or lending money, certain time related limits may be established when the arrangement is made e.g. at a certain point in time the interest rate of a loan will increase; at this point both parties have the opportunity to opt in / out of the arrangement.

LEVY
Mechanism to limit disproportionate benefit from business rates. The levy is applied proportionally on a 1:1 basis (i.e. a 1% increase in business rates income results in an council getting a 1% increase in revenue from the rates retention scheme) but with a limit on the maximum levy rate that is imposed, at 50p in the pound. Levy payments are used to fund the safety net.

LIABILITIES
An entity's obligations to transfer economic benefits as a result of past transactions or events.

LOCAL GOVERNMENT FINANCE SETTLEMENT
The local government finance settlement is the annual determination of funding distribution as made by the Government and debated by Parliament.

LOCAL GOVERNMENT SPENDING CONTROL TOTAL
The total amount of expenditure for Revenue Support Grant in the Department for Communities and Local Government's Local Government Departmental Expenditure Limit plus the local share of the Estimated Business Rates Aggregate that is allocated to the local government sector by Government for each year of a Spending Review.

LOCAL SHARE
The percentage share of locally collected business rates that is retained by local government. This is set at 50%.

LOCALISM ACT 2011
It sets out a series of proposals with the potential to achieve a substantial and lasting shift in power away from central government and towards local people. They include: new freedoms and flexibilities for local government; new rights and powers for communities and individuals; reform to make the planning system more democratic and more effective

LOWER TIER COUNCILS
Councils that carry out the functions which in shire areas with two tiers of local government are carried out by shire districts. They are the same councils as billing authorities.

MERTON IMPROVEMENT BOARD
Merton Improvement Board oversees the management and monitoring of the Merton improvement programme and the promotion of best practices within the Council. Its work falls into four main areas:
- manage and monitor the Merton improvement programme including giving the "go ahead" for new projects and project closure;
- steer the implementation and future development of the Merton improvement programme;
- lead on developing and maintaining cross-cutting initiatives; and
- manage, co-ordinate and monitor business improvement activity across the council.

MINIMUM REVENUE PROVISION
The council is required to pay off an element of the accumulated General Fund capital spend each financial year through a revenue charge, as required by the Local Government and Housing Act 1989.

MULTIPLIER
The business rates multiplier which, when multiplied by the rateable value of a property, determines a ratepayer's business rate bill. There are two multipliers – one for small businesses and one for larger businesses. These are set nationally. The small business multiplier is uprated annually by the Retail Price Index, unless the Government decides otherwise and the other multiplier adjusted accordingly, to fund rate relief for small businesses.

NATIONAL CONTROL TOTALS
These are the national totals for each of the individual elements within the local spending control total. They are determined as part of the Spending Review. It is also the name given to the size of each of the different elements within the Settlement Funding Assessment.

NON-DOMESTIC RATE (NDR)
A levy on businesses based on national 'rateable value' of the premises occupied. NDR is collected by the Council in line with national criteria, paid into a national pool and then redistributed to all local and police authorities on the basis of population.

NON-SPECIFIED INVESTMENTS
A body which has been provided with a government issued guarantee for wholesale deposits within specific timeframes.

OPERATIONAL BOUNDARY
The operational boundary is a prudential indicator for monitoring the total external debt, gross of investments, and separately identifying borrowing from other long term liabilities.

OPERATING LEASE

A contract that allows for the use of an asset, but does not convey rights of ownership of the asset. An operating lease is not capitalized; it is accounted for as a rental expense in what is known as "off balance sheet financing." For the lessor, the asset being leased is accounted for as an asset and is depreciated as such

PENSION FUND

The Local Government Pension Scheme (LGPS) is a scheme established by statute to provide death and retirement benefits for all eligible employees. The scheme's benefits are defined in the LGPS Regulations, and are geared to a scheme member's final salary and length of service (this current scheme is currently under review).

The scheme is financed by a combination of employee and employer contributions, together with income from a fund of investments. The employee contribution rate is set at 6% of pensionable pay, whilst the employer's rate varies according to an assessment of the funds current and forecast pension/benefit costs, (the fund's liabilities), relative to its income. This assessment is undertaken, in accordance with LGPS Regulations, every three years by the Fund's appointed actuary, who sets the necessary level of employer contribution into the fund so that the fund's liabilities can be paid.

