

## Second Draft Service Plans

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

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

Capital information is compiled based on October Financial Monitoring information and the 2016-20 Capital Programme as presented to Cabinet on 7 December 2015

Overheads will be updated for the Final Service Plans.

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

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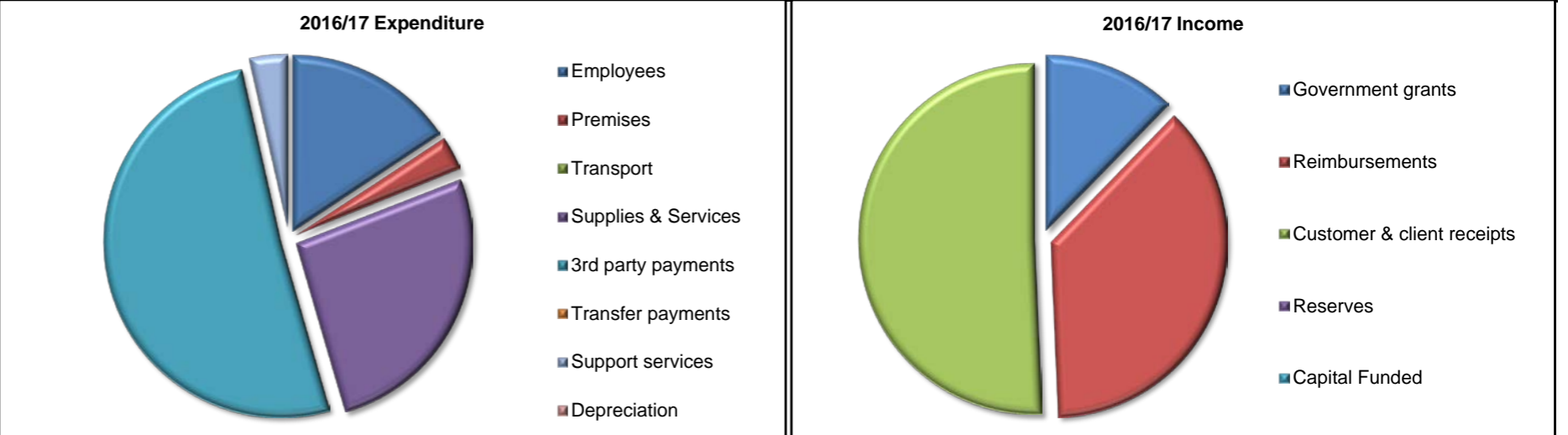
# Children Schools & Families



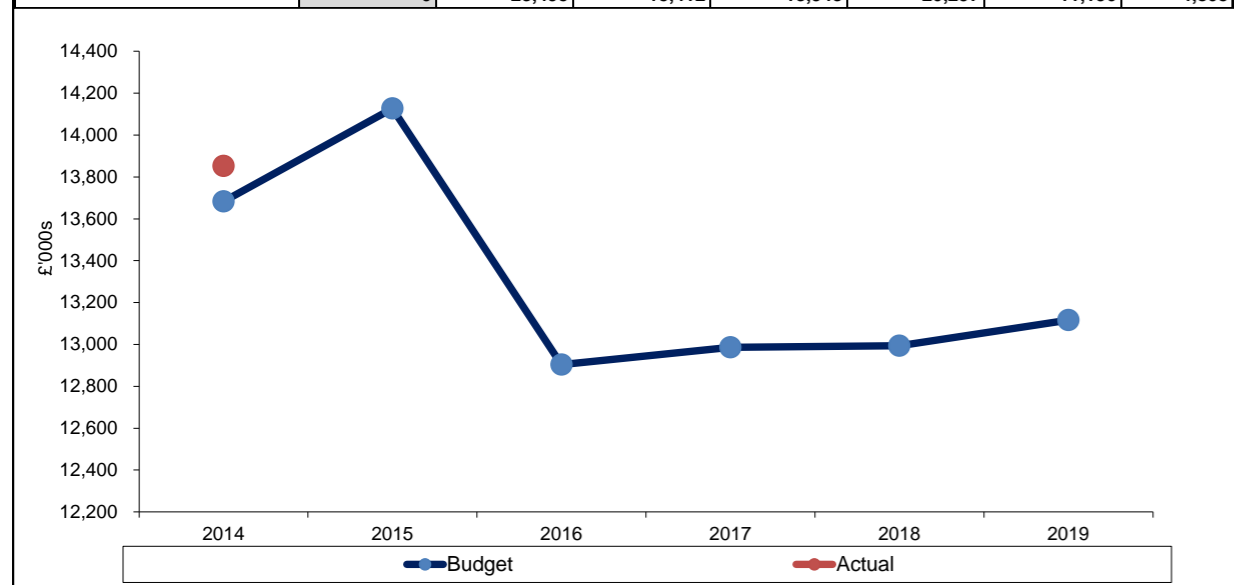
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Children's Social Care								
PROJECT DESCRIPTION			MAJOR PROJECT BENEFITS		Risk			
					Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Deliver transforming families year 2 &amp; year 3 programme (CYPWB &amp; TOM)</b>		Select one major benefit			
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							
<b>Project 2</b>		Project Title:	<b>MOSAIC (CYPWB &amp; TOM)</b>		Select one major benefit			
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							
<b>Project 3</b>		Project Title:	<b>Preparation for new inspection regime</b>		Select one major benefit			
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							
<b>Project 4</b>		Project Title:	<b>Youth Justice</b>		Select one major benefit			
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							
<b>Project 5</b>		Project Title:	<b>Joint work with Housing (CYPWB &amp; TOM)</b>		Select one major benefit			
Start date	2014-15	Project Details:	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.			4	2	8
End date	2015-16							
<b>Project 6</b>		Project Title:	<b>CSC &amp; CYPWB/TOM</b>		Select one major benefit			
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; rationalising access points; raising thresholds; increased targeting and practice.			4	3	12
End date	2019-20							
<b>Project 7</b>		Project Title:	<b>CYPWB Model Workforce Strands</b>		Select one major benefit			
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							
<b>Project 8</b>		Project Title:			Select one major benefit			
Start date		Project Details:					0	
End date								
<b>Project 10</b>		Project Title:			Select one major benefit			
Start date		Project Details:					0	
End date								

Commissioning, Strategy and Performance		Planning Assumptions						The Corporate strategies your service contributes to			
Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education		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		Increased demand for primary school		2fe	1fe						
<p>The Commissioning, Strategy &amp; Performance Division provides strategic services for the Children, Schools &amp; Families Department (CSF):</p> <ul style="list-style-type: none"> <li>policy, planning &amp; performance management;</li> <li>commissioning, procurement &amp; contract management;</li> <li>access to resources for looked after children/pupils with SEN;</li> <li>pupil place planning;</li> <li>school admissions;</li> <li>school expansion &amp; overall CSF capital programme management;</li> <li>some departmental business support.</li> </ul> <p>Main activities include:</p> <ol style="list-style-type: none"> <li>leading on strategic &amp; operational planning for CSF;</li> <li>leading on local Children's Trust &amp; partnership development;</li> <li>production of management information for internal performance management &amp; external reporting inc. statutory returns;</li> <li>production of policy documents &amp; procedural guidance for professional staff;</li> <li>commissioning operational services &amp; leading on joint commissioning with partners;</li> <li>managing schools' Private Finance Initiative contract &amp; other service contracts;</li> <li>procuring placements for looked after children/pupils with SEN;</li> <li>planning sufficient school places;</li> <li>co-ordination of pupil admissions to Merton schools;</li> <li>project managing school expansions &amp; other capital schemes.</li> </ol>		Increased demand for secondary school			0-1fe	1-3fe	4-6fe (cumulative)	10-14fe (cumulative)			
		Increased demand for special school places							100 more SEN places by 18-19		
		Overall demographic		Impact of birth rate - increase of 40% in births between 2002 & 2011							
		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									
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(T)	2017/18(P)	2018/19(P)					2019/20(P)
% 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			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			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
<b>Expenditure</b>	<b>16,440</b>	<b>17,594</b>	<b>14,713</b>	<b>13,460</b>	<b>13,543</b>	<b>13,550</b>	<b>13,673</b>
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	3,554	3,617	3,681	3,744
3rd party payments	6,495	6,877	7,262	6,862	6,915	6,967	7,020
Transfer payments	0	0	0	0	0	0	0
Support services	576	601	472	477	477	477	477
Depreciation							
<b>Revenue £'000s</b>	<b>Final Budget 2014/15</b>	<b>Actual 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>	<b>Budget 2019/20</b>
<b>Income</b>	<b>2,756</b>	<b>3,742</b>	<b>585</b>	<b>557</b>	<b>557</b>	<b>557</b>	<b>557</b>
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	282	282	282	282
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>13,684</b>	<b>13,853</b>	<b>14,127</b>	<b>12,904</b>	<b>12,986</b>	<b>12,994</b>	<b>13,116</b>



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Primary Schools Expansions		21,760	10,777	2,852			
Secondary School Expansions			430	8,467	13,549	9,690	3,200
SEN Expansions		391	2,350	1,870	5,994	850	850
Inflation							
Devolved Formula Capital/FSM		767	569				
Schools Capital Maintenance		577	879	650	650	650	650
Other			407	104	104		105
	<b>0</b>	<b>23,495</b>	<b>15,412</b>	<b>13,943</b>	<b>20,297</b>	<b>11,190</b>	<b>4,805</b>



**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
<b>Project 1</b>		Project Title:	<b>Commissioning (Departmental TOM)</b>	Improved effectiveness		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.	3	2	
End date	2017-18					
<b>Project 2</b>		Project Title:	<b>Children's Home Procurement (Departmental TOM)</b>	Improved effectiveness		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.	3	2	
End date	2016-17					
<b>Project 3</b>		Project Title:	<b>Implementation of Secondary School Places Strategy (EducationTOM)</b>	Infrastructure renewal		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.	4	2	
End date	2018-19					
<b>Project 4</b>		Project Title:	<b>Implementation of Special School (SEN) Places Strategy (Education TOM)</b>	Infrastructure renewal		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.	3	2	
End date	2018-19					
<b>Project 5</b>		Project Title:	<b>Release of Assets (Departmental TOM)</b>	Improved efficiency (savings)		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.	3	1	
End date	2016-17					
<b>Project 6</b>		Project Title:	<b>Departmental Restructure (Departmental TOM)</b>	Improved efficiency (savings)		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.	2	2	
End date	2017-18					
<b>Project 7</b>		Project Title:	<b>Frameworki/MOSAIC (Departmental TOM)</b>	Improved effectiveness		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.	2	2	
End date	2016-17					
<b>Project 8</b>		Project Title:	<b>Personal Budgets (Education TOM/C+F Act)</b>	Improved customer experience		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.	3	2	
End date	2016-17					







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

**Education**

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Improving pupil outcomes at KS2 &amp; KS4 (Edn TOM)</b>	Select one major benefit					
Start date	<b>2013-14</b>	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 and improving teaching. New outstanding teacher courses for primary and secondary teachers.				<b>2</b>	<b>3</b>	<b>6</b>
End date	<b>2017-18</b>								
<b>Project 2</b>		Project Title:	<b>School Improvement through partnership (Edn TOM)</b>	Select one major benefit					
Start date	<b>2013-14</b>	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.				<b>3</b>	<b>2</b>	<b>6</b>
End date	<b>2019-20</b>								
<b>Project 3</b>		Project Title:	<b>Transforming Early Years (EY's TOM)</b>	Select one major benefit					
Start date	<b>2013-14</b>	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.				<b>3</b>	<b>2</b>	<b>6</b>
End date	<b>2019-20</b>								
<b>Project 4</b>		Project Title:	<b>Implementation of requirements of Children &amp; Families Act (Edn TOM &amp; CYPWB)</b>	Select one major benefit					
Start date	<b>2013-14</b>	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.				<b>4</b>	<b>3</b>	<b>12</b>
End date	<b>2019-20</b>								
<b>Project 5</b>		Project Title:	<b>Development of AltED &amp; linked provision</b>	Select one major benefit					
Start date	<b>2013-14</b>	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.				<b>3</b>	<b>2</b>	<b>6</b>
End date	<b>2016-17</b>								
<b>Project 6</b>		Project Title:	<b>Youth transformation phases 3 &amp; 4 (Edn TOM)</b>	Select one major benefit					
Start date	<b>2013-14</b>	Project Details:	Implementation of new funding models for PB & PH.				<b>4</b>	<b>3</b>	<b>12</b>
End date	<b>2017-18</b>								
<b>Project 7</b>		Project Title:	<b>Education TOM/CYPWB Model</b>	Select one major benefit					
Start date	<b>2015 -2016</b>	Project Details:	Develop and deliver the Education TOM & CYPWB Model across CSF Services, Including implementation of MOSAIC phases 1 & 2				<b>4</b>	<b>3</b>	<b>12</b>
End date	<b>2019 -2020</b>								



# Community & Housing



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

**Adult Social Care**

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Service redesign</b>	Improved efficiency (savings)			2	3	6
Start date	01/04/2016	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.						
End date	01/06/2016								
<b>Project 2</b>		Project Title:	<b>Grant Funded Prevention Programme</b>	Improved effectiveness			1	2	2
Start date	01/06/2015	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.						
End date	2017-18								
<b>Project 3</b>		Project Title:	<b>Reablement</b>	Improved effectiveness			4	2	8
Start date	2015-16	Project Details:	Review of the new Reablement Service to optimise its cost effectiveness.						
End date	2017-18								
<b>Project 4</b>		Project Title:	<b>Equipment and Adaptations</b>	Improved customer experience			3	2	6
Start date	2015-16	Project Details:	Review of equipment and adaptation pathways to promote/maximise independence within available resources.						
End date	2017-18								
<b>Project 5</b>		Project Title:	<b>Transition</b>	Improved customer experience			3	2	6
Start date	2015-16	Project Details:	Review, redesign and deliver improved processes and approaches for supporting people in transition from childhood to adulthood						
End date	2017-18								
<b>Project 6</b>		Project Title:	<b>Challenging Behaviour Offer</b>	Improved customer experience			3	3	9
Start date	01/11/2015	Project Details:	Review, redesign and deliver an improved local offer to meet the needs of adults with behaviour that challenges services.						
End date	2016-17								
<b>Project 7</b>		Project Title:	<b>LD Day Activities</b>	Improved effectiveness			4	2	8
Start date	01/06/2015	Project Details:	Review and continuous improvement of LD day/evening activities and associated transport						
End date	2016-17								
<b>Project 8</b>		Project Title:	<b>MH Accommodation and Support</b>	Improved efficiency (savings)			4	2	8
Start date	2015-16	Project Details:	Option appraisals of the possible accommodation and support offer identified in review of MH Accommodation and Support by Alder.						
End date	2016-17								
<b>Project 9</b>		Project Title:	<b>Social capital / Access to Universal Services</b>	Improved effectiveness			4	3	12
Start date	2016-17	Project Details:	Increased use of social capital to meet eligible needs as opposed to funded specialist support services						
End date	2016-17								
<b>Project 10</b>		Project Title:	<b>Good Neighbours/Volunteers Review</b>	Improved effectiveness			2	3	6
Start date	2016-17	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.						
End date	2017-18								

**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
Start date	01/08/2015	Project Title:	<b>Dementia Friendly Community</b>	Improved customer experience		4	2	8
End date	2018-19	Project Details:	Make Merton a more "Dementia Friendly" place for adults and older people who live with dementia.					
Start date	2015-16	Project Title:	<b>Information Portal</b>	Improved customer experience		3	3	9
End date	2016-17	Project Details:	Evaluate the options available to provide a comprehensive information portal accessible all who live in Merton.					
Start date	2015-16	Project Title:	<b>Face to Face/Telephone Contact</b>	Improved customer experience		3	3	9
End date	2016-17	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.					
Start date	2015-16	Project Title:	<b>Developing a workforce fit for the future</b>	Improved effectiveness		4	3	12
End date	2016-17	Project Details:	Identify skills and other capacity gaps in the care and support workforce in Merton and plan how to close each gap identified.					
Start date	30/11/2015	Project Title:	<b>Income Generation</b>	Economic outcomes		4	3	12
End date	2016-17	Project Details:	Identify current and potential new income sources and maximise income levels. Productivity and Efficiency					
Start date	01/07/2015	Project Title:	<b>Assessment &amp; Care Management Processes</b>	Improved effectiveness		2	3	6
End date	2016-17	Project Details:	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.					
Start date	30/06/2015	Project Title:	<b>Financial Assessment and Debt Minimisation</b>	Improved effectiveness		4	3	12
End date	2016-17	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.					
Start date	2016-17	Project Title:	<b>Shared Services</b>	Improved efficiency (savings)		4	3	12
End date	2017-18	Project Details:	Generate and evaluate options for a shared service with a neighbouring local authority or NHS organisation					
Start date	2016-17	Project Title:	<b>In-House Organisational Structures</b>	Improved efficiency (savings)		5	2	10
End date	2017-18	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.					
Start date	2014-15	Project Title:	<b>SCIS</b>	Improved effectiveness		3	4	12
End date	2016-17	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.					

**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	
Start date	2015-16	Project Title: <b>Customer Profiling</b>  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.	Improved effectiveness			4	3	12
End date	2017-18							
Start date	2015-16	Project Title: <b>Carers Support</b>  Project Details: Review, redesign and deliver an improved local offer to meet the needs of carers in Merton.	Improved customer experience			3	4	12
End date	2016-17							
Start date	2015-16	Project Title: <b>Rebalanced Homecare Services Portfolio</b>  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.	Improved efficiency (savings)			3	3	9
End date	2017-18							
Start date	2016-17	Project Title: <b>Micro-Direct Commissioning System</b>  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.	Improved efficiency (savings)			3	4	12
End date	2017-18							
Start date	2016-17	Project Title: <b>Bed based care</b>  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.	Improved efficiency (savings)			3	4	12
End date	2017-18							
Start date	2016-17	Project Title: <b>Senior 'AIR BNB' System</b>  Project Details: For matching homeowners needing care and individuals who can provide it in exchange for accommodation.	Improved efficiency (savings)			3	4	12
End date	2017-18							
Start date	2015-16	Project Title: <b>Shared data/systems/metrics</b>  Project Details: With market providers for quality, value and performance. Quality as an integral part of the value equation together with customer feedback.	Improved effectiveness			3	4	12
End date	2016-17							
Start date	2015-16	Project Title: <b>Procurement Efficiencies &amp; Savings:</b>  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.	Improved efficiency (savings)			3	4	12
End date	2016-17							
Start date	2015-16	Project Title: <b>Integration</b>  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	Improved effectiveness			3	4	12
End date	2016-17							
Start date		Project Title:   Project Details:	Select one major benefit			3	4	12
End date								





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

**Housing Needs and Enabling Services**

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Deliver on-line self-assessment tools</b>	Improved effectiveness					
Start date	<b>2016-17</b>	Project Details:	Implement on-line Housing Register pre-application assessment tool.				<b>3</b>	<b>1</b>	<b>3</b>
End date	<b>2017-18</b>								
<b>Project 2</b>		Project Title:	<b>Homeless Placement Policy</b>	Risk reduction and compliance					
Start date	<b>2016-17</b>	Project Details:	Implement and monitor the Homeless Placement policy				<b>2</b>	<b>2</b>	<b>4</b>
End date	<b>2017-18</b>								
<b>Project 3</b>		Project Title:	<b>CHMP Regeneration</b>	Improved reputation					
Start date	<b>2014-15</b>	Project Details:	Input to CHMP regeneration with Future Merton.				<b>1</b>	<b>2</b>	<b>2</b>
End date	<b>2018-19</b>								
<b>Project 4</b>		Project Title:	<b>Housing Service Review</b>	Economic outcomes					
Start date	<b>2015-16</b>	Project Details:	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).				<b>3</b>	<b>1</b>	<b>3</b>
End date	<b>2016-17</b>								
<b>Project 5</b>		Project Title:	<b>Shared Lives Development</b>	Improved effectiveness					
Start date	<b>2015-16</b>	Project Details:	Explore ways to potentially develop the Shared Lives range of services, considering the business case for any service developments and liaise with the appropriate referring agencies to provide any additional funding where necessary				<b>3</b>	<b>1</b>	<b>3</b>
End date	<b>2017-18</b>								
<b>Project 6</b>		Project Title:	<b>Technology Review</b>	Improved effectiveness					
Start date	<b>2016-17</b>	Project Details:	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.				<b>2</b>	<b>1</b>	<b>2</b>
End date	<b>2017-18</b>								
<b>Project 7</b>		Project Title:	<b>Selective Licencing</b>	Improved effectiveness					
Start date	<b>2015-16</b>	Project Details:	Produce a business case to consider selective licencing and/or additional licencing in parts of the borough and progress any actions arising where necessary.				<b>2</b>	<b>1</b>	<b>2</b>
End date	<b>2016-17</b>								
<b>Project 8</b>		Project Title:	<b>EDRMS Workflow</b>	Improved effectiveness					
Start date	<b>2015-16</b>	Project Details:	Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly				<b>2</b>	<b>2</b>	<b>4</b>
End date	<b>2016-17</b>								
<b>Project 9</b>		Project Title:	<b>Service re-structure</b>	Improved efficiency (savings)					
Start date	<b>2016-17</b>	Project Details:	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.				<b>2</b>	<b>3</b>	<b>6</b>
End date	<b>2017-18</b>								
<b>Project 10</b>		Project Title:		Select one major benefit					
Start date		Project Details:							<b>0</b>
End date									