PERFORMANCE MANAGEMENT FRAMEWORK

Performance management is about how an organisation consistently plans and manages to ensure continuous improvement. Sustainable improvements in services are unlikely to happen without it. A performance framework is designed to help individuals, teams, divisions etc. understand :

- what the organisation is trying to achieve (golden thread),
- the planning, monitoring and review cycle
- their responsibilities.

PRECEPT

This is the amount of council tax income all billing and precepting authorities need to provide their services. The amounts for all authorities providing services in an area appear on one council tax bill, which is administered by the billing authority.

PRECEPTING AUTHORITY

An authority or body that does not collect council tax or business rates but is part of the business rates retention scheme. This is an authority which sets a precept to be collected by billing authorities. County councils, police authorities, the Greater London Authority, single purpose fire and rescue authorities and parish councils are all precepting authorities.

PRIVATE FINANCE INITIATIVE (PFI)

PFI contracts are agreements with private sector organisations to refurbish, maintain and operate fixed assets on behalf of public sector organisations such as local authorities.

PROCUREMENT BOARD

The Procurement Board provides a corporate focus for procurement issues and oversees the procurement development in Merton. The Board also provides both strategic direction for, and effective governance of, the procurement arrangements across the Authority, ensuring they are effective, efficient and utilised.

PROPORTIONATE SHARE

This is the percentage of the national business rates yield which a council has collected on the basis of the average rates collected by councils over the two years to 2011-12. This percentage was applied to the local share of the 2013-14 Estimated Business Rates Aggregate to determine the billing authority business rates baseline.

BUSINESS PLAN - GLOSSARY OF TERMS Continued…

PROVISIONS
Amounts set aside for any liabilities or losses which are likely to be incurred, but which are uncertain as to the amounts or the dates on which they will arise.

PRUDENTIAL CODE OF BORROWING
The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.

RECEIVING AUTHORITIES
These are the 421 authorities that are eligible to receive Revenue Support Grant (billing authorities plus county councils and fire and rescue authorities).

RESCHEDULING OF DEBT
The switching of debt between the short term and the longer term and vice versa to obtain favourable borrowing rates.

REVENUE RESERVES
These are amounts set aside for specific purposes. The Council has discretion in whether it wishes to set aside these amounts as distinct from sums set aside in provisions.

REVENUE EXPENDITURE
Expenditure incurred on day to day running costs and confined to accounts within one financial year.

REVENUE MONITORING
The monthly comparison of actual expenditure and income spend against the anticipated spend (profiled budget). A budget manager will then allow for known income/expenditure to project the year end position

RESERVES
This is a council's accumulated surplus income (in excess of expenditure) which can be used to finance future spending.

REVENUE SUPPORT GRANT
A Government grant which can be used to finance revenue expenditure on any service.

RINGFENCED GRANT
A grant paid to councils which has conditions attached to it, which restrict the purposes for which it may be spent.

RISK MANAGEMENT
A risk is a threat, obstacle or, barrier, that will stop the Authority from achieving its ambitions, aims and objectives. Risk management is the process of managing the risks that may prevent delivery of desired outcomes so that the organisation can anticipate and respond positively to change. Merton's approach to risk management is to raise awareness, integrate it into day to day operations and establish a robust framework and procedures to identify, analyse, assess and manage risk.

SECTION 151 OFFICER

Section 151 of the Local Government Act 1972 requires every local authority to make arrangements for the proper administration of their financial affairs and requires one officer to be nominated to take responsibility for the administration of those affairs. The Section 151 officer is usually the local authority's treasurer and must be a qualified accountant belonging to one of the recognised chartered accountancy bodies. The Section 151 officer has a number of statutory duties, including the duty to report any unlawful financial activity involving the authority (past, present or proposed) or failure to set or keep to a balanced budget.

SECURITISATION

'Securitisation' as used in this context means the disposal of future revenues. For example, someone receiving rents from properties might transfer the entitlement to that income to a bank for (e.g.) 20 years, in exchange for an immediate lump-sum payment.