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

**Libraries**

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>E-communications</b>	Improved customer experience					
Start date	2015-16	Project Details	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								
<b>Project 2</b>		Project Title:	<b>Heritage Strategy</b>	Improved effectiveness					
Start date	2015-16	Project Details	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								
<b>Project 3</b>		Project Title:	<b>Stock efficiency program</b>	Improved efficiency (savings)					
Start date	2015-16	Project Details	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								
<b>Project 4</b>		Project Title:	<b>Children &amp; Young People's projects</b>	Improved customer experience					
Start date	2013-14	Project Details	Complete the rollout of the universal library membership scheme for all school children and students in Merton.			3	1	3	
End date	2017-18								
<b>Project 5</b>		Project Title:	<b>Outreach and Community Engagement plan</b>	Improved customer experience					
Start date	2013-14	Project Details	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								
<b>Project 6</b>		Project Title:	<b>IT Projects</b>	Improved efficiency (savings)					
Start date	2013-14	Project Details	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								
<b>Project 7</b>		Project Title:	<b>Assisted digital support</b>	Improved customer experience					
Start date	2013-14	Project Details	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								
<b>Project 8</b>		Project Title:	<b>Security services contract</b>	Improved efficiency (savings)					
Start date	2015-16	Project Details	Re-tender of contract and on-going monitoring of performance.			3	2	6	
End date	2018-19								
<b>Project 9</b>		Project Title:	<b>Library redevelopments</b>	Improved customer experience					
Start date	2013-14	Project Details	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								
<b>Project 10</b>		Project Title:	<b>London Libraries Consortium</b>	Improved efficiency (savings)					
Start date	2015-16	Project Details	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								





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

**Public Health**

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Integrated sexual health service</b>	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.			3	3	9	
End date	2016-17								
<b>Project 2</b>		Project Title:	<b>Embedding Chlamydia screening programme</b>	Improved efficiency (savings)					
Start date	2014-15	Project Details:	To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for meeting the diagnostic target for Chlamydia which is a PHOF indicator.			3	2	6	
End date	2015-16								
<b>Project 3</b>		Project Title:	<b>Review of local HIV services</b>	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.			3	3	9	
End date	2015-16								
<b>Project 4</b>		Project Title:	<b>Integrated Health Improvement service (LiveWell)</b>	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.			2	1	2	
End date	2017-2018								
<b>Project 5</b>		Project Title:	<b>Prevention</b>	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 Workplace 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.			2	1	2	
End date	2017-18								
<b>Project 6</b>		Project Title:	<b>Transition of responsibility for Health Visiting Service to Local Authority</b>	Improved effectiveness					
Start date	2015-16	Project Details:	Responsibility for Health Visiting Services transferred from NHS England to LB Merton in October 2015. Project required to manage transition (including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-London transition programme) and work with Merton CCG to recommission and mobilise Community Health Services (including Health Visiting) from April 2016.			3	3	9	
End date	2016-17								
<b>Project 7</b>		Project Title:	<b>National Child Measurement Programme</b>	Improved effectiveness					
Start date	2015-16	Project Details:	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management classes for families. This is undertaken by the School Nursing Service, which is part of the recommissioning of Community Health Services.			2	2	4	
End date	2017-18								
<b>Project 8</b>		Project Title:	<b>NHS Health Checks</b>	Improved effectiveness					
Start date	2013/14	Project Details:	People aged 40 -74 with no known heart disease (or other specified conditions) are offered an NHS Health Checks every five years to detect early signs of heart disease and risk factors.			2	2	4	
End date	2017/18								
<b>Project 9</b>		Project Title:	<b>Substance Misuse Prevention and Treatment</b>	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.			3	3	9	
End date	2017/2018								
<b>Project 10</b>		Project Title:	<b>Support to Merton Clinical Commissioning Group</b>	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.			2	2	4	
End date	2017/18								

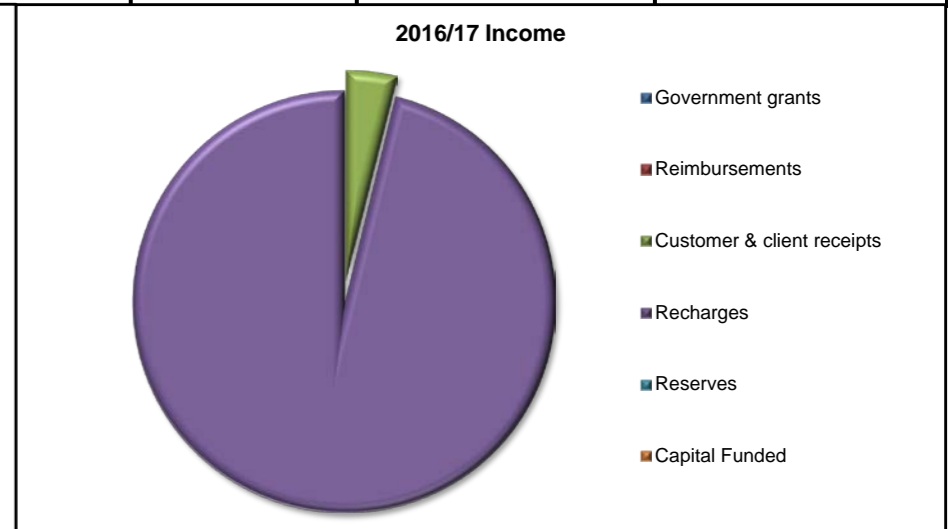
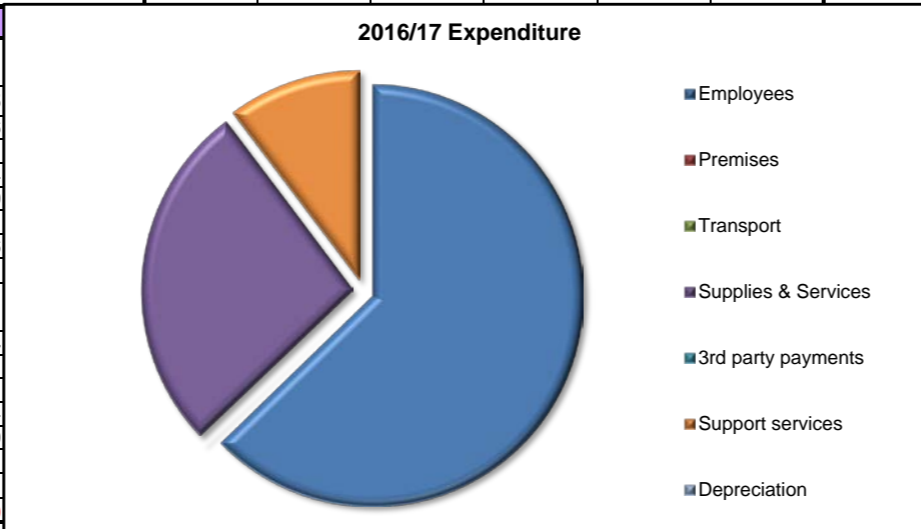




# Corporate Services

Business Improvement Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below	Planning Assumptions							The Corporate strategies your service contributes to		
	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
<p>- 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.</p> <p>- Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean.</p> <p>- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and Merton Improvement Board.</p> <p>- 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.</p> <p>- Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.</p> <p>- Work with businesses and I&amp;T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery.</p> <p>- 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.</p> <p>- Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service.</p> <p>- 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.</p>	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		
	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		
	Information Governance Policy									
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
	Staff -Magt & 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	20	0	0	0			
	Apprentices	2	0	0	0	0	0			
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

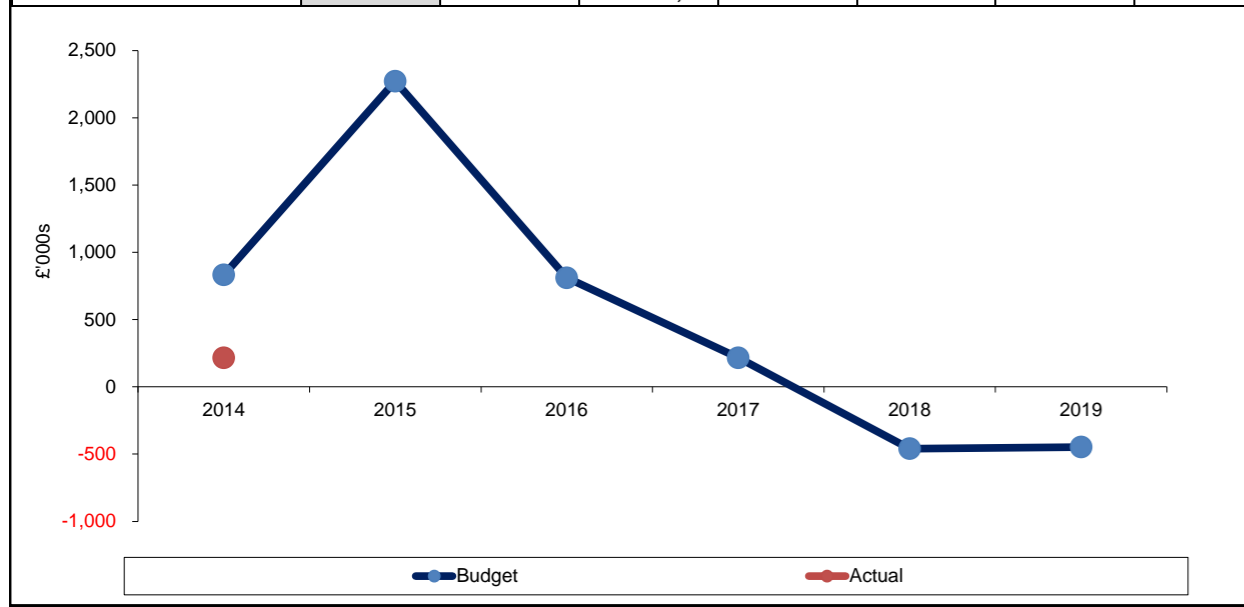
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
<b>Expenditure</b>	<b>3,554</b>	<b>3,649</b>	<b>5,196</b>	<b>3,763</b>	<b>3,170</b>	<b>2,495</b>	<b>2,505</b>
Employees	2,368	2,380	3,576	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	386	386	386	386
Depreciation							
<b>Revenue £'000s</b>	<b>Final Budget 2014/15</b>	<b>Actual 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>	<b>Budget 2019/20</b>
<b>Income</b>	<b>2,722</b>	<b>3,433</b>	<b>2,924</b>	<b>2,954</b>	<b>2,954</b>	<b>2,954</b>	<b>2,954</b>
Government grants		8					
Reimbursements		12					
Customer & client receipts	84	133	84	114	114	114	114
Recharges	2,638	3,280	2,840	2,840	2,840	2,840	2,840
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>832</b>	<b>215</b>	<b>2,272</b>	<b>810</b>	<b>216</b>	<b>(459)</b>	<b>(448)</b>



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Document management system			799				
Plan Web/Capita Housing			42		100	42	
Customer contact programme			785		Outstanding		
Data Labeling		124	170				
Replace Social Care System		226	686		Outstanding		
Electronic Asset Management			190				190
M3 LP and PP related Projects				550	75		
Revenues & Benefits						400	
	<b>0</b>	<b>350</b>	<b>2,672</b>	<b>550</b>	<b>175</b>	<b>442</b>	<b>190</b>

**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	
<b>Project 1</b>		Project Title:	<b>Customer Contact programme</b>					
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							
<b>Project 2</b>		Project Title:	<b>Electronic document and records management system</b>					
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							
<b>Project 3</b>		Project Title:	<b>Social Care Information System</b>					
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	30/03/2016							
<b>Project 4</b>		Project Title:	<b>Data Labelling System</b>					
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	TBC							
<b>Project 5</b>		Project Title:	<b>SCIS Phase 2</b>					
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	TBC							
<b>Project 6</b>		Project Title:	<b>EAMS</b>					
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	TBC							
<b>Project 7</b>		Project Title:	<b>MADI</b>					
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							
<b>Project 8</b>		Project Title:	Select one major benefit					
Start date		Project Details:					0	
End date								
<b>Project 9</b>		Project Title:	Select one major benefit					
Start date		Project Details:					0	
End date								
<b>Project 10</b>		Project Title:	Select one major benefit					
Start date		Project Details:					0	
End date								



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

**Corporate Governance**

PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>2013/17 Implement individual electoral registration</b>	Select one major benefit		
Start date	<b>01/04/2013</b>	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.	3	3	9
End date	<b>31/12/2016</b>					
<b>Project 2</b>		Project Title:	<b>2013/17 Administer statutory elections, referendums and ballots.</b>	Select one major benefit		
Start date	<b>01/04/2013</b>	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.	3	3	9
End date	<b>31/03/2017</b>					
<b>Project 3</b>		Project Title:	<b>Committee report workflow</b>	Select one major benefit		
Start date	<b>01/06/2014</b>	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.	2	1	2
End date	<b>01/10/2017</b>					
<b>Project 4</b>		Project Title:	<b>Scrutiny Improvement Programme</b>	Select one major benefit		
Start date	<b>01/04/2014</b>	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the Overview and Scrutiny Commission each year when it receives the Annual Member Survey.	2	1	2
End date	<b>31/03/2018</b>					
<b>Project 5</b>		Project Title:	<b>LLC service delivery</b>	Select one major benefit		
Start date	<b>01/04/2014</b>	Project Details:	Review of LLC service delivery; dependent on national directive	3	1	3
End date	<b>31/03/2016</b>					
<b>Project 6</b>		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
<b>Project 7</b>		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
<b>Project 8</b>		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						





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

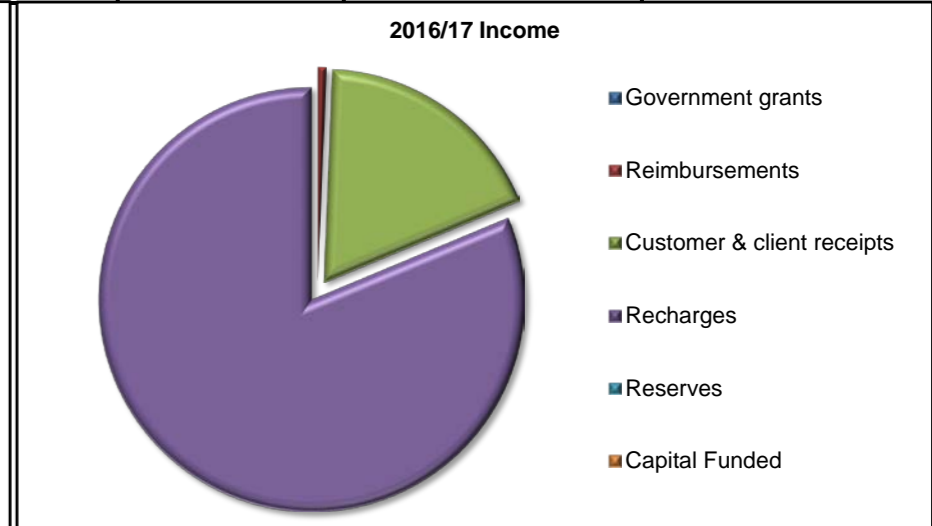
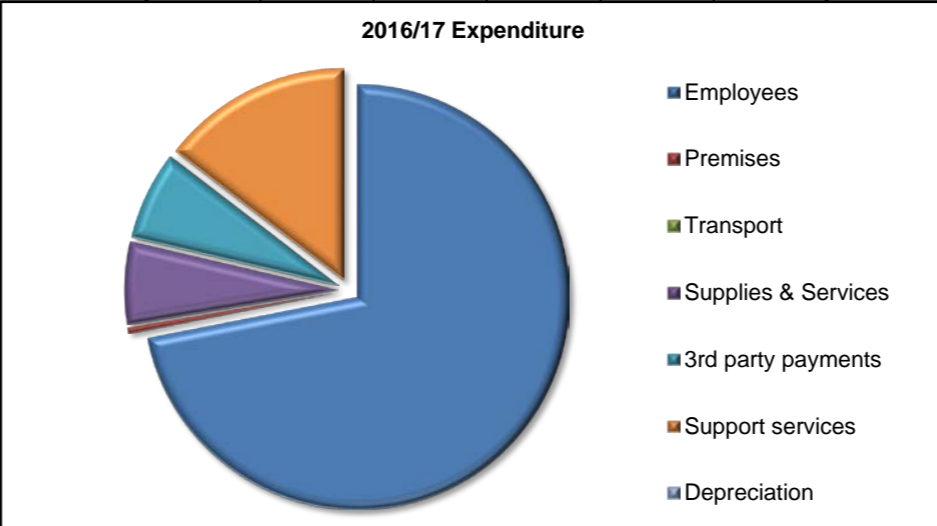
**Customer Services**

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Universal Credit Implementation</b>	Economic outcomes		
Start date	<b>01/01/2016</b>	Project Details:	Implement the role out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice	2	1	2
End date	<b>31/03/2019</b>					
<b>Project 2</b>		Project Title:	<b>Implement an Outside Wedding Venue</b>	Improved efficiency (savings)		
Start date	<b>01/04/2013</b>	Project Details:	Seek planning permission and implement outside wedding venue at Morden Park House.	1	1	1
End date	<b>31/03/2016</b>					
<b>Project 3</b>		Project Title:	<b>Council Tax support scheme</b>	Economic outcomes		
Start date	<b>01/04/2016</b>	Project Details:	During 16/17 options for a revised scheme will be reviewed for Council decision and possible implementation for 17/18	2	1	2
End date	<b>31/03/2017</b>					
<b>Project 4</b>		Project Title:	<b>Review Debt Collection Processes</b>	Improved effectiveness		
Start date	<b>01/04/2015</b>	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.	2	1	2
End date	<b>31/03/2017</b>					
<b>Project 5</b>		Project Title:	<b>Redesign of Merton Link</b>	Improved customer experience		
Start date	<b>01/10/2015</b>	Project Details:	Implement the re-design of Merton Link area to improve the customer experience and increase self service	2	1	2
End date	<b>31/03/2017</b>					
<b>Project 6</b>		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
<b>Project 7</b>		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
<b>Project 8</b>		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
<b>Project 9</b>		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						
<b>Project 10</b>		Project Title:		Select one major benefit		
Start date		Project Details:				0
End date						



Human Resources	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	Workforce Development Plan	Economic Development Strategy	Workforce Development Plan	
Enter a brief description of your main activities and objectives below 1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR business partner support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members	Employees in Merton for HR, payroll, advice, L&D, EAP etc	4,400	4,400	4,400	4,200	4,000					
	New recruits to be appointed	160	160	160	150	140					
	New Apprentices to be appointed			33	33	33					
	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				
	Staff (FTE)			43.5	TBC	TBC					
	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	