SAFETY NET

Mechanism to protect any council which sees its business rates income drop, in any year, by more than 7.5% below its baseline funding level (with baseline funding levels being uprated by the small business rates multiplier for the purposes of assessing eligibility for support).

SETS OF SERVICES

There are four sets of services, corresponding to the services supplied by the four types of local authorities (although some councils may provide more than one tier of service). These are:

- upper-tier services – those services, other than fire, supplied by county councils in two-tier areas, and described in this consultation as relating to 'social care councils'

- police services

- fire and rescue services lower-tier services – those services supplied by district councils ('non-social care councils' in the consultation) in two-tier areas.

SETTLEMENT CORE FUNDING

The definition of settlement core funding for this purpose takes into account the main resources available to councils, which for this purpose comprise:

- council tax income from 2015-16 (including any Council Tax Freeze Grant)

- the Settlement Funding Assessment, comprising:
  - estimated business rates income (baseline funding level under the rates retention scheme)
  - Revenue Support Grant.

SETTLEMENT FUNDING ASSESSMENT

Previously referred to as Start-Up Funding Assessment. It comprises at a national level the total Revenue Support Grant and the local share of Estimated Business Rates Aggregate for the year in question. On an individual council level it comprises each council's Revenue Support Grant for the year in question and its baseline funding level, uprated year-on-year in line with the September forecast of the Retail Price Index, unless otherwise decided

SPECIFIC GRANT

Grants paid under various specific powers, but excluding Revenue Support Grant or area-based grant. Some specific grants are ringfenced.

SPECIFIED BODY

This is the term used for a body or bodies which are directly funded from Revenue Support Grant, and which provide services centrally for local government as a whole.

SPECIFIED INVESTMENTS

These are to be sterling investments of a maturity period of not more than 364 days, or those which could be for a longer period but where the Council has the right to be repaid within 364 days if it wishes. These are low risk assets where the possibility of loss of principal or investment income is considered negligible.

SUPER OUTPUT AREA

A Super Output Area (SOA) is a geographical area designed for the collection and publication of small area statistics. It is used on the Neighbourhood Statistics site, and has a wider application throughout national statistics. SOAs give an improved basis for comparison throughout the country because the units are more similar in size of population than, for example, electoral wards

SUPPORT SERVICES

These are services that are not statutory local authority services but which give support to those services.

SUPPORTED CAPITAL EXPENDITURE

This is the term for central government support for local authority capital expenditure with effect from 1 April 2004. Under the new system, central government provides allocations to replace the previous system of credit approvals. The allocations enable services to borrow to finance capital schemes. The services also receive revenue funding through the revenue support grant to pay for the borrowing.

TARIFFS AND TOP UPS

Calculated by comparing at the outset of the business rate retention scheme an individual council's business rates baseline against its baseline funding level. Tariffs and top ups are self-funding, fixed at the start of the scheme and uprated year-on-year in line with the September forecast of the Retail Price Index, unless otherwise decided.

TAX INCREMENTAL FINANCING

The Local Government Finance Bill was passed in December 2011 and introduces a rate retention scheme enabling local authorities to retain a proportion of the business rates generated in their area. The Bill also includes a framework for the localisation of support for council tax in England, which alongside other council tax measures will give councils increased financial autonomy and a greater stake in the economic future of their local area, while providing continuation of council tax support for the most vulnerable in society. In determining the affordability of borrowing for capital purposes, authorities currently take account of their current income streams and forecast future income.

TREASURY MANAGEMENT

The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

TREASURY MANAGEMENT PRACTICES / TREASURY MANAGEMENT CODE OF PRACTICE

The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.

USEFUL LIFE

This is the period over which the local authority derives benefit from the use of a fixed asset.