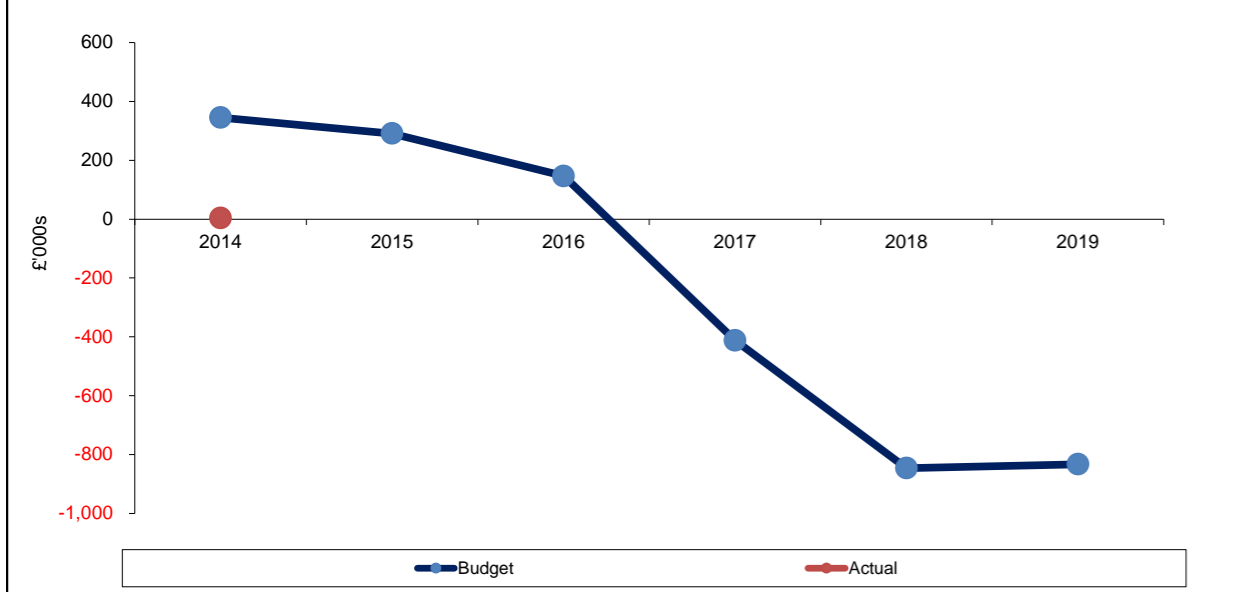
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
<b>Expenditure</b>	<b>3,473</b>	<b>3,472</b>	<b>3,442</b>	<b>3,297</b>	<b>2,891</b>	<b>2,457</b>	<b>2,470</b>
Employees	2,455	2,431	2,463	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	207	211	214	217
3rd party payments	259	347	263	224	228	232	236
Support services	447	377	480	480	480	480	480
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
<b>Income</b>	<b>3,128</b>	<b>3,469</b>	<b>3,151</b>	<b>3,151</b>	<b>3,303</b>	<b>3,303</b>	<b>3,303</b>
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	2,562	2,562	2,562	2,562
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>345</b>	<b>3</b>	<b>291</b>	<b>146</b>	<b>(412)</b>	<b>(846)</b>	<b>(833)</b>



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

**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	
<b>Project 1</b>	Project Title:	<b>Workforce Strategy</b>  Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change	Improved staff skills and development			3	3	9
Start date	01/04/2014							
End date	31/03/2017							
<b>Project 2</b>	Project Title:	<b>Establishment and workforce</b>  Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff	Improved staff skills and development			3	4	12
Start date	01/04/2015							
End date	31/03/2017							
<b>Project 3</b>	Project Title:	<b>Review HR policies</b>  Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development	Improved effectiveness			3	3	9
Start date	01/04/2015							
End date	31/09/2016							
<b>Project 4</b>	Project Title:		Select one major benefit					0
Start date								
End date								
<b>Project 5</b>	Project Title:		Select one major benefit					0
Start date								
End date								
<b>Project 6</b>	Project Title:		Select one major benefit					0
Start date								
End date								
<b>Project 7</b>	Project Title:		Select one major benefit					0
Start date								
End date								
<b>Project 8</b>	Project Title:		Select one major benefit					0
Start date								
End date								
<b>Project 9</b>	Project Title:		Select one major benefit					0
Start date								
End date								
<b>Project 10</b>	Project Title:		Select one major benefit					0
Start date								
End date								



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

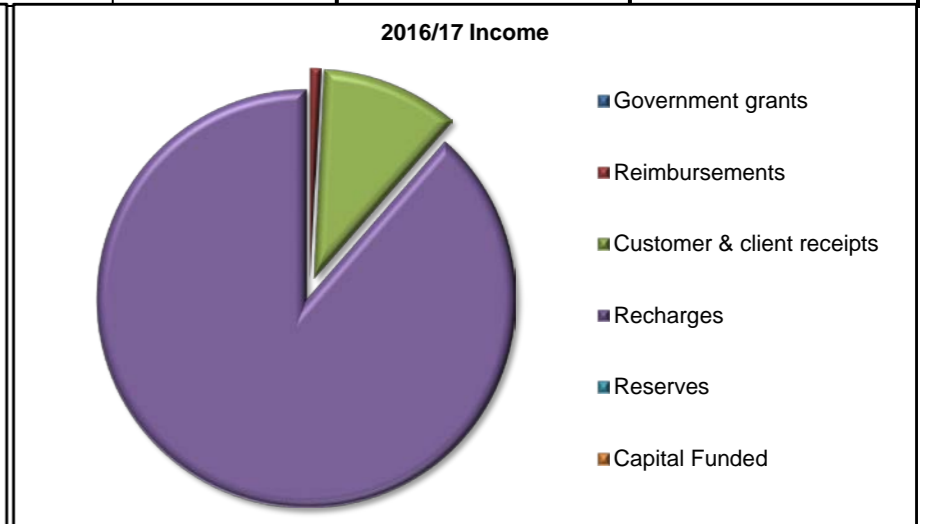
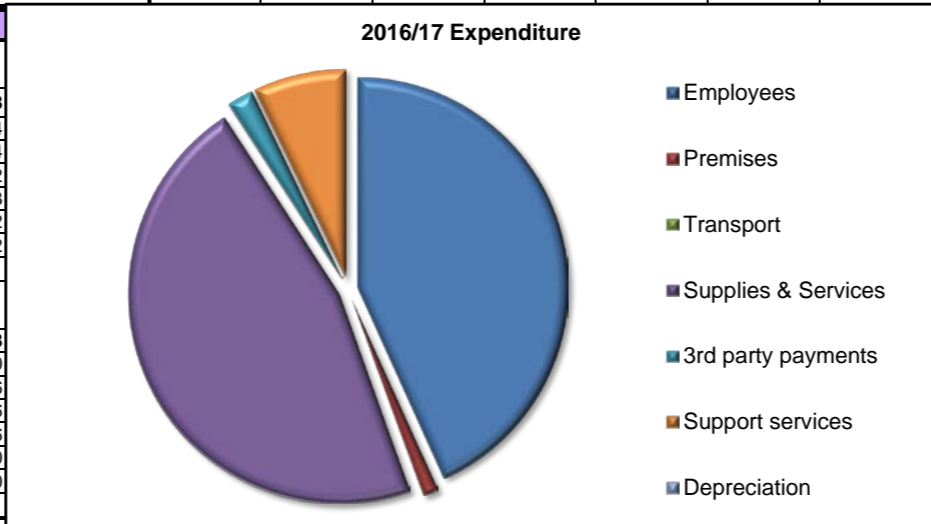
**Infrastructure and Transactions**

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



Resources	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				
<p>Resources is made up of five major areas of activity:</p> <p><b>Accountancy</b> - manage financial health of the council through advice &amp; support to officers and Members, production of council's financial accounts, revenue &amp; budget setting, profiling and reporting &amp; monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems.</p> <p><b>Business planning</b> - manage Financial Strategy &amp; Capital Strategy/Monitoring, Financial Systems Liaison &amp; Development, Business &amp; Service Planning, Performance Management (PM) &amp; Risk Management, developing key business metrics to help services transform &amp; facilitate multi-year planning, target resources, manage risk &amp; integrate financial, business &amp; performance information. Over the next four years we will improve robustness of our systems &amp; projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management</p> <p><b>Commercial &amp; procurement</b> - 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.</p> <p><b>Policy and strategy</b> - coordinate corporate strategy &amp; policy; ensure effective &amp; 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 &amp; 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.</p> <p><b>Treasury and pensions</b> - to manage the Council's treasury (including the day to day cashflow, banking</p>	Revenue/Capital Budget Managers	147/23	147/23	147/23	147/23	147/23	147/23	Asset Management Plan			
	Voluntary Sector Organisations Supported	150+	150+	150+	150+	150+	150+	150+	Capital Programme		
	Budget, Service, Performance & Risk <b>Setting</b>	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Central Government		
	Budget, Service, Performance & Risk <b>Monitoring</b>	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	8 Reports	Corp Equality Scheme		
	Budget, Service, Performance & Risk <b>Closing</b>	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	2 Reports	Corp Procurement Strategy		
	<b>Anticipated non financial resources</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2019/20</b>	Medium Term Financial Strategy		
	Staff (FTE)	64.2	63.3	54.6	51.6	45.6	57.2	57.2	Risk Management Strategy		
	Staff (Trainees)	4	4	4	4	3	4	4	Treasury Management Strategy		
	Staff (Apprentices)	2	2	0	0	0	0	0	Voluntary Sector Strategy		
									Select Strategy delivery		
	<b>Performance indicator</b>	<b>Performance Targets (T) &amp; Provisional Performance Targets (P)</b>					<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>	
		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				
	Accuracy of P8 Revenue Forecast (compared to outturn)	90%	90%	90%	90%			High	Annual	Outcome	Poor decision making
	Accuracy of P8 (P9 to 2013/14) 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	

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
<b>Expenditure</b>	<b>8,744</b>	<b>8,916</b>	<b>9,068</b>	<b>8,426</b>	<b>8,117</b>	<b>7,840</b>	<b>7,898</b>
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	602	602	602	602
Depreciation			0	0	0		
<b>Revenue £'000s</b>	<b>Final Budget 2014/15</b>	<b>Actual 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>	<b>Budget 2019/20</b>
<b>Income</b>	<b>6,021</b>	<b>6,448</b>	<b>6,843</b>	<b>6,816</b>	<b>6,832</b>	<b>6,848</b>	<b>6,848</b>
Government grants		9		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	6,036	6,036	6,036	6,036
Reserves	0		0	0	0	0	0
Capital Funded	0		0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>2,724</b>	<b>2,468</b>	<b>2,225</b>	<b>1,610</b>	<b>1,285</b>	<b>992</b>	<b>1,050</b>



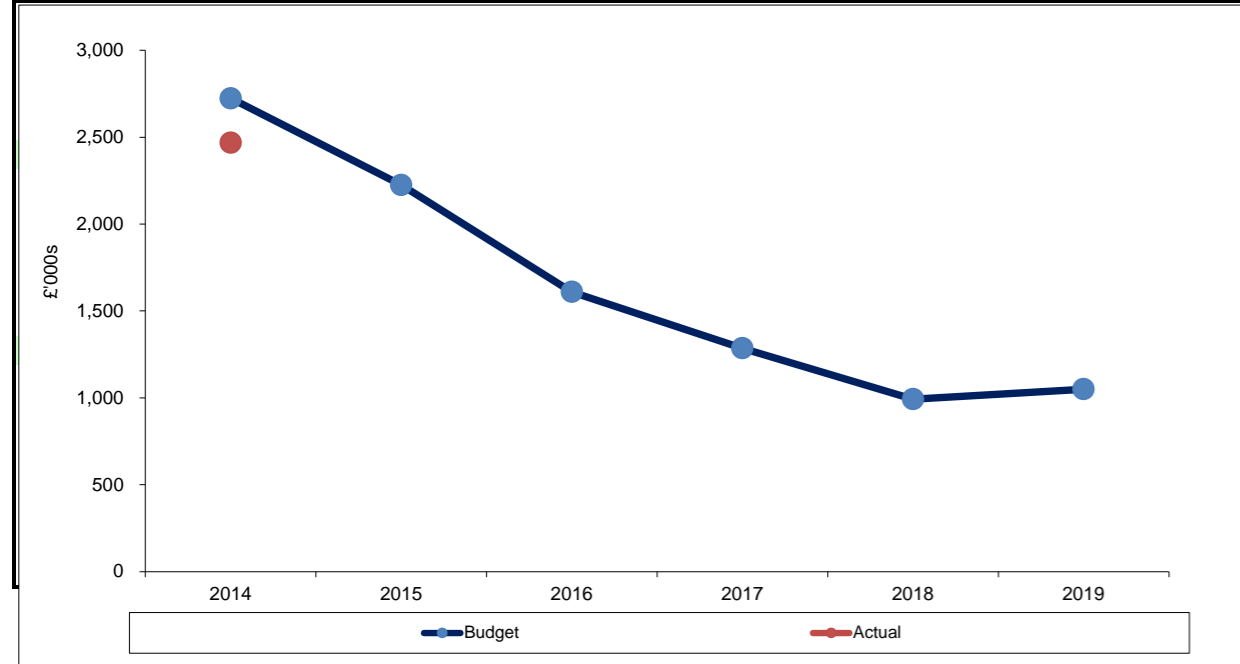
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Financial System re-engineering			454	108			
Civica Icon			125				
Acquisitions Budget			1,497	500			
Transformation Budgets			88	0			
Capital Bidding Fund			1,357	482			
	<b>0</b>	<b>0</b>	<b>3,521</b>	<b>1,090</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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 be 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**

**Resources**

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk			
				Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Evaluation of future funding levels</b>	Risk reduction and compliance			
Start date	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						
<b>Project 2</b>		Project Title:	<b>Financial systems re-engineering programme</b>	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						
<b>Project 3</b>		Project Title:	<b>Develop and implement whole life costing for capital projects</b>	Improved effectiveness			
Start date	01/09/2014	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	31/03/2016						
<b>Project 4</b>		Project Title:	<b>Improve joint finance and business planning</b>	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						
<b>Project 5</b>		Project Title:	<b>Evaluation of different models of funding the capital programme</b>	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 caneasily 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	31/03/2016						
<b>Project 7</b>		Project Title:	<b>Capital Review</b>	Improved effectiveness			
Start date	01/04/2014	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.		2	2	4
End date	31/03/2015						
<b>Project 8</b>		Project Title:	<b>Recharge Review</b>	Select one major benefit			
Start date	01/04/2015	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2015/16 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	31/03/2016						
<b>Project 9</b>		Project Title:	<b>Infrastructure Assets Accounting</b>	Improved effectiveness			
Start date	31/03/2014	Project Details:	Legislative requirement for sset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to workclosely with technical staff within Environment and Regeneration to gather the required information for account closure and presentation.	The computer systems used to record incormation will be reviewed by Internal Audit and assessed for the adequacy asap.	1	2	2
End date	31/03/2016						
<b>Project 10</b>		Project Title:	<b>Pilot Early closure of Accounts</b>	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						





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

**Legal Services**

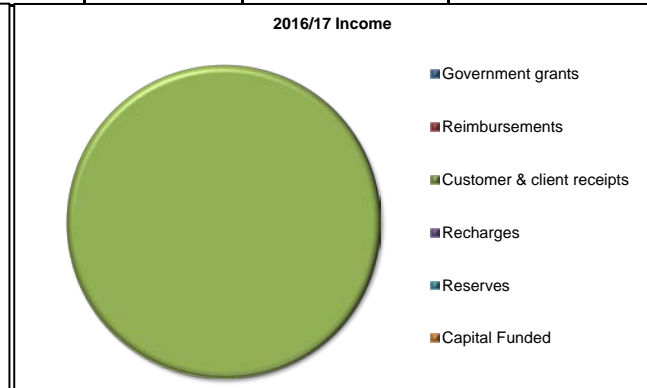
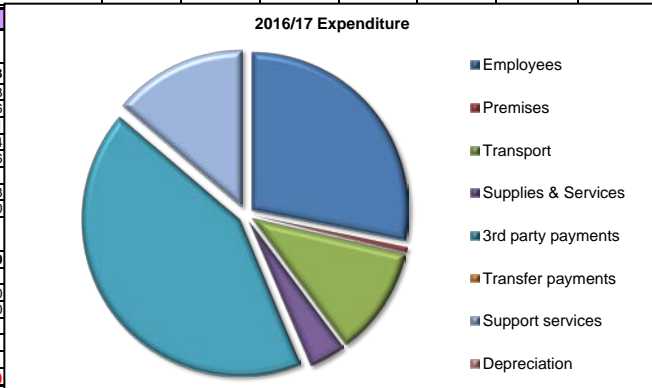
PROJECT DESCRIPTION		MAJOR PROJECTS BENEFITS			Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Shared service</b>	Improved customer experience					
Start date	01/04/2014	Project Details:	To embed the expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings			2	2	4	
End date	31/03/2016								
<b>Project 2</b>		Project Title:	<b>Smarter Working</b>	Improved effectiveness					
Start date	01/04/2014	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			2	1	2	
End date	31/03/2016								
<b>Project 3</b>		Project Title:	<b>Delivering Savings</b>	Improved efficiency (savings)					
Start date	01/04/2016	Project Details:	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond			2	2	4	
End date	31/03/2018								
<b>Project 4</b>		Project Title:	<b>Future Model</b>	Economic outcomes					
Start date	01/02/2016	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.			2	2	4	
End date	31/03/2017								
<b>Project 5</b>		Project Title:	<b>Future Model</b>	Improved effectiveness					
Start date	01/04/2015	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			3	2	6	
End date	31/03/2017								
<b>Project 6</b>		Project Title:	<b>Future Model</b>	Improved effectiveness					
Start date	01/04/2015	Project Details:	To consider the impact on the service of all shared service and alternative delivery models entered into by Merton and partner authorities.			3	2	6	
End date	31/03/2018								
<b>Project 7</b>		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
<b>Project 8</b>		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
<b>Project 9</b>		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									
<b>Project 10</b>		Project Title:		Select one major benefit					
Start date		Project Details:						0	
End date									



# Environment & Regeneration

Commercial Services (Waste Operations)	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	Residual contracts	1183	1000	1100	1200	1300	1300	Waste Management Plan		
	Dry recycling contracts	993	600	700	800	800	800	Climate Change 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".								Medium Term Financial Strategy		
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. TOM - to be completed	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
	Staff (FTE)	13.2	13.2	13.2	13.2	13.2	13.2			
	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

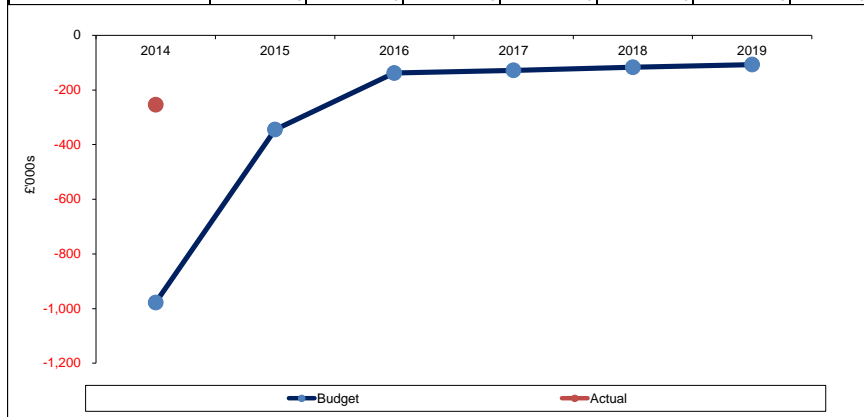
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	997	1,023	987	1,112	1,122	1,133	1,143
Employees	360	240	367	313	313	313	313
Premises	6		6	6	6	6	6
Transport	126	97	126	124	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	153	153	153	153
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	1,250
Recharges							
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>(978)</b>	<b>(254)</b>	<b>(345)</b>	<b>(138)</b>	<b>(128)</b>	<b>(117)</b>	<b>(107)</b>



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

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	
<b>Project 1</b>		Project Title:	<b>Introduce timed commercial waste collections in town centre Colliers Wood</b>	Improved effectiveness		0	0	0
Start date	01/04/2015	Project Details:						
End date	01/04/2016	To improve the appearance of the Town centre area following on from the successful implementation into Wimbledon Town Centre.						
<b>Project 2</b>		Project Title:	<b>Sales and marketing plan</b>	Economic outcomes		0	0	0
Start date	01/04/2015	Project Details:						
End date	01/04/2016	To increase the income within the Commercial waste area and improve the Branding of this important service area.						
<b>Project 3</b>		Project Title:		Select one major benefit		0	0	0
Start date		Project Details:						
End date								
<b>Project 4</b>		Project Title:		Select one major benefit		0	0	0
Start date		Project Details:						
End date								
<b>Project 5</b>		Project Title:		Select one major benefit				0
Start date		Project Details:						
End date								
<b>Project 6</b>		Project Title:		Select one major benefit				0
Start date		Project Details:						
End date								
<b>Project 7</b>		Project Title:		Select one major benefit				0
Start date		Project Details:						
End date								
<b>Project 8</b>		Project Title:		Select one major outcome				0
Start date		Project Details:						
End date								
<b>Project 9</b>		Project Title:		Select one major outcome				0
Start date		Project Details:						
End date								
<b>Project 10</b>		Project Title:		Select one major outcome				0
Start date		Project Details:						
End date								





DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Development and Building Control									
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT		Risk				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Commercialisation of Building Control</b>		Improved efficiency (savings)				
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.		Additional income generation		6	2	12
End date	2016-17								
<b>Project 2</b>		Project Title:	<b>Mobile/Home working</b>		Improved efficiency (savings)				
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		2	2	4
End date	2016-17								
<b>Project 3</b>		Project Title:	<b>Improving the development management processes</b>		Improved effectiveness				
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		2	2	4
End date	2016-17								
<b>Project 4</b>		Project Title:	<b>developing eforms and M3 capability and e-payments</b>		Improved customer experience				
Start date	2014-5	Project Details:	Enforcement eforms , BC eforms and DC e-payments		Channel shift		4	1	4
End date	2016-17								
<b>Project 5</b>		Project Title:	<b>Section review</b>		Improved efficiency (savings)				
Start date	2014-15	Project Details:	Section review looking the structure and interaction with other services		Efficiencies and savings		3	2	6
End date	2016-17								
<b>Project 6</b>		Project Title:	<b>Shared services review with other LA's (part of TOM)</b>		Improved efficiency (savings)				
Start date	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities		Efficiencies and savings		2	2	4
End date	2016-17								
<b>Project 7</b>		Project Title:	<b>Lean review of pre-application process (part of TOM)</b>		Improved effectiveness				
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		6	1	6
End date	2016-17								
<b>Project 8</b>		Project Title:	<b>Re-procurement of M3 or equivalent IT system</b>		Improved effectiveness				
Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities		savings through contract negotiation.		3	1	3
End date	2016-17								
<b>Project 9</b>		Project Title:	<b>Further develop Planning Performance agreements potential</b>		Economic outcomes				
Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered		Regeneration certainty		1	2	2
End date	2016/17								
<b>Project 10</b>		Project Title:			Select one major benefit				
Start date		Project Details:							0
End date									



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		
<b>Project 1</b>		Project Title:	<b>Local Plan: Estate Regeneration</b>	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							
<b>Project 2</b>		Project Title:	<b>Rediscover Mitcham</b>	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							
<b>Project 3</b>		Project Title:	<b>Connecting Colliers Wood / South Wimbledon Planning Framework</b>	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							
<b>Project 4</b>		Project Title:	<b>Wimbledon Stadium</b>	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 <i>Sites and Policies Plan</i>					
End date	2016-17							
<b>Project 5</b>		Project Title:	<b>Climate Change Strategy &amp; Action Plan</b>	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							
<b>Project 6</b>		Project Title:	<b>futureWimbledon &amp; Crossrail 2</b>	Economic outcomes		2	2	4
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)					
End date	2022-23							
<b>Project 7</b>		Project Title:	<b>Morden Town Centre Regeneration</b>	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							
<b>Project 8</b>		Project Title:	<b>Economic Development Strategy and Action Plans</b>	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							
<b>Project 9</b>		Project Title:	<b>Smarter travel: road safety</b>	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							
<b>Project 10</b>		Project Title:	<b>Borough Cycling Initiatives</b>	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							



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

**Leisure & Cultural Development**

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Morden Leisure Centre</b>	Improved customer experience		
Start date	<b>2014</b>	Project Details:	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	<b>2018</b>					
<b>Project 2</b>		Project Title:	<b>Leisure Centres Contract</b>	Improved efficiency (savings)		
Start date	<b>2016</b>	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre	2	2	4
End date	<b>2018</b>					
<b>Project 3</b>		Project Title:	<b>Deliver a Wimbledon Park Masterplan</b>	Improved effectiveness		
Start date	<b>2015</b>	Project Details:	Develop a strategic masterplan for Wimbledon Park that takes account of all of the landscape, ecology and heritage matters as well as defining a sustainable and financially viable future for sports, culture, leisure, play facilities and ancilliary facilities, etc. within the park.	2	2	4
End date	<b>2017</b>					
<b>Project 4</b>		Project Title:	<b>Implement the Wimbledon Park Lake De-silting Plans</b>	Improved sustainability		
Start date	<b>2017</b>	Project Details:	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	<b>2018</b>					
<b>Project 5</b>		Project Title:	<b>Customer Contact Programme - Online Leisure &amp; Cultural Bookings &amp; Payment System &amp; Other Service Technological Requirements</b>	Improved customer experience		
Start date	<b>2015</b>	Project Details:	Work with Corporate IT on the Customer Contact Programme to deliver, improve & implement the replacement online booking & payment system for pitch, halls, pavilions, courses, events and activities in line with the whole council approach. Implement other corporate technological solutions and work with corporate IT to meet customer and service needs within that provision. Ensure service / customer needs are appropriately embedded in new ways of working.	2	2	4
End date	<b>2016-17</b>					
<b>Project 6</b>		Project Title:	<b>Commercialisation of Culture &amp; Sport Activities, Projects and Programmes</b>	Improved efficiency (savings)		
Start date	<b>2014</b>	Project Details:	Continue the commercialisation and development of the Merton Active Plus programme to generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. development team to cover two distinct strands of commercial and community activities.	2	2	4
End date	<b>2016-17</b>					
<b>Project 7</b>		Project Title:	<b>Community Use in the East of the Borough</b>	Improved customer experience		
Start date	<b>2014</b>	Project Details:	Work with leisure facility providers and schools to increase the size, scope and usage of their sports and leisure facilities to provide wider community leisure benefits and use. Deliver the Sports Blast Programme	2	2	4
End date	<b>2017</b>					
<b>Project 8</b>		Project Title:	<b>Increasing participation &amp; engagement in the arts, culture, sport, physical activity and well-being activities</b>	Improved customer experience		
Start date	<b>2014</b>	Project Details:	Develop and deliver, with and through partners, joint community projects and programmes in the east of the borough in accordance with the Culture & Sport Framework	2	2	4
End date	<b>2017</b>					
<b>Project 9</b>		Project Title:	<b>Develop the boroughs involvement in major sporting, arts &amp; cultural events</b>	Improved customer experience		
Start date	<b>2012</b>	Project Details:	Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and required	2	2	4
End date	<b>2018-19</b>					
<b>Project 10</b>		Project Title:	<b>External Funding &amp; Inward Investment Opportunities</b>	Improved effectiveness		
Start date	<b>2013</b>	Project Details:	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	<b>2018-19</b>					





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

Parking								
PROJECT DESCRIPTION				MAJOR PROJECT BENEFIT		Risk		
		Likelihood	Impact	Score				
<b>Project 1</b>		Project Title:	<b>Tackling Traffic Congestion</b>	Improved effectiveness				
Start date	<b>2014-15</b>	Project Details:	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.	2	2	4	
End date	<b>2016-17</b>							
<b>Project 2</b>		Project Title:	<b>Cashless parking</b>	Improved customer experience				
Start date	<b>2013-14</b>	Project Details:	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.	1	1	1	
End date	<b>2016-17</b>							
<b>Project 3</b>		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
<b>Project 4</b>		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
<b>Project 5</b>		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
<b>Project 6</b>		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
<b>Project 7</b>		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
<b>Project 8</b>		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
<b>Project 9</b>		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
<b>Project 10</b>		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								



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	
<b>Project 1</b>		Project Title:	<b>Management of parks &amp; open spaces</b>	Improved reputation			
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			2	2
End date	2017-18						
<b>Project 2</b>		Project Title:	<b>Management of bowling greens</b>	Improved reputation			
Start date	2012-13	Project Details:	Review and transformation of the current bowls provisions in Merton			2	2
End date	2017-18						
<b>Project 3</b>		Project Title:	<b>Commercialisation of grounds and sports services</b>	Economic outcomes			
Start date	2012-13	Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor events			2	2
End date	2018-19						
<b>Project 4</b>		Project Title:	<b>Service Delivery Models</b>	Improved efficiency (savings)			
Start date	2014-15	Project Details:	Support & input to South London Waste Partnership Phase C procurement exercise (Lot 2)			3	2
End date	2016-17						
<b>Project 5</b>		Project Title:	<b>Development of new sporting hub at Joseph Hood Rec</b>	Improved customer experience			
Start date	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground			3	2
End date	2017-18						
<b>Project 6</b>		Project Title:	<b>New pavilion &amp; facilities at Dundonald Rec</b>	Improved reputation			
Start date	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)			2	2
End date	2016-17						
<b>Project 7</b>		Project Title:	<b>Management of paddling pools</b>	Improved reputation			
Start date	2013-14	Project Details:	Investment in new water play facilities.			2	2
End date	2016-17						









**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
<b>Project 1</b>		Project Title:	<b>Expansion of shared 'regulatory' service</b> Potential expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth in 2017.	Economic outcomes		
Start date	2016-17	Project Details:				
End date	2017-18					
				3	2	6
<b>Project 2</b>		Project Title:	<b>Work with Public Health England to deliver 'Healthy Catering Commitment'</b> Public Health have funded a 1 year fixed term contract for an Environmental Health Officer to deliver this project	Improved effectiveness		
Start date	2015-16	Project Details:				
End date	2016-17					
				2	1	2
<b>Project 3</b>		Project Title:	<b>Rationalisation of administration and licensing teams</b> Rationalisation of the Merton and Richmond administration and licensing teams to improve business processes, generate efficiencies and improve the outcomes for customers	Improved effectiveness		
Start date	2015-16	Project Details:				
End date	2016-17					
				2	1	2
<b>Project 4</b>		Project Title:	<b>Procurement of a new ICT case management system</b> Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth	Improved efficiency (savings)		
Start date	2014-15	Project Details:				
End date	2016-17					
				3	2	6
<b>Project 5</b>		Project Title:	<b>Investigation of contaminated land at Marlowe Square</b> 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	Risk reduction and compliance		
Start date	2013-14	Project Details:				
End date	2016-17					
				5	2	10
<b>Project 6</b>		Project Title:	<b>Design and implement a joint Merton/Richmond budget</b> Design and implement a joint revenue (income & expenditure)budget on a 50/50 costs apportionment model	Economic outcomes		
Start date	2014-15	Project Details:				
End date	2016-17					
				2	1	2
<b>Project 7</b>		Project Title:		Select one major benefit		
Start date		Project Details:				
End date						
						0
<b>Project 8</b>		Project Title:		Select one major benefit		
Start date		Project Details:				
End date						
						0
<b>Project 9</b>		Project Title:		Select one major benefit		
Start date		Project Details:				
End date						
						0
<b>Project 10</b>		Project Title:		Select one major benefit		
Start date		Project Details:				
End date						
						0