BUSINESS PLAN – LIST OF ACRONYMS

Acronym	Definition
AD	Assistant Director
ADASS	Association of Directors of Adult Social Services
Apps	Applications
ASB	Anti Social Behaviour
ASC	Adult Social Care
ASH	Our miscellaneous income, invoicing and recovery system
BC	Building Control
BESD	Behavioural Emotional and Social Difficulties
BME	Black Minority Ethnic
C & YP	Children and Young People
CAF	Common Assessment framework
CAMHS	Child and Adolescent Mental Health Services
CC	Children's Centre
CCTV	Close Circuit Television
CEN	Creative Environmental Networks
CEO	Civil Enforcement Officer
CFR	Capital Financing Requirement
CIPFA	Chartered Institute Public Finance and Accountancy
CMT	Corporate Management Team
CNEA	Clean Neighbourhood and Environment Act
COM	Current Operating Model
CPD	Centre for Professional Development
CPD	Continuing Professional Development
CPZ	Controlled Parking Zone
CRB	Criminal Records Bureau
CRM	Customer Relationship Management
CSC	Children's Social Care
CSF	Children Schools & Families
CYP	Children and Young People
CYPP	Children and Young peoples Plan
DC	Development Control
DEFRA	Department for Environment Food and Rural Affairs
DFG	Disabled Facilities grant
DMT	Departmental Management Team
DSG	Dedicated Schools Grant
E&R	Environment and Regeneration
EA	Equality Analysis
EAL	English as an Additional Language
EH	Environmental Health
EIA	Equalities Impact Assessment
EIG	Early Intervention Grant
ERTG	Enforcement Review Task Group
ESOL	English for Speakers of Other Languages
EU	European Union
EY	Early Years
FACS	Fair Access to Care Services
FM	Facilities Management
FOI	Freedom Of Information
FPN	Fixed Penalty Notice
FTE	Full Time Equivalent
GLA	Greater London Authority
HB	Housing Benefits
HC&OP	Healthier Communities and Older People

BUSINESS PLAN – LIST OF ACRONYMS Continued……

Acronym	Definition
HCA	Homes and Community Agency
HNES	Housing Needs and Enabling Services
HRRC	Household Reuse and Recycling Centre
ICT	Information and Communications Technology
IFRS	International Financial Reporting Standard
IP	Intellectual Property
IT	Information Technology
iTrent	Our new payroll system
JD	Job Description
K	£ Thousand
L & D	Learning and Development
LA	Local Authority
LAC	Looked After Children
LALO	Local Authority Liaison Officer
LATS	Landfill Allowances and Trading Scheme
LB	London Borough
LBM	London Borough of Merton
LCGS	London Councils Grant Scheme
LDD	Learning Development and Diversity
LGA	Local Government Association
LLC	Local Land Charges
LSC	Learning Skills Council
LSCB	Local Safeguarding Children's Board
LSP	Local Strategic Partnership
LOBO	Lenders Option Borrowers Option
MAE	Merton Adult Education
MARAC/DV	Multi Agency Risk Assessment Case Conference / Domestic Violence
MCIL	Merton Centre for Independent Living
MIS	Management Information System
MP	Member of Parliament
MRP	Minimum Revenue Provision
MSLT1&2	Merton's Senior Leadership Team Levels 1 and 2
MTFS	Medium Term Financial Strategy
MVSC	Merton Voluntary Service Council
NEET	Not in Education Employment or Training
NNDR	National Non Domestic Rate
O&S	Overview and Scrutiny
OJEU	Official Journal of the European Union
OT	Occupational Therapy
PATAS	Parking And Traffic Appeals Service
PC	Police Constable
PCN	Penalty Charge Notice
PCT	Primary Care Trust
PFI	Private Finance Initiative
PM&R	Pavement Maintenance and Repair
PPD	Public Protection and Development

BUSINESS PLAN – LIST OF ACRONYMS Continued......

Acronym	Definition
PPP	Policy Planning and Performance
PRS	Private Rented Sector
PVI	Private Voluntary and Independent
QA	Quality Assurance
SC	Sustainable Communities
SEN	Special Educational Needs
SEND	Special Educational Needs and Disabilities
SFA	Skills Funding Agency
SLA	Service Level Agreement
SLWP	South West London Partnership
SME	Subject Matter Expert
SMT SOAs	Senior Management team Super Output Areas
SSQ	School Standards and Quality
SW	South West
SWLSG	South West London and St George's Mental Health NHS Trust
TBC	To Be Confirmed
TEC	Transport and Environment Committee
TFL	Transport For London
TOM	Target Operating Model
TUPE	The Transfer of Undertaking (Protection of Employment) Regulations
VAT	Value Added Tax
VLE	Virtual Learning Environment
VS	Voluntary Sector
YOT	Youth Offending Team

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