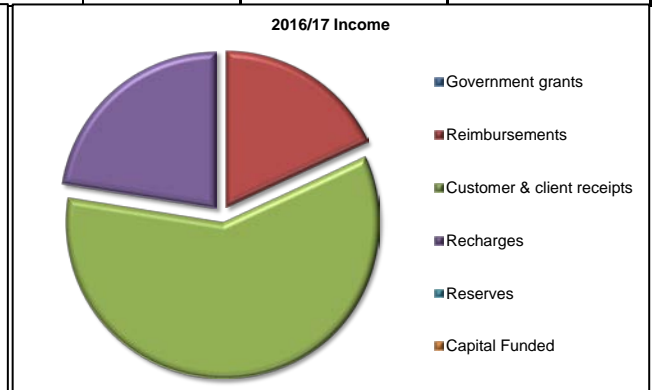
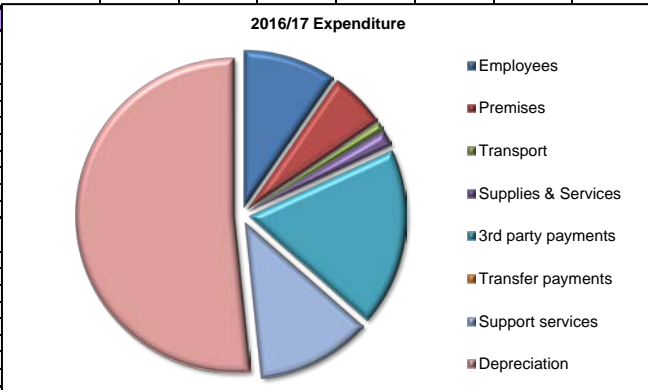




DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Street Cleaning								
PROJECT DESCRIPTION			MAJOR PROJECT BENEFIT		Risk			
			Likelihood	Impact	Score			
<b>Project 1</b>		Project Title:	<b>Introduce mobile working</b>  This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.	Improved effectiveness		2	2	4
Start date	2014-15	Project Details:						
End date	2016-17							
<b>Project 2</b>		Project Title:	<b>Introduce timed commercial waste collections in town centres</b>  Introduce time banded waste collections in town centres starting with Wimbledon and Morden town centre now completed. We are expanding this to include Mitcham Town centre in the future.	Improved customer experience		2	2	4
Start date	2013-14	Project Details:						
End date	2016-17							
<b>Project 3</b>		Project Title:	<b>Review Street Cleansing equipment</b>  Review of Mechanicals sweeping resource with a view to consider more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) has been completed- 5 in operation across the borough.	Improved effectiveness		2	2	4
Start date	2014-15	Project Details:						
End date	2016-17							
<b>Project 4</b>		Project Title:	<b>Increase Enforcement Capacity</b>  Procurement is currently in progress with the aim of securing a two year contract for additional enforcement capacity for littering and dog fouling offences. OJEU issued Oct 2015.	Improved reputation		3	1	3
Start date	2014-15	Project Details:						
End date	2016-17							
<b>Project 5</b>		Project Title:		Select one major benefit		0	0	
Start date		Project Details:						
End date								
<b>Project 6</b>		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
<b>Project 7</b>		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
<b>Project 8</b>		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								
<b>Project 9</b>		Project Title:		Select one major benefit				
Start date		Project Details:						
End date								

Traffic & Highways		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	Road Safety Plan			
Enter a brief description of your main activities and objectives below		Street lights		12,673	12,673	12,673	12,673	12,673	12,673	Local Transport Plan			
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.		Number of trees to be maintained		16,640	16,710	16,710	16,710	16,710	16,710	Local Implementation Plan			
		Network Maintenance and Improvement		363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	Capital Programme		
		Number of Streetwork Permits issued		18,000	18,000	18,000	18,000	18,000	18,000	18,000	Local Development Framework		
		Anticipated non financial resources		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20				
The main aims of the service are to:		Staff (FTE)		36.60	26.60	24.00	23.00	23.00	23.00				
<ul style="list-style-type: none"> <li>Ensure the safe and expeditious movement of all traffic on the Highway Network.</li> <li>Improve the condition of the highway network</li> <li>Improve the Public Realm.</li> <li>Improve the Street Scene.</li> <li>Improve the quality of life of local residents</li> </ul>		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)				
Objectives		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	100	High	Monthly	Quality
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.		% Streetworks permitting determined		98	98	98	98	98	98	High	Monthly	Quality	Loss of income
		% Streetworks inspections completed		35	37	38	38	38	38	38	High	Quarterly	Unit cost
Specific Objectives:		% 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%	95%	High	Annual	Quality
Introduce Mobile working Channel shift and move to on-line self service system		Carriageway Condition - Unclassified Roads non principal Defectiveness Condition Indicator		21%	20%	19%	19%	19%	19%	Low	Annual	Quality	Increased costs
		Footway condition - Defectiveness Condition Indicator		21%	20%	19%	19%	19%	19%	19%	Low	Annual	Quality

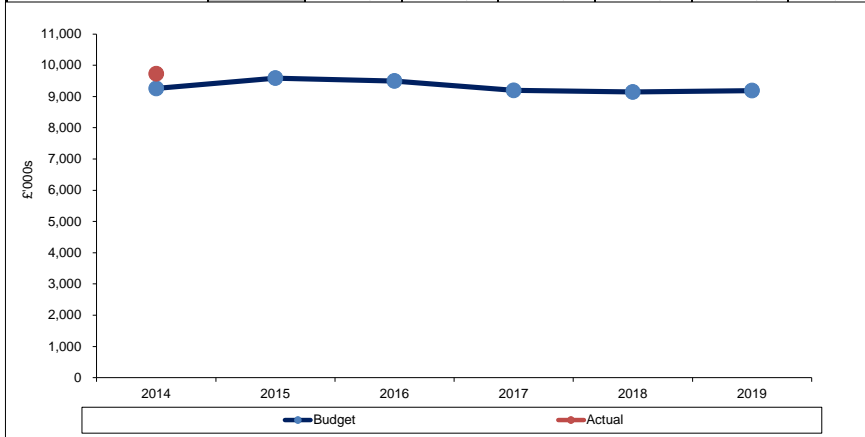
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	12,363	11,866	11,895	11,708	11,460	11,409	11,458
Employees	1,819	1,585	1,333	1,128	1,099	1,099	1,099
Premises	702	707	732	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	2,158	2,073	2,008	2,043
Transfer payments							
Support services	1,259	917	1,385	1,385	1,385	1,385	1,385
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	1,369
Recharges	497	31	497	497	497	497	497
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>9,259</b>	<b>9,726</b>	<b>9,588</b>	<b>9,497</b>	<b>9,194</b>	<b>9,143</b>	<b>9,192</b>



Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
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	2,834	1,754	1,845	1,865	TBA
	0	5,655	6,609	5,195	5,114	5,356	3,027

**Summary of major budget etc. changes 2016/17**

- ER23 = (£5k)
- 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
<b>Project 1</b>		Project Title:	<b>Flood and Water Management Schemes</b>	Improved reputation		
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy.			1
End date	2016-17					
<b>Project 2</b>		Project Title:	<b>Delivery of Mitcham Town Centre scheme</b>	Improved reputation		
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre			4
End date	2016					
<b>Project 3</b>		Project Title:	<b>On-line self Service System</b>	Improved effectiveness		
Start date	2015-16	Project Details:	Move to on-line self service system			2
End date	2016-17					
<b>Project 4</b>		Project Title:	<b>4 Year work Programme</b>	Improved reputation		
Start date	2015-16	Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough			2
End date	2019-20					
<b>Project 5</b>		Project Title:	<b>Street Lighting Investment - Conversion to LED</b>	Improved sustainability		
Start date	2015-16	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs			2
End date	2018-19					
<b>Project 6</b>		Project Title:		Select one major benefit		
Start date		Project Details:				
End date						
<b>Project 7</b>		Project Title:		Select one major benefit		
Start date		Project Details:				
End date						
<b>Project 8</b>		Project Title:		Select one major benefit		
Start date		Project Details:				
End date						
<b>Project 9</b>		Project Title:		Select one major benefit		
Start date		Project Details:				
End date						
<b>Project 10</b>		Project Title:		Select one major benefit		
Start date		Project Details:				
End date						



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

**Transport**

PROJECT DESCRIPTION		MAJOR PROJECT BENEFIT		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>New Joint Passenger Transport Framework</b>	Improved efficiency (savings)		4
Start date	2015-16	Project Details:				
End date	2019-20			2	2	
<b>Project 2</b>		Project Title:	<b>Benchmarking - Internal Services</b>	Improved efficiency (savings)		4
Start date	2014-15	Project Details:				
End date	2016-17			2	2	
<b>Project 3</b>		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
<b>Project 4</b>		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
<b>Project 5</b>		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
<b>Project 6</b>		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
<b>Project 7</b>		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
<b>Project 8</b>		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
<b>Project 9</b>		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
<b>Project 10</b>		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						



**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
<b>Project 1</b>		Project Title:	<b>South London waste partnership (phase B)</b>	Improved efficiency (savings)		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 commissioning of new facility.	to ensure sustainable and affordable waste disposal solutions mitigating the need for Landfill	2	
End date	2016-17					
<b>Project 2</b>		Project Title:	<b>Mobile technology including GPS and in cab monitors</b>	Improved efficiency (savings)		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.	3	2	
End date	2016-17					
<b>Project 3</b>		Project Title:	<b>LWARB efficiency review of Domestic waste collections</b>	Improved efficiency (savings)		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.	2	2	
End date	2016-17					
<b>Project 4</b>		Project Title:	<b>South London waste partnership (phase C)</b>	Improved efficiency (savings)		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.	3	2	
End date	2017-18					
<b>Project 5</b>		Project Title:		Select one major benefit		0
Start date	2014-15	Project Details:				
End date	2017-18					
<b>Project 6</b>		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
<b>Project 7</b>		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
<b>Project 8</b>		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						
<b>Project 10</b>		Project Title:		Select one major benefit		0
Start date		Project Details:				
End date						